

# 2026-2027 MAYOR'S BUDGET

TOWN OF INGERSOLL  
JANUARY 12, 2026



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# MESSAGE FROM THE CAO



2026 is the final year of this term of Council. Therefore, this budget will be the last budget of this term. We have had significant changes in the way we conduct business with the province moving the Town of Ingersoll to the Strong Mayor system.

That makes this the first budget made by our Mayor Brian Petrie. Brian has asked that this budget be as collaborative as possible with him not being the sole decider on the budget issues. He has asked that this budget look as much as possible like a normal year's budget.

Our residents and business owners are the foundation of Ingersoll. Your active participation and input are what make it possible for us to meet your needs effectively. We can only build a stronger future, both now and for generations to come, if we work together.

This budget is the result of a thoughtful assessment of our spending plans. It is a testament to our shared vision for guiding Ingersoll forward with transparency and fiscal responsibility.

I would like to extend a thank you to our committed leadership team and staff. Their effort in ensuring this budget properly aligns with the Corporate Strategic Plan is invaluable. They continue to demonstrate our promise of respect, honesty, and sustainability in each step forward.

We've seen great successes in 2025, and each one is a fantastic win for all of us.

In 2025, our team secured a \$125,000 grant from the Government of Canada's Enabling Accessibility Fund to modernize the Town Hall's elevator and create more accessibility for the building.

Additionally, the Town of Ingersoll received a \$2,472,875 grant from the Province of Ontario's Housing-Enabling Water Systems Fund. This funding has a direct impact on essential infrastructure and supports much-needed housing growth in our community.

Another significant success was the completion of the health strategy. The health strategy completed by Michael Barrett gave us insight on how to support health services in the community while "staying in our lane".

Moreover, this budget reflects the remaining goals of the strategic plan. We have made considerable progress in accomplishing the goals of the strategic plan, and staff remain positive that all goals of the strategic plan will be accomplished by the end of the term.

## MESSAGE FROM THE CAO

Of course, the largest commitment of the strategic plan is the development of the Multi Use Recreation Centre. This budget includes the commencement of MURC's construction phase and, as such, it is a significant undertaking. Council and staff are familiar with my analogy that this project is the "bowling ball in the snake". It's an all-consuming effort and, like the snake, it is challenging to consume anything else until this task is fully digested. As we dedicate the necessary resources to this monumental project, we have adopted a leaner approach to other initiatives. However, we are fortunately positioned for this prioritization having already accomplished many of the goals outlined in the strategic plan.

Our staff consistently meet budgeting challenges head-on, always moving with community pride at the forefront of their decisions. This is the accountability that our community expects and deserves, and it's what our staff deliver.

Heading into 2026, it is essential that we maintain this strong, collaborative relationship between Council and Administration, all viewed through the lens of responsible community growth. Together, with our community, we will continue to prioritize residents, businesses, and future generations by providing Ingersoll with an innovative and welcoming place to call home.

Though my role has transformed in the last 12 years, I've enjoyed every opportunity to experience Ingersoll's evolution into such an engaging community that is ever proud to highlight its rich heritage. I am genuinely excited to be part of the team using our resources to create a future that is truly worthy of that heritage.

To staff and council, I submit that I remain your humble public servant.

As we forge ahead into 2026, I look forward to supporting and maintaining a high quality of life for every Ingersoll resident and local business.

The work starts now, and I thank you for being a crucial part of it.

A handwritten signature in black ink, appearing to read "Michael Graves". The signature is fluid and cursive, with a large initial "M" and a stylized "G".

Michael Graves, Chief Administrative Officer





## TOWN OF INGERSOLL

Ingersoll, Ontario is a vibrant community located along Highway 401 in the heart of Oxford County. Known for its rich heritage, welcoming spirit, and strong local economy, Ingersoll offers the charm of small-town living with convenient access to major urban centres.

The town continues to grow as a hub for industry, culture, and recreation, while maintaining a deep pride in its history and community values.

## VISION STATEMENT

*"Ingersoll is a strong, diverse, green, and sustainable community that respects our people, honours our past and shapes our future."*

## MISSION STATEMENT

*"We nurture a community that respects all and offers sustainable services and amenities that promote a quality of living that makes us proud to call Ingersoll home."*



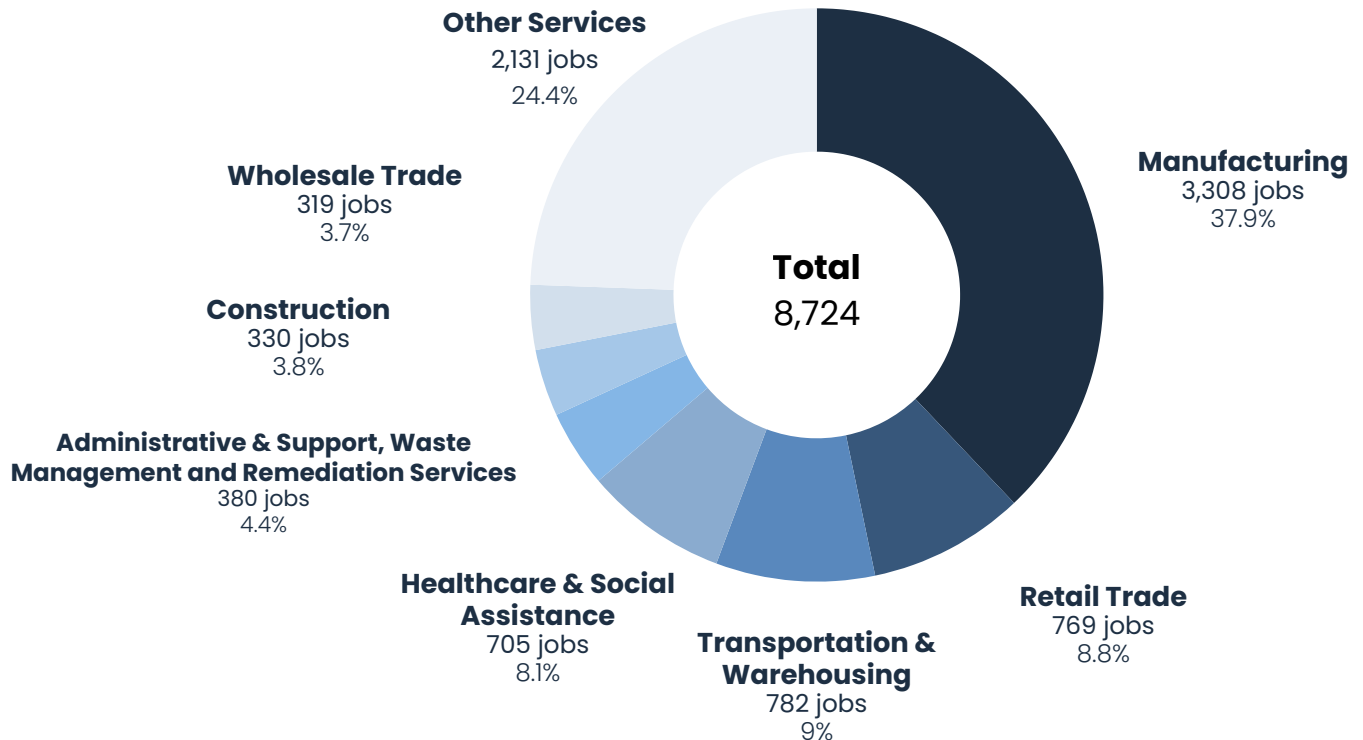
## GROWTH FORECASTS

	INGERSOLL	OXFORD COUNTY
2024 Population	14,400	132,240
2034 Population	17,240	158,760
2024 Employment	8,573	52,633
2034 Employment	10,150	62,729

Average total household income in Ingersoll: \$116,100

Average price of dwellings in Oxford County: \$654,275 (2023 Avg. \*WITAAR)

## EMPLOYMENT BY INDUSTRY





# MAYOR AND COUNCIL

The Mayor and Council are responsible for setting policy and governing the Municipality. It is the role of the Mayor to preside over Council meetings, to provide leadership to the Council and to represent the municipality at official functions.



Pictured left to right: CAO Michael Graves, Councillor Kristy Van Kooten-Bossence, Councillor Shannon Hutson, Councillor Khadijah Haliru, Mayor Brian Petrie, Councillor Rick Eus, Deputy Mayor Lindsay Wilson, Councillor Mike Bowman

Council represents the public and considers the well-being and interests of the community as a whole. They also develop and evaluate the policies and programs of the municipality and determine which services the municipality provides.

Council is also mandated to ensure that administrative practices and procedures are in place to implement the decisions of Council and maintain the financial integrity of the municipality.





# ADMINISTRATIVE STRUCTURE

## TOWN COUNCIL

Town Council in Ingersoll serves as the community's elected decision-making body, providing leadership, setting strategic priorities, and establishing policies that guide the Town's future. Council members represent the interests of residents and businesses, balancing community needs with long-term planning and fiscal responsibility. While staff carry out the day-to-day delivery of programs and services, Council is responsible for passing bylaws, and making key decisions on growth, infrastructure, and community development to ensure Ingersoll remains a vibrant, sustainable, and welcoming place to live, work, and invest.

## CAO

The Chief Administrative Officer (CAO) is the most senior non-elected official at the Town of Ingersoll and is responsible for overseeing the overall administration of the municipality. The CAO provides leadership and direction to all departments, ensures that Council's policies and decisions are implemented, and manages the efficient delivery of programs and services to the community. Acting as a key link between Council and staff, the CAO supports strategic planning, fiscal accountability, and organizational effectiveness to help achieve the Town's goals and priorities.

## DEPARTMENTS

In the Town of Ingersoll, municipal staff are responsible for carrying out the programs, services, and initiatives established by Council and mandated through County and Provincial frameworks. This means they manage the day-to-day delivery of services across a wide range of departments, such as Community Services, Public Works, Economic Development and Tourism, Clerks, Fire Services, Finance, Human Resources, and Planning.



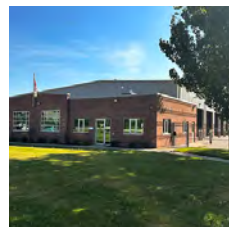
CLERKS



ECONOMIC  
DEVELOPMENT



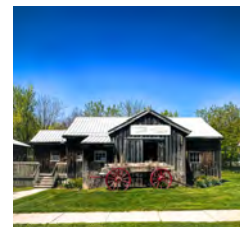
ENGINEERING



PUBLIC WORKS



TREASURY & IT



MUSEUM



BUILDING  
PERMITS



PARKS & ARENA



FUSION



VPCC



FIRE &  
BY-LAW ENFORCEMENT



HUMAN  
RESOURCES

# STRATEGIC PLAN

## CORPORATE STRATEGIC PLAN 2022–2025 SUMMARY

The Town of Ingersoll has a long tradition of innovation and community pride, from the creation of the historic mammoth wheel of cheese to today's preparation for new growth and economic change. In 2022, Council adopted a corporate strategic plan to guide decision-making, align community priorities, and prepare for future challenges and opportunities.

This plan was developed through broad consultation with Council, municipal staff, residents, and local businesses. It defines the Town's vision, mission, guiding principles, and sets out four strategic pillars with goals, objectives, and priority actions.



## GUIDING PRINCIPALS

The Town's decision-making is grounded in three enduring values:

- **Open & Receptive** – transparent, inclusive, and respectful.
- **Honest & Comprehensive** – integrity, evidence-based choices, fiscal prudence.
- **Sustainable & Flexible** – continuous improvement, financial responsibility, adaptability.

## STRATEGIC PILLARS & GOALS

1

### ***Communications & Operations Excellence***

**Goal:** Deliver innovative efficiencies and superb customer service through people, processes, and programs.

- **Leadership:** strengthen communication, inter-departmental collaboration, and financial planning.
- **Staff Retention & Attraction:** invest in competitive compensation, workplace wellbeing, inclusiveness, and professional development.
- **Customer Service:** improve awareness of services, raise service standards, and align delivery to community needs.



# STRATEGIC PLAN

## 2 *Economic Development*

**Goal:** Diversify the economy, retain and expand local businesses, and revitalize downtown.

- **Business Diversification:** encourage growth through incentives, partnerships, and a supportive business climate.
- **Downtown Revitalization:** foster redevelopment, promote heritage assets, expand commercial/hospitality offerings, and attract visitors.



## 3 *Residential Growth & Community Prosperity*

**Goal:** Enhance quality of life and support prosperity for residents and businesses.

- **Housing:** create diverse and affordable housing through policy, incentives, and partnerships.
- **Inclusion & Wellbeing:** strengthen safety, belonging, recreational amenities, and active transportation.

## 4 *Collaborative Partnerships & Infrastructure*

**Goal:** Work with partners to share resources, manage growth, and strengthen infrastructure.

- **Cooperation:** build partnerships with neighbouring municipalities, Oxford County, and senior governments; involve volunteers and address homelessness.
- **Infrastructure:** invest in asset management, protect natural assets, and expand green spaces and trails.





# STRATEGIC PLAN

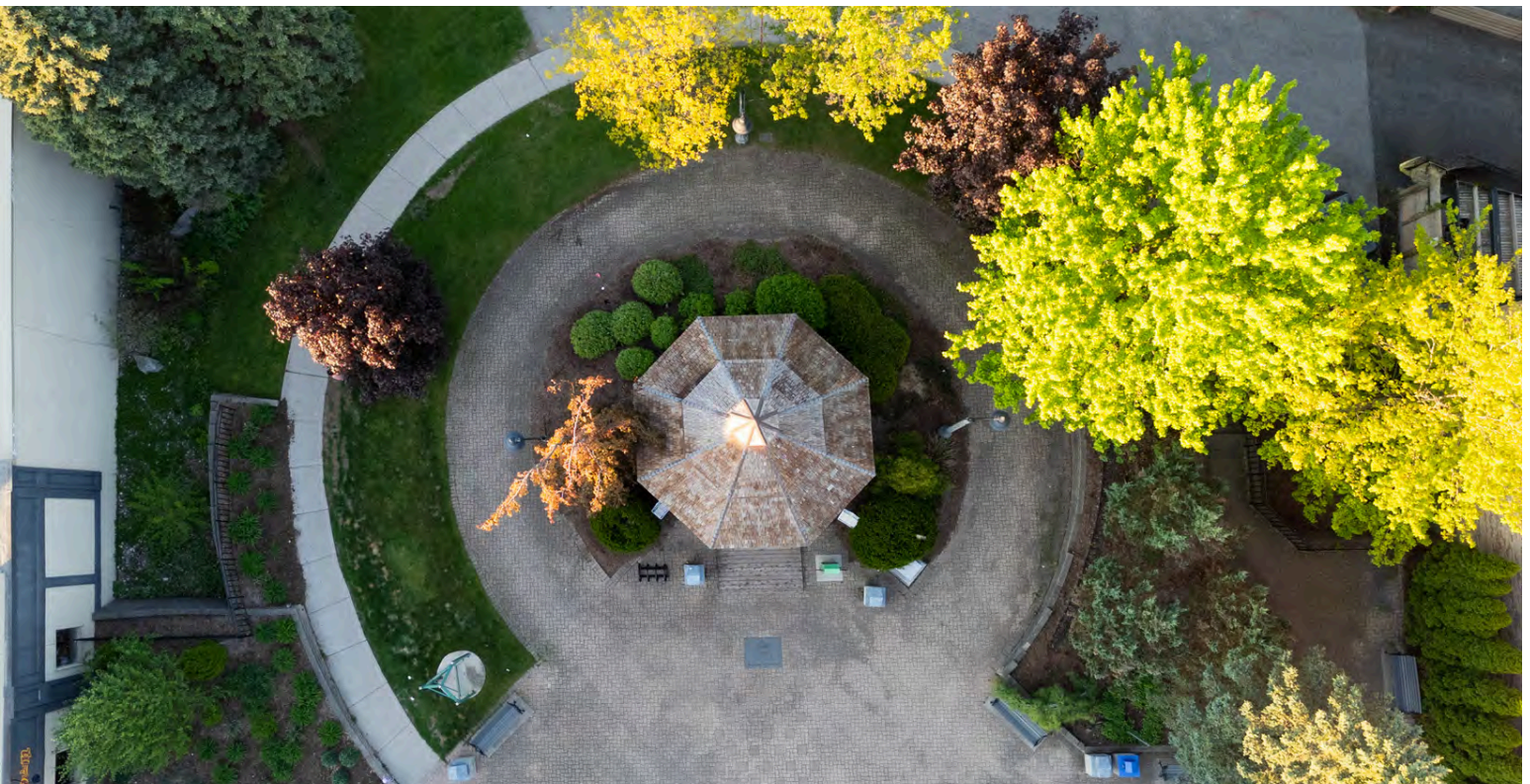
## ACTION PLAN & PRIORITIES

To put the plan into practice, each department must align business plans with the strategic pillars and goals. Annual reviews and performance measurement will ensure accountability.

### Top Priority Actions include:

- Launching a resident e-newsletter to improve communications **IN PROGRESS**
- Creating a Volunteer Policy to strengthen community involvement **COMPLETE**
- Implementing 360-degree staff feedback and celebrating innovation **COMPLETE**
- Hiring consultants to create a Secondary Plan and designate lands for housing **COMPLETE**
- Advancing the Multi-Use Recreation Centre (MURC) project with funding partnership **IN PROGRESS**
- Reviewing the Community Improvement Plan (CIP) to boost commercial growth **IN PROGRESS**
- Expanding trails and tree planting as part of the Recreation Master Plan **IN PROGRESS**
- Supporting the long-term viability of Alexandra Hospital **IN PROGRESS**
- Developing a housing strategy to increase affordability and diversity **IN PROGRESS**

The 2022–2025 Strategic Plan provides a roadmap for Ingersoll's growth and prosperity. Rooted in strong values, the plan aligns community aspirations with municipal action, ensuring the Town continues to be a welcoming, sustainable, and forward-looking community.



# BUDGET PROCESS OVERVIEW

## MULTI-YEAR BUDGET PROCESS

On December 18, 2023, Council adopted the Town of Ingersoll's first four-year Multi-Year Budget, covering the years 2024–2027. The 2026 Budget Update represents the third year of this cycle, while the fourth year will be reconfirmed at the start of a new Council term.

Multi-year budgeting allows the Town to plan strategically over several years, aligning resources, reserves, and capital projects with long-term priorities. Annual updates provide the flexibility to respond to:

- Economic changes and inflation,
- Unforeseen events or emergencies, and
- Shifts in Council priorities or community needs.

Even under a multi-year plan, each year must be formally reviewed and readopted, as required under Section 291(4) of the Municipal Act, 2001, to maintain legal authority for levies and expenditures.

## STRONG MAYOR BUDGET PROCESS

Under the Strong Mayor Budget framework (Part VI.1 of the Municipal Act, 2001 and Ontario Regulation 530/22):

- The Mayor prepares and tables the budget annually.
- Council reviews the Mayor's proposal and may propose amendments during the statutory amendment period.
- The Mayor may veto Council amendments, with Council able to override a veto by a two-thirds vote.

This framework emphasizes clear ownership of the budget proposal by the Mayor, while preserving Council's authority to shape spending, service levels, and priorities. For multi-year budgets, the Strong Mayor framework requires careful alignment each year to ensure continuity over the four-year plan.

In accordance with Mayoral Directive MD1-2025-01, the 2026 budget process includes several stages of review and deliberation to allow meaningful Council and public participation.

This structured process ensures that all proposed amendments are considered in a consistent and transparent manner and that the final Mayor's Budget reflects a consensus approach prior to formal tabling.

# BUDGET PROCESS OVERVIEW

## 2026-2027 BUDGET UPDATE TIMELINE



### **November 03, 2025–Draft Budget Presentation**

Staff presented the draft 2026 Operating and Capital Budgets for Council and public review. Council provided initial feedback and identified additional information needs.



### **November 03-19, 2025–Amendment Period**

Council members submit proposed budget amendments to the Clerk by November 19 using the Budget Amendment Form. Public and community delegations are scheduled during this time.



### **November 24, 2025–Consideration of Amendments & Delegations**

Public and community delegations were heard, followed by Council's deliberations on the community grant program.



### **December 15, 2025–(Optional)**

Staff presented an update on the 2026 operating and capital budgets, incorporating confirmed figures for outstanding items. The Mayor recommended several amendments, all of which were approved by Council.



### **January 12, 2026–Tabling of the Mayor's Budget**

Mayor tables the budget in accordance with the Municipal Act, 2001, formally initiating the Strong Mayor Budget process.

If timelines are shortened, adoption may occur immediately; otherwise, the statutory process concludes by **March 8, 2026**.



# ABOUT YOUR PROPERTY TAX BILL

Property taxes are the primary source of revenue that allows the Town of Ingersoll to provide the programs, services, and infrastructure our community relies on every day.

## How Property Taxes Work

Each year, Ingersoll property owners receive a tax bill based on their property's assessed value, as determined by the Municipal Property Assessment Corporation (MPAC). The Town sets a tax rate based on the approved budget, which is applied to the assessed value to determine the property tax.

## Where Your Tax Dollars Go

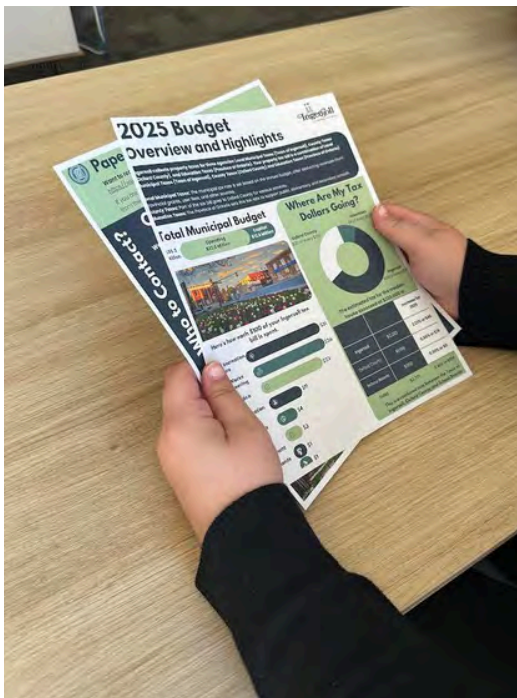
Every dollar collected through property taxes is reinvested into the community. Ingersoll's property taxes support a wide range of essential services, including:

- Administration
- Clerks Department
- Community Services
- Emergency Services
- Engineering Services
- Public Works
- Finance
- Economic Development

## The Shared Tax Bill

It is important to note that the property tax bill includes more than just the Town's share. Your tax bill is divided among:

- **The Town of Ingersoll** – municipal services and infrastructure.
- **Oxford County** – regional services such as water, wastewater, garbage, social services, and more.
- **School Boards** – education funding as set by the Province of Ontario.



## Accountability to Residents

The Town of Ingersoll is committed to transparency and accountability in the way tax dollars are managed. Each year, Council carefully reviews service levels, community needs, and long-term planning to ensure residents receive high-quality services at a fair and reasonable cost.

## Working Together for Our Community

Your property taxes make it possible for the Town of Ingersoll to provide the services that keep our community safe, connected, and thriving. They are an investment in the quality of life that makes Ingersoll a great place to live, work, and grow.

# 2026 OPERATING BUDGET OVERVIEW

The 2026 operating budget presents a total gross operating expenditure of \$24,430,283 (\$23,554,916 in 2025). The total requirement from taxation in 2026 is \$19,502,044, compared to \$18,779,122 in 2025. This represents an increase in the tax levy of \$722,922 or 3.85%, which results in a tax rate (effective tax rate) increase of 1.98%.

## BUDGET GOALS

The 2026 Operating Budget was developed with the following goals in mind:

- **Fiscal Responsibility:** Deliver a balanced and responsible budget that maintains the Town's strong financial position while ensuring service continuity.
- **Continuous Improvement:** Identify efficiencies, reduce costs where possible, and explore new or alternative revenue sources to lessen the reliance on property taxes.
- **Infrastructure Sustainability:** Prioritize funding for infrastructure renewal, address the infrastructure deficit, and build reserves to support future capital investments.
- **Strategic Implementation:** Advance key initiatives in the Town's Strategic Plan, including construction of the MURC and implementation of the Health Strategy.
- **Prudent Debt Management:** Continue to manage debt responsibly, ensuring future borrowing capacity remains available for critical projects.

## OPERATING BUDGET HIGHLIGHTS

The 2026 Operating Budget continues to balance service delivery with long-term sustainability. Key highlights include:

- ✓ \$4.20 million in public safety services, including police, fire, and by-law enforcement.
- ✓ \$4.18 million in transfers to reserves, ensuring future capital needs are adequately funded and the Town's financial position remains strong.
- ✓ \$750,000 contribution to the Multi-Use Recreation Centre (MURC) project, maintaining momentum on this major community investment.
- ✓ Support for local non-profit organizations, community groups, and youth programs, helping sustain the fabric of the community.
- ✓ Continued focus on economic development, supporting innovation, attracting investment, and retaining local businesses.
- ✓ Strategic use of reserves and reserve funds, optimizing cash flow and supporting future infrastructure and asset management needs.
- ✓ No new debt financing is required in the 2026 budget, demonstrating continued commitment to prudent fiscal management.

# 2026 OPERATING BUDGET OVERVIEW

## OPERATING BUDGET KEY INFLUENCES

The 2026 Operating Budget was prepared under challenging economic and regulatory conditions that directly affect the cost of providing municipal services. The following factors had a significant influence on budget development:

### **INFLATIONARY PRESSURES**

Rising costs for fuel, utilities, insurance, professional services, and construction materials continue to impact both operating and capital budgets. Although supply chain disruptions have eased, ongoing labour shortages and demand for materials are keeping costs above pre-pandemic levels.

### **UNITED STATES TARIFFS**

Tariffs on Canadian goods and materials originating from the United States have led to increased costs for equipment and supplies used in municipal operations. These additional expenses create cost pressures that must be managed through internal efficiencies and strategic procurement.

### **LEGISLATIVE CHANGES**

Recent provincial legislation has introduced new compliance and cost requirements for municipalities.

Bill 149 – Working for Workers Four Act introduces pay transparency rules and expanded employee rights.

Bill 185 – Cutting Red Tape to Build More Homes Act limits the Town's ability to recover growth-related capital costs from developers, impacting long-term capital funding.

Bill 194 – Strengthening Cyber Security and Building Trust in the Public Sector Act requires enhanced cybersecurity measures and privacy management under FIPPA.

These legislative changes create additional administrative and financial obligations that have been incorporated into the 2026 Budget.

### **LABOUR MARKET AND COMPENSATION PRESSURES**

Municipalities continue to face a competitive labour market. To attract and retain skilled employees, compensation levels must remain competitive with both the private and broader public sector. These pressures affect the Town's wage and benefits costs, which represent the largest portion of operating expenditures.



# 2026 OPERATING BUDGET OVERVIEW

## ASSESSMENT APPEALS

Large assessment appeals, particularly from industrial taxpayers, create financial uncertainty. Successful appeals can significantly reduce municipal tax revenues and have long-term budget impacts. The Town continues to monitor outstanding appeals closely and manage associated risks through prudent financial planning.

## POLICING COSTS

The Town's contract with the Ontario Provincial Police (OPP) continues to experience significant cost increases. The 2026 budget incorporates these higher costs while exploring opportunities for cost savings in other areas and strategic use of reserves to mitigate annual fluctuations.

## CYBERSECURITY PRESSURES

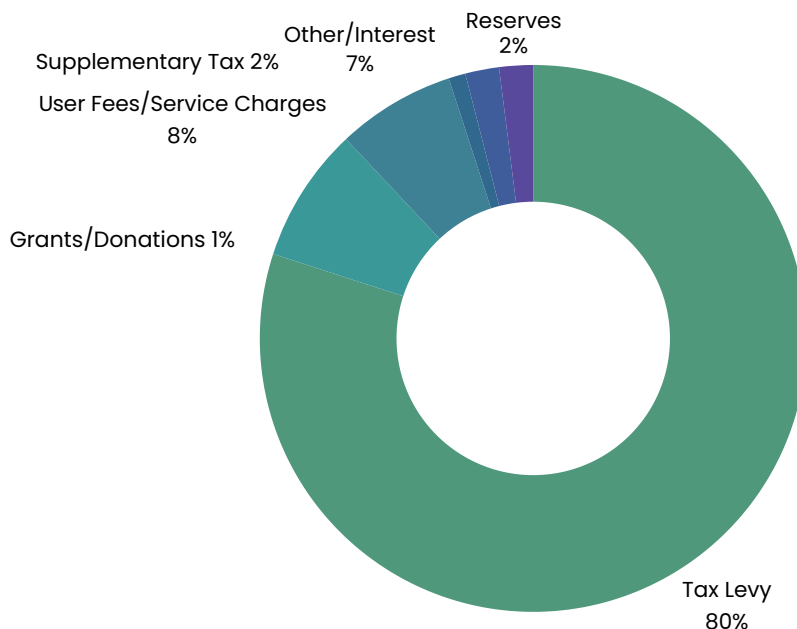
Municipal governments remain key targets for cyberattacks, including ransomware and data breaches. As digital systems become central to operations, the Town continues to invest in cybersecurity tools, staff training, and system resilience to protect critical infrastructure and resident data.

## FUNDING THE OPERATING BUDGET

The Town's operating budget is funded through several sources, with property taxes accounting for approximately 80% of total revenues. Other key sources include user fees, grants, investment income, and transfers from reserves.

This revenue structure underscores the importance of balancing taxation with user-pay principles and maintaining strong fiscal discipline to ensure sustainability and fairness across all funding sources.

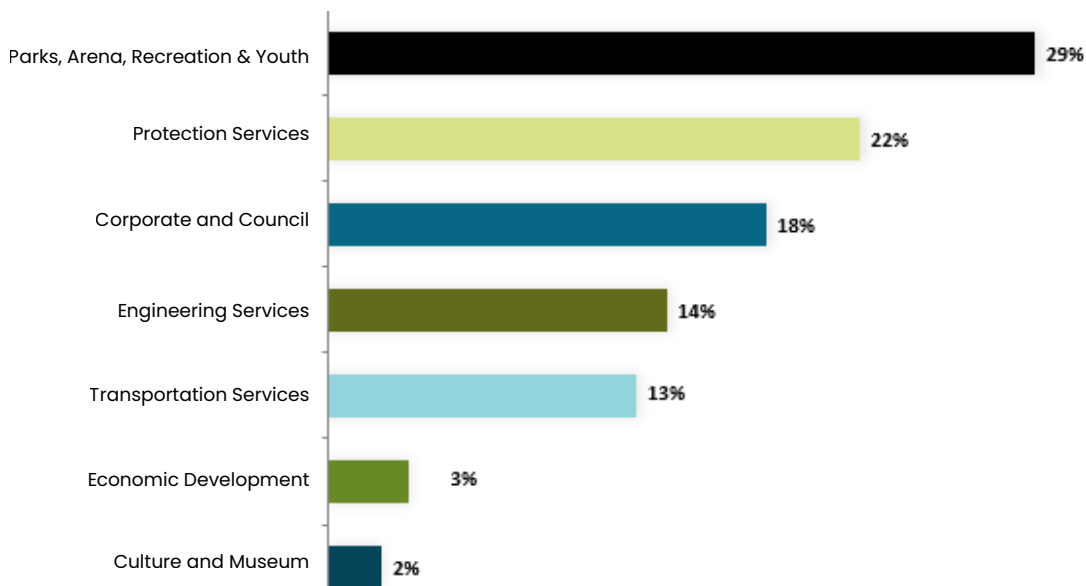
**Chart 1: Sources of Operating Revenues (2026 Total Revenue \$24,430,283)**



# 2026 OPERATING BUDGET OVERVIEW

The table below shows how the Town's property taxes are divided across different services.

**Chart 2: Tax levy Requirement by Service Area**



**Table 1: Total Levy Requirements by Department**

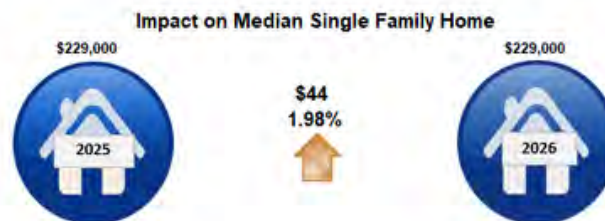
Summary All Departments	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	2027
COUNCIL	367,362	376,136	397,120	29,758	438,447
CHIEF ADMINISTRATIVE OFFICER	416,599	424,992	362,970	(53,629)	424,276
CLERKS	636,413	680,780	665,266	28,853	701,186
HUMAN RESOURCES	210,984	279,227	429,110	218,126	448,706
INFORMATION TECHNOLOGY	485,400	509,030	519,895	34,495	532,177
TREASURY	350,494	585,683	341,800	(8,694)	464,169
TAX SUPPLEMENTARIES LESS ADJUSTMENTS	706,626	645,301	692,001	(14,625)	519,451
TAX LEVY	(18,779,122)	(19,971,255)	(19,502,044)	(722,922)	(20,608,572)
BUILDING INSPECTION	-	-	-	-	-
PROPERTY STANDARDS	83,203	88,033	86,390	3,187	90,348
PUBLIC BUILDINGS - OTHER	(8,190)	(8,150)	(12,150)	(3,960)	(12,150)
TOWN CENTRE	187,552	192,002	173,445	(14,107)	171,239
FIRE	1,432,258	1,463,354	1,513,462	81,204	1,555,472
PARKING	19,520	19,600	4,000	(15,520)	6,000
POLICE	2,662,235	2,833,525	2,546,270	(115,965)	3,039,915
ENGINEERING	2,581,288	2,742,993	2,686,830	105,542	2,671,770
PUBLIC WORKS	2,240,830	2,454,710	2,417,840	177,010	2,530,626
PARKS AND ARENA	2,793,927	2,905,979	2,859,300	65,373	2,948,261
VICTORIA PARK COMMUNITY CENTRE	1,784,841	1,878,052	1,817,048	32,207	1,969,534
YOUTH CENTRE	916,331	946,597	938,980	22,649	979,130
MUSEUMS	343,384	358,839	422,587	79,203	443,717
ECONOMIC DEVELOPMENT	568,065	594,572	639,880	71,815	686,298
	\$ -	\$ -	\$ -	\$ -	\$ -

# 2026 OPERATING BUDGET OVERVIEW

## IMPACT OF MEDIAN SINGLE FAMILY HOME

The following information illustrates the impact of the proposed 2026 tax levy increase on a median single-family property valued at \$229,000. These estimates are based on 2025 assessed values, incorporating a 1.83% weighted assessment increase.

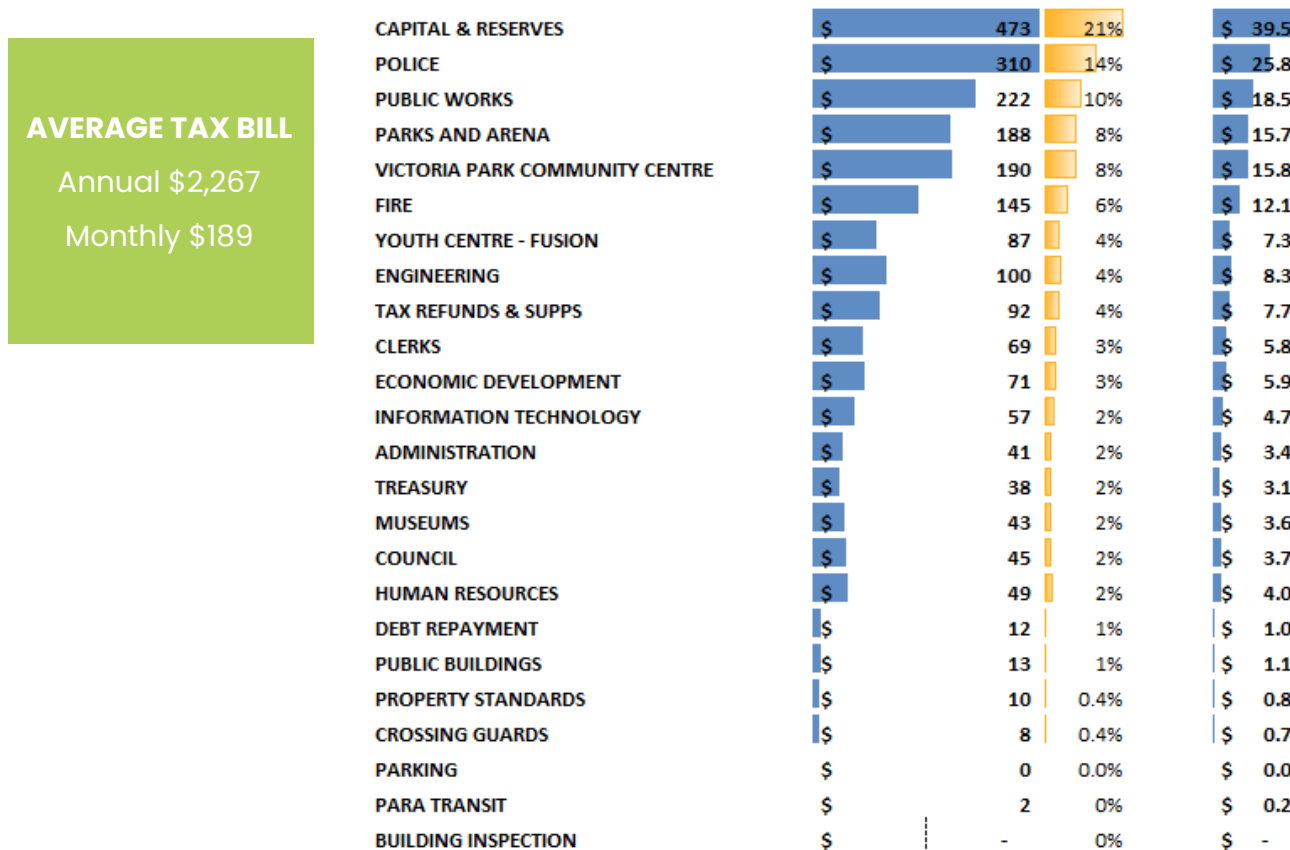
	Total Assessment		Change	
	2025	2026	\$	%
Tax Levy Requirement	\$18,779,122	\$19,502,044	\$722,922	3.85%
Weighted Assessment	1,934,883,800	1,970,333,115	35,449,315	1.83%
<b>Ingersoll Residential Tax Rate</b>	<b>0.00970556</b>	<b>0.00989784</b>	<b>0.000192</b>	<b>1.98%</b>



## MEDIAN RESIDENTIAL TAX BILL ALLOCATION FOR MUNICIPAL SERVICES

The breakdown outlines the costs of services that comprise the median residential property tax bill of \$2,267 per year, or \$189 per month, based on the assessment growth of 1.83%. This tax bill reflects only the Town's portion of property tax and excludes County and Education taxes.

**Chart 3: 2026 Tax Bill for the Median Residential property–Allocation by Service**





# 2026 OPERATING BUDGET OVERVIEW

## 2026 OPERATING BUDGET SUMMARY ALL DEPARTMENTS BY REVENUE/EXPENSE GROUPING

**Table 2: Operating Budget Summary**

Summary All Departments	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	2027
<b>REVENUE</b>					
SALE OF GOODS OR SERVICES	(69,700)	(72,050)	<b>(74,443)</b>	(4,743)	(75,728)
PERMITS/LICENSES	(663,300)	(628,800)	<b>(495,800)</b>	167,500	(509,300)
ICE RENTAL	(207,387)	(213,800)	<b>(223,800)</b>	(16,413)	(223,800)
RENT / LEASES	(233,283)	(235,839)	<b>(232,071)</b>	1,212	(233,524)
USER FEES	(279,247)	(284,761)	<b>(277,071)</b>	2,176	(278,828)
MEMBERSHIPS	(261,775)	(261,775)	<b>(282,728)</b>	(20,953)	(289,804)
RECOVERIES	(47,143)	(47,530)	<b>(69,950)</b>	(22,807)	(68,700)
COUNTY RECOVERY	(653,441)	(509,702)	<b>(513,945)</b>	139,496	(592,240)
TAXATION - LEVY	(18,779,122)	(19,971,255)	<b>(19,502,044)</b>	(722,922)	(20,608,572)
TAXATION - SUPPLEMENTARIES & OTHER	(519,129)	(579,129)	<b>(579,429)</b>	(60,300)	(579,529)
INTEREST / DIVIDENDS	(1,319,400)	(1,159,400)	<b>(1,229,400)</b>	90,000	(1,229,400)
GRANTS / SUBSIDIES / REBATES	(38,185)	(22,965)	<b>(46,689)</b>	(8,504)	(46,689)
PROGRAM REVENUES	(206,610)	(208,322)	<b>(221,108)</b>	(14,498)	(226,247)
DONATIONS / FUNDRAISING	(62,500)	(42,500)	<b>(42,500)</b>	20,000	(42,500)
	<b>(23,340,222)</b>	<b>(24,237,828)</b>	<b>(23,790,978)</b>	<b>(450,756)</b>	<b>(25,004,861)</b>
<b>EXPENSE</b>					
SALARIES, WAGES & BENEFITS	10,278,820	10,801,616	<b>10,822,340</b>	543,520	11,361,175
ADMINISTRATIVE EXPENSE	120,629	179,229	<b>198,023</b>	77,394	135,857
OPERATING EXPENSE	369,419	354,966	<b>385,755</b>	16,336	369,529
COMMUNICATIONS	129,150	131,648	<b>118,998</b>	(10,152)	121,385
INSURANCE EXPENSE	500,848	557,346	<b>518,966</b>	18,118	571,045
UTILITIES - HEAT, HYDRO, WATER	784,729	810,888	<b>798,405</b>	13,676	816,165
SUPPLIES	54,300	57,083	<b>53,533</b>	(767)	58,184
PROGRAM EXPENSES	218,599	218,096	<b>231,670</b>	13,071	235,764
MEETINGS, CONFERENCES, TRAINING	184,859	166,577	<b>173,760</b>	(11,099)	189,812
FUEL / TRANSPORTATION COSTS	165,895	174,955	<b>165,200</b>	(695)	170,495
PROFESSIONAL FEES	186,500	187,500	<b>214,350</b>	27,850	205,900
CONTRACTED SERVICES	343,752	356,039	<b>383,951</b>	40,199	410,189
PROPERTY TAX REFUNDS & ADJUSTMENTS	1,225,755	1,224,430	<b>1,391,530</b>	165,775	1,208,980
MARKETING & PROMOTION	140,718	131,742	<b>113,159</b>	(27,559)	138,895
GRANTS TO VOLUNTEER ORGANIZATIONS	106,400	106,400	<b>118,500</b>	12,100	131,400
LAND MAINTENANCE & IMPROVEMENT	95,900	90,400	<b>98,200</b>	2,300	96,200
EQUIP REPAIRS & MAINTENANCE	307,028	307,328	<b>301,378</b>	(5,650)	306,295
BLDG REPAIRS & MAINTENANCE	211,774	170,632	<b>211,332</b>	(442)	180,387
SNOW REMOVAL AND SANDING	57,390	58,325	<b>54,525</b>	(2,865)	55,300
MAINTENANCE CONTRACTS	255,295	260,088	<b>257,088</b>	1,793	264,068
MATERIALS	486,275	497,920	<b>474,095</b>	(12,180)	486,195
EQUIPMENT USAGE	82,550	87,550	<b>87,500</b>	4,950	87,500
TRANSFER TO BIA	90,360	90,360	<b>90,360</b>	--	90,360
TRANSFERS TO CEMETERY BOARD	140,000	150,000	<b>163,925</b>	23,925	151,725
	<b>16,536,945</b>	<b>17,171,118</b>	<b>17,426,543</b>	<b>889,598</b>	<b>17,842,805</b>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<b>(6,803,277)</b>	<b>(7,066,710)</b>	<b>(6,364,435)</b>	<b>438,842</b>	<b>(7,162,056)</b>
O.P.P. CONTRACT	2,437,546	2,999,539	<b>2,713,450</b>	275,904	3,011,930
OMPF - QNT MUN PARTNER GRANT	(124,800)	(93,950)	<b>(99,840)</b>	24,960	(75,160)
TRANSFER FROM RESERVES & RES FUNDS	(89,894)	(315,000)	<b>(539,465)</b>	(449,571)	(292,032)
TRANSFER TO RESERVES & RES FUNDS	4,382,655	4,367,461	<b>4,181,630</b>	(201,025)	4,411,328
DEBENTURE PAYMENT	197,770	108,660	<b>108,660</b>	(89,110)	105,990
	<b>6,803,277</b>	<b>7,066,710</b>	<b>6,364,435</b>	<b>(438,842)</b>	<b>7,162,056</b>

# 2026 OPERATING BUDGET OVERVIEW

## 2026 OPERATING BUDGET: VARIANCE ANALYSIS COMPARED TO 2025

### REVENUE

- Program revenue is projected to increase by \$14,498, primarily attributable to higher enrollment in aquatic programs at the Victoria Park Community Centre. The increase reflects continued growth in youth aquatics and leadership course participation. Ice rental revenue is anticipated to rise modestly by \$16,413.
- VPCC membership revenue is projected to increase by \$20,953, reflecting actual trends and anticipated membership fee adjustments.
- Licenses and permits revenue is projected to decrease by \$167,500, primarily due to an anticipated \$153,000 decline in building permit revenue resulting from lower expected residential development activity.
- Recoveries from the County of Oxford are projected to decrease by \$139,496 reflecting reduced charges from the Engineering Department for the management of County projects scheduled for construction in 2026.
- Supplementary taxation is projected to increase by \$60,300, driven by anticipated new assessments for commercial and industrial developments currently under construction.
- The budget reflects a \$90,000 reduction in investment income, primarily attributable to declining interest rates and lower cash balances. The decrease also reflects significant anticipated cash outflows as the Multi-Use Recreational Centre project enters the construction phase in 2026.
- Grant revenue is projected to decrease by \$16,456, primarily due to ongoing reductions to the Ontario Municipal Partnership Fund (OMPF).
- Donations are projected to decrease by \$20,000, primarily due to a reduction in contributions to the Fusion Youth Centre. This follows a one-time donation from the Kiwanis Club in 2025 to support youth programming, which is not anticipated to recur in 2026.

# 2026 OPERATING BUDGET OVERVIEW

## 2026 OPERATING BUDGET: VARIANCE ANALYSIS COMPARED TO 2025

### EXPENSES

- The 2026 payroll budget reflects an increase of \$543,520, primarily driven by the implementation of the 2024 Compensation Review and resulting step increases, as many staff now have steps available. The budget incorporates a 2.5% annual wage increase and a 7% reduction in group health insurance costs. Increased participation by part-time staff in OMERS contributes an additional \$48,268 to the budget. Furthermore, the 2026 budget allocates \$46,182 for the conversion of two full-time positions—from contract to permanent—in the Human Resources and Economic Development Departments, as well as funding for two additional volunteer firefighters to enhance emergency response capabilities.
- Insurance costs are expected to increase by \$18,118 or 3.6%.
- Administrative expenses are projected to increase by \$77,394, primarily due to \$64,105 in municipal election costs and \$11,697 in banking charges associated with credit card and online payment processing through Univerus, the Community Services Department's software. Election-related expenses are partially offset by a \$40,000 transfer from the Election Reserve.
- Professional fees are projected to increase by \$27,850, primarily due to \$60,000 for the Energy Management Plan, fully funded from the Engineering Reserve. Audit fees are also projected to increase by \$10,350 based on the most recent tender. These increases are partially offset by savings in studies and surveys in the CAO's Office.
- Projected costs for contracted services are expected to increase by \$40,199, including \$25,000 for the Annual CCTV Program for storm infrastructure, \$12,000 for paratransit taxi services due to increased ridership, and \$8,500 for IT maintenance and licensing contract increases. The 2026 budget also provides \$5,500 for the production of two promotional videos highlighting the Town.
- A total of \$12,100 has been added to the Grants to Volunteer Organizations budget.
- The rising costs of Ontario Provincial Police (OPP) contracts remain a pressing concern for municipalities. For 2026, the Town's initial OPP billing is \$2,713,450, representing an increase of \$275,904 over the 2025 budget. The Province has implemented an 11% cap on the increase compared to 2025 billing, and the 2026 increase reflects this maximum allowable increase. The increase will be partially funded (\$200,000) from the Police Reserve, which was topped up with the 2025 provincial financial relief to support the stabilization of future policing costs.



# 2026 OPERATING BUDGET OVERVIEW

## 2026 OPERATING BUDGET: VARIANCE ANALYSIS COMPARED TO 2025

- Transfers from reserves have increased by \$449,571, reflecting the following increases:
  - \$40,000 from the Election Reserve to fund the 2026 municipal elections
  - \$120,100 from the Tax Stabilization Reserve to fund the Tax Incremental Grant
  - \$200,000 from the Police Reserve to offset OPP cost increases
  - \$7,500 from the Police Reserve to offset the cost of OPP three bicycles
  - \$56,865 from the Building Inspections Reserve to balance the Building Department budget
  - \$60,000 from the Engineering Reserve to fund two studies
- Transfers to the reserves have been decreased by \$201,025.
- Debt associated with the 2010 King Street West reconstruction project has been fully retired, resulting in budgetary savings of \$89,110.

## SALARIES AND BENEFITS BUDGET

The proposed 2026 compensation budget is \$10,822,340, representing an increase of \$543,520 (5.3%) over the 2025 budget. This increase reflects cost-of-living adjustments (COLA), regular step increases, Province-mandated minimum wage changes, and a decrease in health benefits premiums. COLA for full-time and part-time staff, volunteer firefighters, and Council members has been set at 2.5%.

The 2026 budget includes no new full-time positions. It does, however, provide for the addition of two volunteer firefighters, reflecting the increase approved in the 2025 Budget Update.

## ASSESSMENT UPDATE

In 2021, the province had planned to launch a new reassessment cycle, with the aim of updating all destination (Full CVA) values to reflect market conditions as of January 1, 2020. However, due to the COVID-19 pandemic, the Province decided to postpone the reassessment. As a consequence, property taxes for 2025 will once again be calculated based on the full destination values from the January 1, 2016 valuation date. The 2026 budget incorporates a 1.83% weighted average assessment growth.

# 2026 CAPITAL BUDGET OVERVIEW

The 2026 Capital Budget outlines the Town's planned investments in infrastructure, facilities, equipment, and technology that support the delivery of essential municipal services. The program focuses on maintaining existing assets in a state of good repair, advancing Council's strategic priorities, and ensuring the long-term sustainability of municipal infrastructure.

The 2026 budget marks the start of construction of the Multi-Use Recreation Centre (MURC) – a long-awaited and much-needed community facility that will provide significant recreational and social benefits to residents for decades to come.

The proposed 2026 capital plan includes 60 projects with a total budget of \$37.9 million, funded as follows:

- Reserves: \$21.35 million
- Reserve funds: \$1.35 million
- Grants and fundraising: \$5.95 million
- Land sale proceeds: \$7.4 million
- County contribution: \$65,000

In addition, \$1.75 million in prior-year projects are being carried forward to 2026, with corresponding funding remaining in reserves until expended.

## CAPITAL PLANNING PRINCIPALS

Capital planning is guided by the Council Strategic Plan and the Asset Management Plan. Projects are prioritized using the following criteria:

- Protection of health, safety, and regulatory compliance
- Renewal of aging infrastructure and lifecycle replacement
- Support for community growth and development
- Efficiency improvements and service delivery enhancements
- Leveraging of external funding opportunities
- Long-term financial sustainability

This approach ensures that capital investment decisions are evidence-based, transparent, and aligned with Council's long-term objectives.

# 2026 CAPITAL BUDGET OVERVIEW

## CAPITAL BUDGET HIGHLIGHTS

The 2026 capital program includes major projects across all service areas:

### Community Services

- Multi-Use Recreation Centre (Year 1 construction)
- New trail development
- Playground upgrades
- Renovations to the Memorial Park Bandshell
- Upgrades to the Victoria Park Community Centre
- Furnace replacements at the Fusion Youth Centre

### Transportation Services

- Road reconstructions: Wonham Street South and John Street
- Centennial Lane over Halls Creek rehabilitation
- Audible pedestrian signal upgrades
- Signalization of the Clarke and Culloden intersection
- Public Works plow truck and trailer replacement

### Facilities

- Elevator replacement and main sliding door upgrades at Town Hall

### Museum

- Roof and siding replacement at the main building
- Installation of a new HVAC system

The charts below illustrate the 2026 Capital Budget by Department and by Asset Class.

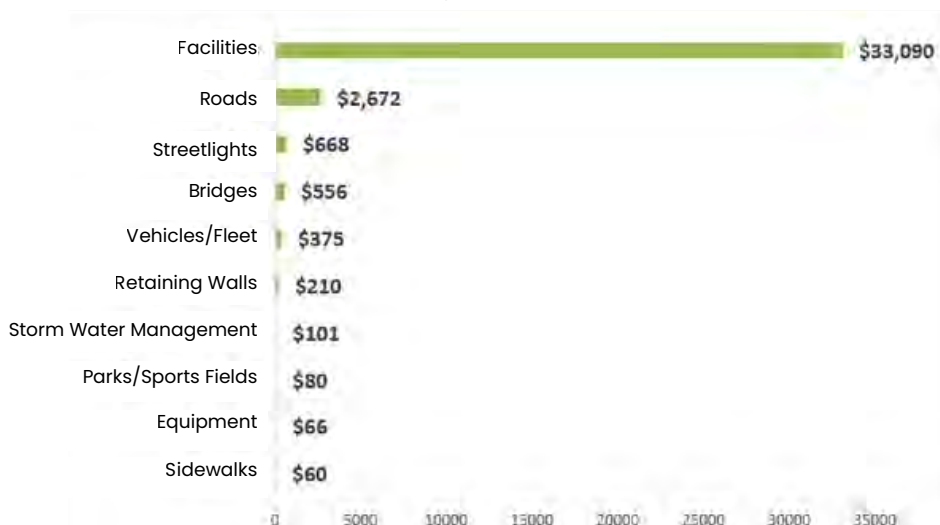
**Table 6: 2026 Capital Budget by Departments (\$000's)**

			Funding Sources						
		Budget	Carry	Reserves	Land Sale	Reserve	Grants	County	Donations
		2026	Forward		Proceeds	Funds			
Infrastructure	Eng	4,292	1,527	2,372	-	25	368	-	-
Community Services	Parks&Rec	32,527	180	18,262	7,415	1,200	2,470	-	3,000
PW Equipment	PW	415	-	415	-	-	-	-	-
Admin and OPP Buildings	Bldgs	256	44	35	-	-	112	65	-
Fire	Fire	26	-	26	-	-	-	-	-
Museum	Museum	337	-	217	-	120	-	-	-
IT	IT	25	-	25	-	-	-	-	-
<b>TOTAL</b>	<b>Total</b>	<b>\$ 37,878</b>	<b>\$ 1,751</b>	<b>\$ 21,352</b>	<b>\$ 7,415</b>	<b>\$ 1,345</b>	<b>\$ 2,950</b>	<b>\$ 65</b>	<b>\$ 3,000</b>



# 2026 CAPITAL BUDGET OVERVIEW

**Chart 6: 2026 Capital Budget by Asset Class (\$000's)**



Further details on the scope, timing, and funding of each project included in the 2026 Capital Budget are available in Appendix B-Capital Project Sheets.

## MULTI-YEAR CAPITAL FORECAST

The Town maintains a ten-year capital forecast to provide a long-term outlook on infrastructure needs and funding requirements. Future years will focus on:

- Continued investment in road and bridge rehabilitation
- Facility modernization and energy efficiency improvements
- Recreational and cultural facility upgrades
- Expansion of trails, parks, and playground networks
- Fleet and equipment replacement at end of life
- Implementation of asset management recommendations

The forecast is reviewed annually to reflect emerging priorities, updated cost estimates, and new funding opportunities. Details of the Ten-Year Capital Forecast and associated funding sources are provided in Appendix A.

# COUNCIL AND CAO

## COUNCIL AND CAO STAFFING

The Town of Ingersoll is governed by an elected Council composed of:

- Mayor – 1
- Deputy Mayor – 1
- Councillors – 5

Council members are responsible for representing the interests of residents, setting strategic direction, and making decisions on policies, programs, and services that affect the community. Council provides oversight on budgetary and financial matters, approves major projects, and ensures the Town's long-term sustainability.

### **Chief Administrative Officer (CAO) Office**

The CAO acts as the chief executive officer of the Town, providing professional leadership and administration in support of Council's strategic direction. The CAO ensures that policies, programs, and services are delivered efficiently, effectively, and in alignment with the Town's objectives.

### **CAO Responsibilities**

- Implement Council decisions and oversee the day-to-day operations of the Town.
- Provide advice and recommendations to Council on strategic, financial, and operational matters.
- Coordinate and supervise all departments to ensure service delivery aligns with budget and policy.
- Manage human, financial, and physical resources responsibly and sustainably.
- Foster continuous improvement, innovation, and organizational efficiency.

Department: Council	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	250,142	264,916	<b>251,870</b>	1,728		272,297
ADMINISTRATIVE EXPENSE	270	270	--	(270)		--
COMMUNICATIONS	1,600	1,700	<b>1,000</b>	(600)		1,000
PROGRAM EXPENSES	6,150	6,250	<b>41,750</b>	35,600	(1)	41,850
MEETINGS, CONFERENCES, TRAINING	23,500	16,300	<b>13,500</b>	(10,000)	(2)	23,300
FUEL / TRANSPORTATION COSTS	1,700	1,700	<b>1,700</b>	--		1,700
PROFESSIONAL FEES	4,000	5,000	<b>10,000</b>	6,000	(3)	10,000
MARKETING & PROMOTION	30,000	20,000	<b>5,200</b>	(24,800)	(4)	3,300
GRANTS TO VOLUNTEER ORGANIZATIONS	60,000	60,000	<b>72,100</b>	12,100	(5)	85,000
	<u>377,362</u>	<u>376,136</u>	<u><b>397,120</b></u>	<u>19,758</u>		<u>438,447</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>377,362</u>	<u>376,136</u>	<u><b>397,120</b></u>	<u>19,758</u>		<u>438,447</u>
<b>OTHER</b>						
TRANSFER FROM RESERVES & RES FUNDS	(10,000)	--	--	10,000	(6)	--
	<u>(10,000)</u>	<u>--</u>	<u>--</u>	<u>10,000</u>		<u>--</u>
	<u>367,362</u>	<u>376,136</u>	<u><b>397,120</b></u>	<u>29,758</u>		<u>438,447</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				8%		10%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

**Revenue** No significant changes

#### Expenses

(1) Committees of Council budgets have been reallocated from Departments to Council as follows:

- Heritage Committee – \$2,500
- Accessibility Advisory Committee – \$5,000
- Diversity Committee – \$5,000
- Physician Recruitment Committee – \$10,000
- Safe Cycling Committee – \$10,000
- Recreational Trails Committee – \$3,000

(2) No travel to Asia is planned for this year. This trip occurs every other year.

(3) Increase reflects Integrity Commissioner–related legal expenses.

(4) A total of \$20,000 has been reallocated to the Grants to Volunteer Organizations budget as follows:

- \$10,000 from the Honours and Awards budget to sponsor the Kiwanis Club; and
- \$10,000 from the Promotion and Meals budget to sponsor the Good for the Soul Festival.

(5) Council-approved grant applications:

- Big Brothers Big Sisters Oxford – \$9,000
- Cycles of Life – \$2,000
- Ingersoll Pipe Band – \$1,500
- Ingersoll & District Inter-Faith – \$10,000
- Ingersoll Lions Club – \$1,900
- Good for the Soul Music Festival – \$10,000
- United Way Oxford – \$5,500
- Stitch Supper Club (Food Project) – \$10,000
- Ingersoll Masonic Temple – \$2,200
- Rotary Club of Ingersoll – \$10,000
- Kiwanis Club of Ingersoll – \$10,000

#### Other

(6) A \$10,000 allocation from the Physician Recruitment Reserve was approved to support Alexandra Hospital's One Chart capital campaign in 2025. This is a one-time contribution, and no funding from the reserve is anticipated for 2026.



Department: Chief Administrative Officer	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
	--	--	--	--		--
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	277,009	285,302	<b>283,080</b>	6,071	(1)	294,326
ADMINISTRATIVE EXPENSE	240	240	<b>240</b>	--		300
COMMUNICATIONS	650	650	<b>650</b>	--		650
PROGRAM EXPENSES	11,800	11,800	<b>1,800</b>	(10,000)	(2)	1,800
MEETINGS, CONFERENCES, TRAINING	4,500	4,500	<b>4,500</b>	--		4,500
FUEL / TRANSPORTATION COSTS	900	1,000	<b>1,200</b>	300		1,200
PROFESSIONAL FEES	120,000	120,000	<b>70,000</b>	(50,000)	(3)	120,000
MARKETING & PROMOTION	1,500	1,500	<b>1,500</b>	--		1,500
	<u>416,599</u>	<u>424,992</u>	<u><b>362,970</b></u>	<u>(53,629)</u>		<u>424,276</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>416,599</u>	<u>424,992</u>	<u><b>362,970</b></u>	<u>(53,629)</u>		<u>424,276</u>
<b>OTHER</b>						
	--	--	--	--		--
	<u>416,599</u>	<u>424,992</u>	<u><b>362,970</b></u>	<u>(53,629)</u>		<u>424,276</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				-13%		17%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

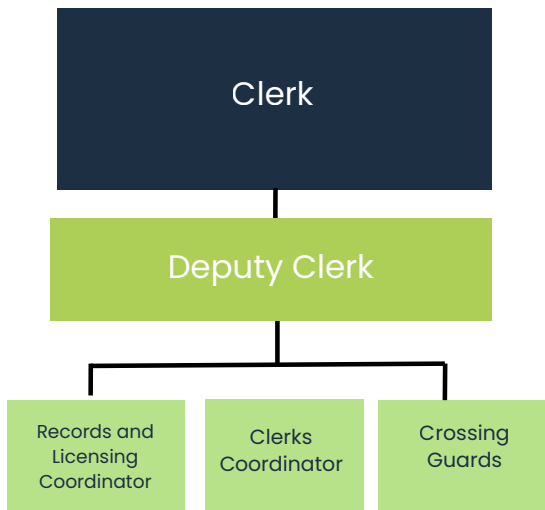
**Expenses**

- (1) The increase is based on cost-of-living adjustments (COLA) and increases in health benefit premiums.
- (2) Physician Recruitment Committee budget has been reallocated to the Council budget.
- (3) Budgets for studies, surveys, and consulting have been reduced based on the anticipated projects in 2026.

# CLERKS

## CLERKS & CROSSING GUARD DEPARTMENT STAFFING

Department	2025	2026	Changes
Clerks Full Time	4.0	4.0	No Changes
Clerks FT Non Permanent	0.5	0.75	Coop Student 9 Months (vs. 4 months prior)
Crossing Guards FTE Non Permanent	1.6	1.6	No Changes



## CLERKS – SERVICE AREA OVERVIEW

The Clerk's Department delivers essential corporate, customer, and statutory services that support transparent and accountable governance. It ensures compliance with provincial legislation and municipal by-laws while providing legislative and administrative support to Council, staff, residents, and partners. Operating under multiple statutes and Council direction, the department ensures the Town's business is conducted lawfully, efficiently, and openly.

### Key responsibilities include:

- Legislative and procedural support to Council and Committees, including the preparation of agendas, minutes, by-laws, agreements and all post-Council meeting correspondence.
- First point of contact for staff and the public regarding Council meetings, agenda items delegation requests, public meetings and procedural inquiries.
- Staff liaison for the OPP Detachment Board and Accessibility and DEI Committees.
- Maintaining the official corporate records and archives of the Town.
- Management of the municipal and school board elections.
- Delivery of a wide range of direct public services including, commissioning services, issuing marriage licenses and burial permits, officiating civil marriage ceremonies, and administering vital statistics.
- Overseeing municipal permitting and licensing programs such as lottery, taxi, parking and food vendor permits, along with the enforcement of associated by-laws and policies.
- Management and delivery of the Town's crossing guard program.
- Oversight of the Multi-Year Accessibility Plan.
- Management of paratransit services and the paratransit contract.
- Coordination of planning matters and issuance of agreements pursuant to the Planning Act.
- Maintenance of multiple registries, including the heritage registry, declarations of pecuniary interests and strong mayor directions and decisions.
- Management of the Town's parking infraction system.

## CLERKS – PRESSURES

The Clerk's Department continues to manage an expanding range of responsibilities with limited staff resources.

### Key pressures include:

- **Evolving legislation:** Frequent provincial changes require ongoing monitoring and implementation to maintain compliance.
- **Strong mayor powers:** Recent statutory amendments for Ingersoll's Head of Council have increased workload, requiring new processes and reporting structures.
- **Downloaded responsibilities:** Continued transfer of administrative and compliance duties from other government levels broadens the Department's scope.
- **Rising expectations:** Council and the public expect faster, more transparent access to records, including instant electronic access, alongside stronger privacy and accessibility protections.
- **Increased meeting demands:** The updated Procedure By-law, permitting a second monthly Council meeting, adds preparation, attendance, and follow-up workload.

Collectively, these pressures require continuous adaptation, staff training, and process improvements to maintain compliance and service excellence.



## CLERKS – OPPORTUNITIES

Despite increasing demands, the Clerk's Department continues to identify and leverage opportunities to enhance service delivery, efficiency, and transparency.

A key advancement has been the implementation of an upgraded electronic records management system, which offers expanded capabilities to support open government initiatives. The system will allow the Department to streamline administrative processes, develop automated workflows, and improve access to municipal records for both staff and the public.

These technological improvements will position the Town to move toward a more responsive and transparent model of information management, aligning with modern public expectations and legislative requirements for accountability and accessibility.

The Department also successfully utilized its 2025 summer student position to advance several records-related projects, including digitization and document organization initiatives. Building on that success, a similar student placement is being proposed for 2026 to continue momentum on these important modernization efforts. This targeted resourcing provides valuable capacity during peak periods and supports ongoing progress in records management and service enhancement.

Together, these opportunities will help the Clerk's Department strengthen its foundation for innovation, efficiency, and open governance while continuing to deliver essential statutory and customer services.





## CLERKS – ACCOMPLISHMENTS

The Clerk's Department achieved key milestones this year and continues to advance projects that enhance transparency, efficiency, and accountability across municipal operations.

Highlights include the launch of a new electronic records management system, supporting the Town's transition toward a paperless environment and stronger corporate records management.

The Department led a full rewrite of the Procedure By-law and introduced a Routine Disclosure Policy to improve governance clarity and public access to information.

Staff also coordinated the transition to the new OPP Detachment Board model, guided Council through the implementation of strong mayor powers, and took a leadership role in developing the Town's first Diversity, Equity, and Inclusion Action Plan.

## CLERKS – PROJECTS AND GOALS

Other priorities include developing Advisory Committee training to strengthen procedural knowledge of staff liaisons and committees members, and preparing for the 2026 municipal and school board elections, which will use the vote-by-mail method.

Through these initiatives, the Department continues to demonstrate innovation and leadership in modernizing services, improving access to records, and supporting effective governance.

Department: Clerks Activity: Administration	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
SALE OF GOODS OR SERVICES	(250)	(250)	(250)	--		(250)
PERMITS/LICENSES	(55,700)	(45,700)	(47,700)	8,000	(1)	(47,700)
USER FEES	(35,600)	(36,100)	(38,400)	(2,800)		(38,400)
RECOVERIES	(500)	(500)	(500)	--		(500)
	(92,050)	(82,550)	(86,850)	5,200		(86,850)
EXPENSE						
SALARIES, WAGES & BENEFITS	467,600	499,492	496,830	29,230	(2)	523,907
ADMINISTRATIVE EXPENSE	32,435	90,430	98,325	65,890	(3)	34,612
OPERATING EXPENSE	21,500	21,500	21,900	400		21,900
COMMUNICATIONS	9,486	9,676	9,676	190		9,870
PROGRAM EXPENSES	33,280	33,574	9,067	(24,213)	(4)	9,297
MEETINGS, CONFERENCES, TRAINING	8,047	8,205	2,655	(5,392)	(5)	6,029
FUEL / TRANSPORTATION COSTS	1,000	1,000	500	(500)		500
PROFESSIONAL FEES	7,500	7,500	8,000	500		8,400
CONTRACTED SERVICES	55,230	50,691	51,865	(3,365)	(6)	54,426
MARKETING & PROMOTION	3,800	3,800	1,800	(2,000)	(7)	1,800
	639,878	725,868	700,618	60,740		670,741
NET OPERATING (REVENUE) EXPENSE	547,828	643,318	613,768	65,940		583,891
OTHER						
TRANSFER FROM RESERVES & RES FUNDS	--	(60,000)	(40,000)	(40,000)	(8)	--
TRANSFER TO RESERVES & RES FUNDS	10,000	15,000	--	(10,000)	(8)	20,000
	10,000	(45,000)	(40,000)	(50,000)		20,000
	557,828	598,318	573,768	15,940		603,891
ANNUAL NET % INCREASE (DECREASE)				3%		5%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

##### Revenue

- (1) Revenues from marriage licences have begun to gradually decline as more municipalities joined the province's online marriage licence portal.

##### Expenses

- (2) The increase is based on cost-of-living adjustments (COLA) and increases in health benefit premiums. Additionally, a new co-op program, developed last year, has been extended to 9 months compared to the 6 months budgeted in 2025. This program is designed to provide practical work experience for students while supporting departmental operations.
- (3) The budget includes provisions for municipal election expenses.
- (4) Budgets for the Health & Safety Committee and Employee Assistance Program have been reallocated to Human Resources, while Committee of Council budgets have been reallocated to Council.
- (5) Conference costs are lower due to virtual attendance, and training costs are reduced by limiting courses.
- (6) The reduction is directly attributable to lower Laserfiche licensing costs.
- (7) The Staff Honours and Awards budget has been transferred to the Human Resources department.

##### Other

- (8) Election-related costs are covered through reserves.

Department: Clerks Activity: Paratransit	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
SALE OF GOODS OR SERVICES	(13,000)	(13,000)	(15,000)	(2,000)		(15,750)
	(13,000)	(13,000)	(15,000)	(2,000)		(15,750)
EXPENSE						
SALARIES, WAGES & BENEFITS	23,664	24,377	26,290	2,626		26,351
CONTRACTED SERVICES	51,000	52,020	63,000	12,000	(1)	65,000
MARKETING & PROMOTION	400	408	1,000	600		1,020
	75,064	76,805	90,290	15,226		92,371
NET OPERATING (REVENUE) EXPENSE	62,064	63,805	75,290	13,226		76,621
OTHER						
TRANSFER FROM RESERVES & RES FUNDS	(55,000)	(55,000)	(55,000)	--		(55,000)
	(55,000)	(55,000)	(55,000)	--		(55,000)
	7,064	8,805	20,290	13,226		21,621
ANNUAL NET % INCREASE (DECREASE)				187%		7%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) Increase reflects higher ridership and associated taxi costs.

Department: Clerks  
 Activity: Crossing Guards

Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
2025	2026	2026	2025-2026 (fav)/unfav	2027
			ref #	
70,757	72,879	70,430	(327)	74,881
714	728	728	14	743
50	50	50	--	50
71,521	73,657	71,208	(313)	75,674
71,521	73,657	71,208	(313)	75,674
71,521	73,657	71,208	(313)	75,674
			0%	6%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

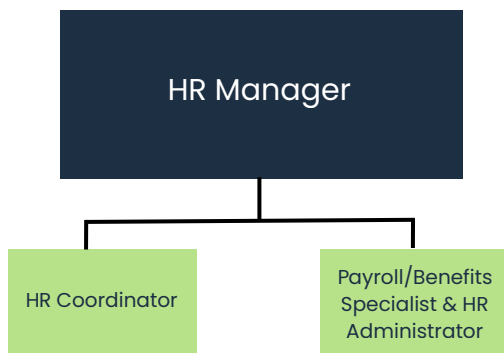
**Expenses** No significant changes



# HUMAN RESOURCES

## HUMAN RESOURCES DEPARTMENT STAFFING

Department	2025	2026	Changes
HR Full Time	1.5	3.0	Payroll Specialist transferred from Treasury. Full year of HR Coordinator (approved in 2025).



The Human Resources Department is dedicated to fostering a respectful, safe, and engaging workplace that enables all employees to contribute effectively to the success of the Town. Through strategic people management, the department ensures that the Town attracts, develops, and retains a skilled and diverse workforce aligned with organizational values and the Town's Strategic Plan.

The department oversees a wide range of functions that support both staff and leadership in achieving operational excellence, compliance, and a positive workplace culture.

### Key responsibilities include:

- Managing equitable and efficient hiring processes to attract top talent and ensure the right fit for each role.
- Supporting ongoing employee growth through professional development, leadership training, and succession planning.
- Aligning human resource strategies with the Town's long-term goals to ensure organizational readiness and sustainability.
- Fostering collaborative relationships between management, staff, and unions while promoting fairness and compliance with collective agreements and employment legislation.
- Managing accurate and timely payroll processing, ensuring compliance with legislative requirements and collective agreements.
- Promoting a culture of safety through compliance, education, and proactive initiatives that safeguard the well-being of all employees.
- Maintaining equitable and competitive compensation practices that reflect fairness, consistency, transparency and that ensure the Town remains compliant.
- Advancing an inclusive and respectful workplace where all employees feel valued and empowered to contribute.
- Encouraging employee involvement, accountability, and excellence through recognition, feedback, and performance development processes.

The Human Resources Department remains committed to upholding the Town's values of integrity, accountability, and respect while ensuring that every employee is supported to perform at their best in service to the community.

## HR – PRESSURES

**Fiscal Responsibility:** Rising costs continue to make it increasingly challenging to meet the requests and demands of both staff and management each year. While it is essential to remain current with industry trends and maintain competitive practices, we must also exercise fiscal responsibility and carefully prioritize competing needs. Examples of areas include benefits coverage, staff perks (branded clothing), and employee engagement initiatives.

**Job Market Pressures:** There is ongoing pressure to remain competitive with compensation packages across both the private and public sectors. With minimum wage increases, the rising cost of living, and shifts in the employee demographic, compensation and total rewards programs must continually evolve to attract and retain top talent.

**Legislative Changes:** Numerous legislative updates have required the organization to revise processes and implement new policies to ensure compliance. Key changes include the Working for Workers Four Act (Bill 149), pay transparency requirements, amendments to the Employment Standards Act (minimum wage and leaves), and updates under Part VI.1 of the Municipal Act.



## HR – OPPORTUNITIES

### **Employee Engagement and Recognition:**

Enhancing employee engagement, morale, and overall experience through personalized recognition programs that celebrate each employee in a meaningful and impactful way.

**Policy Review and Communication:** Regularly reviewing, updating, and effectively communicating the Town's Employee & Personnel Policy Manual to ensure all staff have access to the most current policies. This includes making policies easy to interpret and apply consistently, addressing the ongoing challenge of locating the most up-to-date guidance and ensuring alignment among staff and management.

### **Health and Safety Program Development:**

Historically, the Town has not had a dedicated employee with a Health and Safety background to analyze programs and provide recommendations for implementation. While legislative requirements have consistently been met, the absence of dedicated expertise has limited the development of a comprehensive municipal Health and Safety program.

## HR – ACCOMPLISHMENTS

**Increased Employee Engagement Initiatives:** Through the Employee Engagement Committee, the Town has facilitated a variety of staff engagement activities designed to enhance morale, retention, and overall employee experience. Initiatives have included family skates, newsletters, and team-building activities such as pumpkin carving for public displays.

**2024 Pay Equity Review:** The Human Resources Department successfully completed and implemented the Town's comprehensive 2024 Pay Equity Review. This initiative ensured continued compliance with the Pay Equity Act and reinforced the Town's commitment to fair and equitable compensation practices for all employees.

## HR – SPECIAL PROJECTS

**Implement an Applicant Tracking System:** Launch a designated software platform to compile applications, analyze recruitment data, improve efficiencies, enhance communication among the hiring team, and provide a better experience for applicants.

**DEI Initiatives Implementation:** In collaboration with the Clerks Department, our DEI consultant, and DEI committee, begin executing any approved Diversity, Equity, and Inclusion initiatives as outlined in the Town's action plan.

**Employment Careers Page:** Develop an engaging and informative Careers page to promote municipal employment opportunities, showcase internal staff and departments, and attract applicants to the Town of Ingersoll.

**Collective Bargaining Preparation:** As part of the Town's strategic people management objectives, the Human Resources Department is undertaking a special project to ensure the organization is fully prepared for the 2026 collective bargaining negotiations with our CUPE bargaining units.

## HR – GOALS

**Human Resources Policy Review:** Review and revise the Town's Human Resources policies to ensure they are inclusive, equitable, transparent, and competitive, while using the appropriate updated templates. Additionally, ensure all policies are easily accessible to employees via the Intranet.

**Health & Safety Strategy Development:** Review, update, and develop a formal, comprehensive Health & Safety strategy that focuses on identifying and controlling hazards, implementing clear policies and procedures, providing thorough employee training, and fostering a strong safety culture through leadership commitment and employee engagement.

**Employee Training and Development:** Develop and facilitate internal training and learning opportunities, such as lunch-and-learn sessions, to support ongoing professional development and knowledge sharing among employees.

Department: Clerks Activity: Human Resources	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>	--	--	--	--		--
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	194,334	268,627	<b>389,860</b>	195,526	(1)	410,306
ADMINISTRATIVE EXPENSE	--	--	<b>300</b>	300		300
OPERATING EXPENSE	5,800	--	<b>1,450</b>	(4,350)	(2)	1,300
PROGRAM EXPENSES	1,500	1,500	<b>11,605</b>	10,105	(3)	11,605
MEETINGS, CONFERENCES, TRAINING	1,650	1,000	<b>10,295</b>	8,645	(4)	9,495
FUEL / TRANSPORTATION COSTS	100	100	<b>100</b>	--		100
MARKETING & PROMOTION	7,600	8,000	<b>15,500</b>	7,900	(5)	15,600
	<u>210,984</u>	<u>279,227</u>	<u><b>429,110</b></u>	<u>218,126</u>		<u>448,706</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>210,984</u>	<u>279,227</u>	<u><b>429,110</b></u>	<u>218,126</u>		<u>448,706</u>
<b>OTHER</b>	--	--	--	--		--
	<u>210,984</u>	<u>279,227</u>	<u><b>429,110</b></u>	<u>218,126</u>		<u>448,706</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				103%		5%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

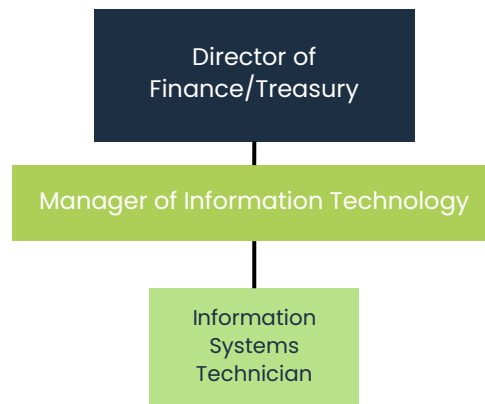
- (1) The increase is due to staffing changes: the Payroll Administrator has moved under HR, the Health and Safety Coordinator is now full-time permanent, and the HR Manager has returned to full-time capacity following maternity leave.
- (2) Provisions for a laptop and desk for the newly proposed Human Resources Coordinator position are no longer required.
- (3) Budgets for the Health & Safety Committee and Employee Assistance Program have been reallocated to the Human Resources budget.
- (4) The Town has been using the HRDownloads training platform for several years, previously managed through the Clerks' budget. Starting in the 2026 fiscal year, the Human Resources Department will fully manage the platform's budget.
- (5) The increase is due to job fair materials, specialty job boards, and a new Applicant Tracking System.



# INFORMATION TECHNOLOGY

## IT DEPARTMENT STAFFING

Department	2025	2026	Changes
IT Full-Time	2.0	2.0	No Changes for 2026



## IT – SERVICE AREA OVERVIEW

Information Technology(IT) Department is the essential backbone for all modern town services, responsible for the planning, security, and maintenance of the technology infrastructure

### Key responsibilities include:

- Managing and supporting all network systems.
- Maintaining computer hardware, and software applications used by Town staff across all departments.
- Implementing protocols and training to protect sensitive data and critical operational systems from threats like ransomware.
- Daily operational support (help desk).
- Strategic technology modernization, researching and implementing new tools.
- Managing vendor contracts, and driving digital transformation to enhance service delivery for residents. (e.g., online permits, GIS mapping ,E-Billing) and improve the internal efficiency across all departments.

## INFORMATION TECHNOLOGY – *PRESSURES*



**Cyber Security:** As a municipality, we face intense cybersecurity pressures due to a "perfect storm" of challenges. We are highly attractive targets for cybercriminals, especially for financially devastating ransomware attacks that can cripple essential public services and critical infrastructure.

**Cloud Services:** With an increasing number of core services shifting to cloud-based models with recurring subscription fees, this transition fundamentally alters the financial landscape, moving costs from one-time capital expenditures to sustained operational budgets, often straining fiscal resources. Moreover, this reliance on external vendors for Software as a Service (SaaS) and Platform as a Service (PaaS) solutions leads to a critical lack of control for in-house IT staff. We often lose direct access to the underlying infrastructure, complicating security audits, custom integrations, and troubleshooting.

**Interoperability and Data Silos:** Integrating systems and sharing data efficiently across different departments that often use isolated technologies remains a major operational challenge.

## INFORMATION TECHNOLOGY – *OPPORTUNITIES*

The IT department is transitioning from being a back-office support function to a strategic enabler of public service, offering several key opportunities:

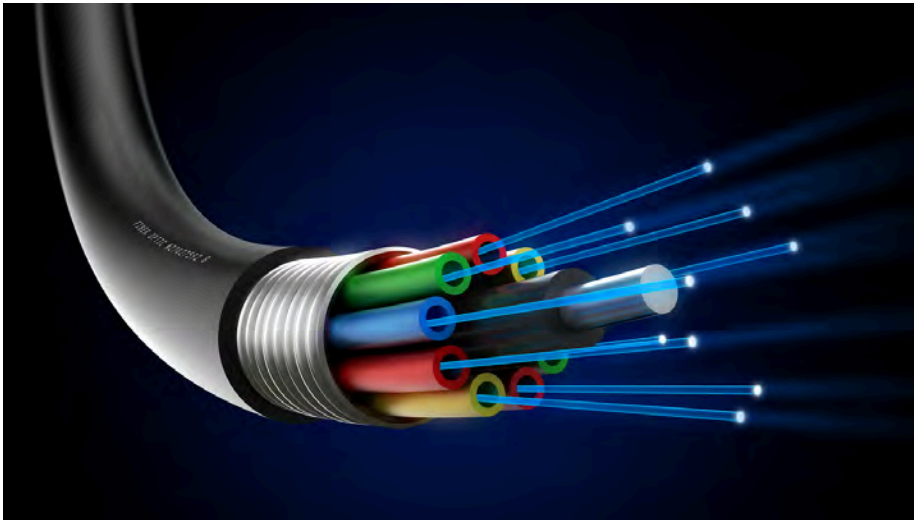
- **Driving Digital Transformation:** Leading the shift to "digital by default" services (online permits, tax payments, reporting) to meet expectations for modern, convenient interactions.
- **Enhancing Residential Services:** Implementing technologies such as online portals, web services and AI to improve service accessibility, speed up processes, and increase security.
- **Achieving Cost Efficiency through Automation:** Implementing automation and cloud-based solutions to streamline repetitive internal workflows, reduce manual effort, minimize errors, and shift resources to higher-value activities.
- **Modernizing Infrastructure and Security:** Strategically replacing outdated legacy systems with scalable, secure, and cloud-compatible infrastructure, drastically reducing maintenance costs and strengthening cybersecurity defenses.
- **Fostering Internal Innovation and Collaboration:** Breaking down departmental data silos and implementing integrated systems to improve communication, collaboration, and efficiency across all departments.



## INFORMATION TECHNOLOGY – ACCOMPLISHMENTS

**Town-wide Fiber Rollout and Unified Access:** Beginning with the Ingersoll Cheese Museum in 2021, we executed a phased, town-wide rollout of a high-speed fiber optic connections. The final phase, completed in 2025, connected fiber to the Firehall, Public Works, and Arena. This essential project unified our network architecture, allowing us to simultaneously deliver seamless public guest Wi-Fi and ensure secure, standardized access for staff across all town locations.

**Identity and Access Management (IAM) Platform Deployment:** In 2025 we launched a project to implement a modern Identity Management Platform. This security initiative is currently being rolled out to centralize and significantly enhance staff access (both on premise and remote) to the majority of Town systems.



## INFORMATION TECHNOLOGY – SPECIAL PROJECTS

**Initiate Digital Infrastructure Planning for the MURC:** This project is in its planning phase, focusing on the design of technology systems required for the new facility. The scope includes detailed architectural planning for networking, core computer hardware, electronic access door entry system, designing and integrating digital signage solutions, and a surveillance system.

## INFORMATION TECHNOLOGY – GOALS

**Seamless Remote Work:** To achieve seamless "on-the-go" remote work capability for all Town staff. This involves a combination of cloud services and modern network architecture to ensure employees can securely and efficiently access all necessary applications and strengthens the Town's ability to maintain essential services during critical events or disasters.

**Digital Infrastructure Unification:** To actively unify more of the Town's disparate digital infrastructure. This consolidation effort aims to significantly reduce data silos, which currently fragment information across departments, leading to inefficiencies and security risks.

Department: IT Activity: Information Technology	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
REVENUE						
	--	--	--	--		--
EXPENSE						
SALARIES, WAGES & BENEFITS	239,850	248,980	253,090	13,240	(1)	265,017
ADMINISTRATIVE EXPENSE	100	100	100	--		100
OPERATING EXPENSE	86,600	90,200	91,500	4,900	(2)	94,000
COMMUNICATIONS	850	1,850	850	--		2,750
PROGRAM EXPENSES	300	300	305	5		310
MEETINGS, CONFERENCES, TRAINING	9,200	9,300	9,500	300		9,850
FUEL / TRANSPORTATION COSTS	1,200	1,300	1,300	100		1,300
CONTRACTED SERVICES	--	7,500	8,500	8,500	(3)	--
MARKETING & PROMOTION	100	100	100	--		100
EQUIP REPAIRS & MAINTENANCE	4,400	4,500	4,500	100		4,600
MAINTENANCE CONTRACTS	122,800	124,900	130,150	7,350	(4)	134,150
	465,400	489,030	499,895	34,495		512,177
NET OPERATING (REVENUE) EXPENSE	465,400	489,030	499,895	34,495		512,177
OTHER						
TRANSFER TO RESERVES & RES FUNDS	20,000	20,000	20,000	--		20,000
	20,000	20,000	20,000	--		20,000
	485,400	509,030	519,895	34,495		532,177
ANNUAL NET % INCREASE (DECREASE)				7%		2%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

- (1) Increase reflects step, COLA, and health benefit adjustments.
- (2) The budget includes increases in Google Workspace Business Plus and Microsoft Office 365 licenses, new equipment (laptop replacements, monitors, keyboards, etc.), and the addition of a uniform budget.
- (3) External/Perimeter penetration testing (required biennially for Cyber Insurance).
- (4) The budget includes increases in various annual contracts to enhance operational efficiency and security, as well as expanded fiber connections for the Arena, Public Works Garage, and Fusion Youth Centre.





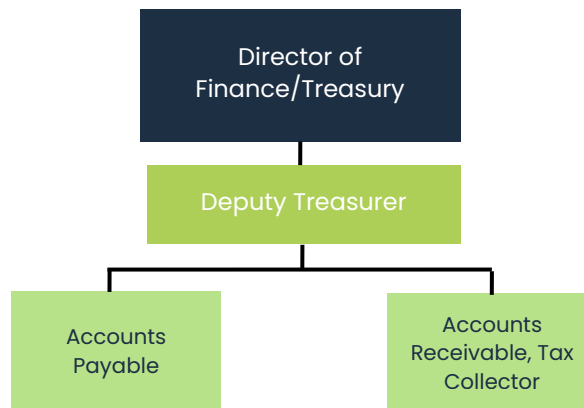
**Town of Ingersoll**  
**2026 CAPITAL PROJECTS, \$,000**  
Information Technology

PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES
Information Technology			Reserves
Information Technology-IT- Hardware Upgrades	25		25
<b>TOTAL</b>	<b>25</b>		<b>25</b>

# TREASURY SERVICES

## TREASURY DEPARTMENT STAFFING

Department	2025	2026	Changes
Treasury Full-Time	5.0	4.0	Payroll transferred to HR Department



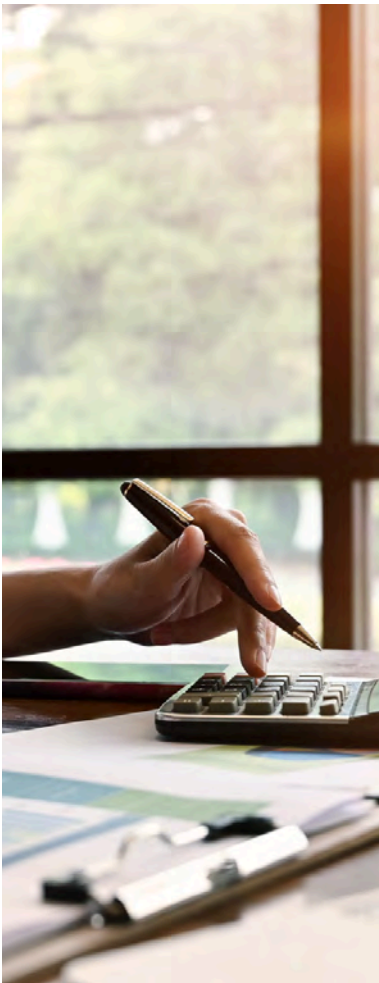
## TREASURY – SERVICE AREA OVERVIEW

The Treasury Department plays a vital role in ensuring financial stability, accountability, and transparency of the Town's operations. The department supports the delivery of services to residents and helps Council make informed financial decisions. Treasury is responsible for a wide range of financial functions that are essential to the day-to-day operations and long-term planning of the Town.

### Key responsibilities include:

- Handling all payments and receipts, including accounts payable and receivable.
- Managing property tax billing and collection.
- Preparing staff recommended annual operating and capital budgets for Mayor review.
- Overseeing cash flow, debt, and investments.
- Producing financial reports in compliance with PSAB standards.
- Maintaining core accounting functions and internal controls to safeguard public funds.

The Treasury Department manages all financial matters of the Town as directed by Council including the preparation of all Financial Statements. The Treasury Department remains committed to responsible financial management ensuring the Town's resources are managed effectively, transparently and in alignment with Council's direction.



## TREASURY – PRESSURES

**Inflationary Pressures:** Rising costs for fuel, utilities, professional services, and construction materials increase the cost of day-to-day operations and major infrastructure projects. While supply chain disruptions have eased, high demand for materials and labour continues to push project costs above estimates.

**United States Tariffs:** Tariffs on Canadian goods from the U.S. can increase the cost of materials and equipment used in municipal operations and capital projects. These higher costs may put additional pressure on both operating and capital budgets.



**Enterprise Resource Planning (ERP) Replacement:** The Town's current ERP system is reaching the end of its useful life in 2029. A new system must be implemented to ensure continued efficiency, financial transparency, and compliance with reporting standards. While this represents a significant upfront cost, a modern ERP will improve business processes, reporting, and service delivery across the organization.

**Large Assessment Appeals:** Assessment appeals from large industrial taxpayers can result in significant revenue losses if successful. These appeals create uncertainty for financial planning, as final outcomes may take years to resolve but have an immediate and lasting effect on the Town's tax revenues. The Town continues to face significant appeals with the potential to materially affect future revenue streams.

**Legislative Changes:** Amendments to the Development Charges Act have limited the Town's ability to recover growth-related capital costs from developers. This reduces a critical funding source for infrastructure required to support new residents and businesses, placing additional pressure on property taxes and other municipal revenues.

**Insurance Cost:** Rising municipal insurance premiums, driven by increased claims, climate risks, and liability concerns, add pressure to operating budgets and reduce financial flexibility.

## TREASURY – OPPORTUNITIES

**Prioritize funding and grants efforts:** Securing additional federal and provincial funding would allow the Town to deliver critical infrastructure projects more efficiently and in a timely manner.

**Revenue Diversification:** Comprehensive evaluation of fees in all departments to ensure alignment with service costs. Exploring alternative revenue sources, including user fees, service agreements, to reduce reliance on property taxes and improve fiscal sustainability.

**Maximizing Investment Income:** With careful cash and treasury management, the Department can maximize returns on short-term investments, strengthening reserves and funding one-time initiatives.

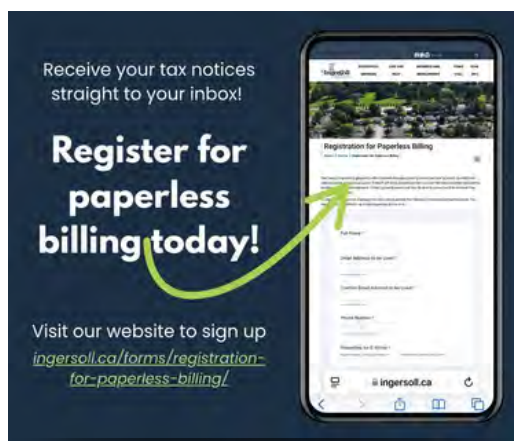
**Risk Management and Long-Term Planning:** Strengthening processes around assessment appeals, and contingency planning can minimize financial uncertainty and safeguard the Town's fiscal position.



## TREASURY – ACCOMPLISHMENTS

The Treasury Department has made progress in adopting paperless solutions to enhance efficiency, reduce waste, and cut administrative costs. Starting in early 2023, it began storing daily deposit records digitally through Laserfiche, eliminating the need for physical files. By mid-2023, the department introduced electronic property tax billing, giving residents the option to receive bills digitally for added convenience and reduced paper use. In 2025, it fully implemented a new accounts payable system, allowing digital invoice approvals and payment processing.

**Expanded Payment Options for Residents:** In response to resident feedback, the Town of Ingersoll began accepting Visa/Mastercard payments and e-transfer payments for property taxes and building permits in 2025. This service was implemented through a secured third-party payment processor, allowing residents to pay conveniently by credit card without incurring any additional cost to the Town.



## TREASURY – SPECIAL PROJECTS/GOALS

- **Initiate Enterprise Resource Planning (ERP) System Planning:** Begin the formal planning phase for the replacement of the Town's financial system, including needs assessment, timeline development and stakeholder engagement. The Town has been informed that our current financial system will reach its end of life by 2029, after which vendor support will no longer be available. Treasury team with the Information Technology Department has begun early-stage planning discussions for this critical project. Our objective is to ensure a seamless transition to a new, modern financial system by 2028, allowing adequate time for testing, training, and data migration.
- **Promote Paperless Billing:** Encourage increased resident participation in paperless billing to improve operational efficiency and reduce printing and mailing costs.
- **Increase Transparency and Public Communication:** Provide clear, timely financial updates to Council and the public. Highlight key cost drivers and funding challenges.



Department: Treasury Activity: Administration	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
SALE OF GOODS OR SERVICES	(17,000)	(17,000)	<b>(17,000)</b>	--		(17,000)
USER FEES	(18,500)	(18,500)	<b>(18,900)</b>	(400)		(18,900)
RECOVERIES	(4,200)	(4,200)	<b>(4,200)</b>	--		(4,200)
INTEREST / DIVIDENDS	(1,319,400)	(1,159,400)	<b>(1,229,400)</b>	90,000	(1)	(1,229,400)
	<u>(1,359,100)</u>	<u>(1,199,100)</u>	<u><b>(1,269,500)</b></u>	<u>89,600</u>		<u>(1,269,500)</u>
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	865,890	908,305	<b>752,930</b>	(112,960)	(2)	811,424
ADMINISTRATIVE EXPENSE	13,200	13,400	<b>13,400</b>	200		13,400
OPERATING EXPENSE	200	200	<b>600</b>	400		1,600
COMMUNICATIONS	800	800	<b>1,000</b>	200		1,000
INSURANCE EXPENSE	495,000	551,400	<b>515,000</b>	20,000	(3)	567,000
PROGRAM EXPENSES	3,560	3,710	<b>3,480</b>	(80)		3,480
MEETINGS, CONFERENCES, TRAINING	8,608	7,998	<b>7,935</b>	(673)		7,750
FUEL / TRANSPORTATION COSTS	900	900	<b>900</b>	--		900
PROFESSIONAL FEES	28,000	28,000	<b>38,350</b>	10,350	(4)	39,500
CONTRACTED SERVICES	14,000	14,000	<b>14,000</b>	--		14,000
MARKETING & PROMOTION	1,000	1,000	<b>600</b>	(400)		700
TRANSFER TO BIA	90,360	90,360	<b>90,360</b>	--		90,360
TRANSFERS TO CEMETERY BOARD	140,000	150,000	<b>163,925</b>	23,925	(5)	151,725
	<u>1,661,518</u>	<u>1,770,073</u>	<u><b>1,602,480</b></u>	<u>(59,038)</u>		<u>1,702,839</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>302,418</u>	<u>570,973</u>	<u><b>332,980</b></u>	<u>30,562</u>		<u>433,339</u>
<b>OTHER</b>						
OMPF - ONT MUN PARTNER GRANT	(124,800)	(93,950)	<b>(99,840)</b>	24,960	(6)	(75,160)
TRANSFER FROM RESERVES & RES FUNDS	(24,894)	--	<b>--</b>	24,894	(7)	--
DEBENTURE PAYMENT	197,770	108,660	<b>108,660</b>	(89,110)	(8)	105,990
	<u>48,076</u>	<u>14,710</u>	<u><b>8,820</b></u>	<u>(39,256)</u>		<u>30,830</u>
	<u>350,494</u>	<u>585,683</u>	<u><b>341,800</b></u>	<u>(8,694)</u>		<u>464,169</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				-2%		36%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

##### Revenue

- (1) The budget reflects a decrease in investment income due to declining interest rates and lower cash balances, as the Multi-Use Recreational Centre is set to enter the construction phase in 2026.

##### Expenses

- (2) The decrease is attributed to the reassignment of the Payroll Administrator position to the HR department.  
 (3) Anticipated insurance cost increase.  
 (4) The increase reflects the cost of the external audit as determined by the 2025 tender results.  
 (5) Preliminary Ingersoll Cemetery budget pending transition to Town's jurisdiction.

##### Other

- (6) Continued reduction in OMPF funding.  
 (7) In 2025, reserves funded the Development Charges Study; no transfer is needed in 2026, reducing reserve use.  
 (8) Paid off debt associated with the 2010 King Street West reconstruction project.

Department: Treasury Activity: Taxation	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
TAXATION - LEVY	(18,779,122)	(19,971,255)	<b>(19,502,044)</b>	(722,922)	(1)	(20,608,572)
TAXATION - SUPPLEMENTARIES & OTHER	(519,129)	(579,129)	<b>(579,429)</b>	(60,300)	(2)	(579,529)
	<u>(19,298,251)</u>	<u>(20,550,384)</u>	<u><b>(20,081,473)</b></u>	<u>(783,222)</u>		<u>(21,188,101)</u>
<b>EXPENSE</b>						
PROPERTY TAX REFUNDS & ADJUSTMENTS	1,225,755	1,224,430	<b>1,391,530</b>	165,775	(3)	1,208,980
	<u>1,225,755</u>	<u>1,224,430</u>	<u><b>1,391,530</b></u>	<u>165,775</u>		<u>1,208,980</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>(18,072,496)</u>	<u>(19,325,954)</u>	<u><b>(18,689,943)</b></u>	<u>(617,447)</u>		<u>(19,979,121)</u>
<b>OTHER</b>						
TRANSFER FROM RESERVES & RES FUNDS	--	--	<b>(120,100)</b>	(120,100)	(4)	(110,000)
	<u>--</u>	<u>--</u>	<u><b>(120,100)</b></u>	<u>(120,100)</u>		<u>(110,000)</u>
	<u>(18,072,496)</u>	<u>(19,325,954)</u>	<u><b>(18,810,043)</b></u>	<u>(737,547)</u>		<u>(20,089,121)</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				4.1%		7%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

- (1) Additional Tax Levy required to balance the budget.
- (2) Anticipated supplementary taxation growth.

**Expenses** No significant changes

- (3) The increase is attributable to a Tax Incremental Grant (TIG) associated with the newly assessed IMT building addition.

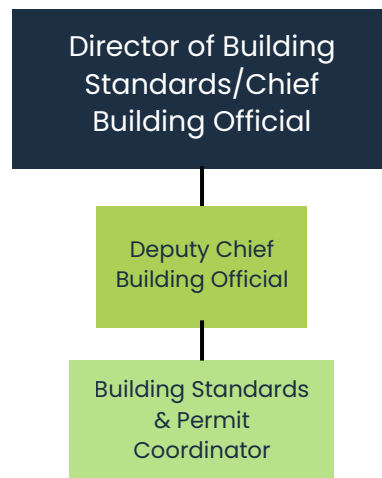
**Other**

- (4) Transfer from the Tax Stabilization Reserve to fund the Tax Increment Grant (TIG) to Carsonco.

# BUILDING PERMITS

## BUILDING PERMITS DEPARTMENT STAFFING

Department	2025	2026	Changes
Building Full Time	3.0	3.0	No changes



## BUILDING – SERVICE AREA OVERVIEW

The Building Department is responsible for administration and enforcement of the Ontario Building Code within the Town of Ingersoll. The Building Department exercises powers and performs duties assigned under the Ontario Building Code Act.

### Key responsibilities include:

- Review of building permit applications, issuance of building permits.
- Enforcement of the Building Code Act through the judicial system.
- Perform routine and complex permit inspections at various stages of construction.
- Issuance of various orders under the Building Code Act such as order to comply.
- Stop work orders.
- Order to prohibit occupancy of an unsafe building.
- Emergency orders and others.

The Building Department is responsible for the enforcement of the Town's Zoning By-law and is involved in the review of all zoning, minor variance and site plan applications. In support of providing a high level of customer service and satisfaction the department, when requested, provides pre-consultation meetings to assist with the application process. The department regularly provides assistance to homeowners, builders, developers and industry professionals.

## BUILDING – PRESSURES

The Building Department faces several external and operational pressures that can impact service delivery and timelines. These challenges are influenced by economic conditions, seasonal factors, and the department's unique funding model. ***The Building Department is self funded through the collection of fees and is not reliant on the Town's general tax levy.***

**Economic Uncertainty:** Rising construction and development costs, including tariffs on materials, impact project timelines and permit volumes.

**Seasonal Impacts:** Weather conditions affect the timing and volume of construction activity throughout the year.



## BUILDING – OPPORTUNITIES

The Building Department continues to explore ways to improve service delivery, support growth, and enhance efficiency.

Several key opportunities are identified for the coming year:

- **Industrial/Commercial Growth:** industrial expansion and new business development can boost building permit revenue and economic activity.
- **Paperless Reporting:** Transitioning to digital reporting processes will reduce paper use & streamline operations.
- **Cloud Permit System:** Leveraging cloud technology for real-time permit updates enhances communication with applicants and modernizes the permitting experience.

## BUILDING – ACCOMPLISHMENTS

The Building Department continues to enhance its services through technological improvements and process improvements, making it easier and more efficient for permit applicants to navigate the permitting process.

Ongoing updates to the Cloud Permit system now allow applicants to easily access their permit information online. In response to frequent requests, the building department implemented online payment options through Cloud Permit, enhancing convenience and enabling efficient service, especially for out-of-town permit applicants.

## BUILDING – GOALS

Support continued growth in the Municipality, and continue to provide a high level of customer service ensuring a positive experience for all permit holders.



Department: Building Activity: Inspection	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
PERMITS/LICENSES	(583,600)	(558,600)	<b>(430,600)</b>	153,000	(1)	(430,600)
USER FEES	(2,300)	(2,300)	<b>(2,300)</b>	--		(2,300)
	<u>(585,900)</u>	<u>(560,900)</u>	<u><b>(432,900)</b></u>	<u>153,000</u>		<u>(432,900)</u>
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	414,070	479,363	<b>441,540</b>	27,470	(2)	461,657
ADMINISTRATIVE EXPENSE	2,000	2,100	<b>2,100</b>	100		2,100
OPERATING EXPENSE	850	850	<b>1,650</b>	800		1,650
COMMUNICATIONS	500	500	<b>500</b>	--		500
PROGRAM EXPENSES	1,925	1,975	<b>1,975</b>	50		2,025
MEETINGS, CONFERENCES, TRAINING	8,900	8,900	<b>8,900</b>	--		8,900
FUEL / TRANSPORTATION COSTS	1,200	1,200	<b>1,200</b>	--		1,200
PROFESSIONAL FEES	4,000	4,000	<b>6,000</b>	2,000		6,000
CONTRACTED SERVICES	21,100	21,100	<b>24,100</b>	3,000		24,100
MARKETING & PROMOTION	300	300	<b>300</b>	--		300
EQUIP REPAIRS & MAINTENANCE	1,500	1,500	<b>1,500</b>	--		1,500
	<u>456,345</u>	<u>521,788</u>	<u><b>489,765</b></u>	<u>33,420</u>		<u>509,932</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>(129,555)</u>	<u>(39,112)</u>	<u><b>56,865</b></u>	<u>186,420</u>		<u>77,032</u>
<b>OTHER</b>						
TRANSFER FROM RESERVES & RES FUNDS	--	--	<b>(56,865)</b>	(56,865)		(77,032)
TRANSFER TO RESERVES & RES FUNDS	129,555	39,112	--	(129,555)	(3)	--
	<u>129,555</u>	<u>39,112</u>	<u><b>(56,865)</b></u>	<u>(186,420)</u>		<u>(77,032)</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>	<u>--</u>	<u>--</u>	<u>--</u>	<u>0%</u>		<u>0%</u>

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

(1) The residential construction market in Ontario is expected to remain subdued in 2026, leading to a projected decline in revenue from residential development.

**Expenses**

(2) The budget accounts for increases in the cost of living and health benefits for staff.

**Other**

(3) To balance the Building Inspection budget.

Department: Building Activity: Property Standards	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>	--	--	--	--		--
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	23,503	24,333	<b>24,690</b>	1,187		25,648
ADMINISTRATIVE EXPENSE	300	300	<b>300</b>	--		300
MEETINGS, CONFERENCES, TRAINING	1,400	1,400	<b>1,400</b>	--		1,400
CONTRACTED SERVICES	58,000	62,000	<b>60,000</b>	2,000	(1)	63,000
	<u>83,203</u>	<u>88,033</u>	<u><b>86,390</b></u>	<u>3,187</u>		<u>90,348</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>83,203</u>	<u>88,033</u>	<u><b>86,390</b></u>	<u>3,187</u>		<u>90,348</u>
<b>OTHER</b>	--	--	--	--		--
	<u>83,203</u>	<u>88,033</u>	<u><b>86,390</b></u>	<u>3,187</u>		<u>90,348</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				4%		5%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) The increase reflects annual inflationary adjustments in accordance with the contract with Commissionaires.

# TOWN HALL & OTHER PUBLIC BUILDINGS

## TOWN HALL & OTHER PUBLIC BUILDINGS – *SERVICE AREA*

The Town Hall serves as the central hub for municipal administration, housing all administrative staff and providing office space for each department responsible for delivering municipal services, supporting Town Council, and ensuring the efficient day-to-day operations of the municipality. The facility includes Council Chambers, where all Town Council meetings are held, and the JC Herbert Room, which is used by local boards for meetings. Municipal offices are located on the second floor, while the main floor is shared with the Oxford County Library, providing a joint space for public services. All costs associated with the operation of Town Hall are shared equally with Oxford County. Facility maintenance is handled by Town of Ingersoll staff, ensuring the building remains functional, safe, and accessible to both staff and the public.

## TOWN HALL & OTHER PUBLIC BUILDINGS – *PRESSURES*

The Town Hall is an aging facility, which presents ongoing challenges related to maintenance, repairs, and modernization to keep the building safe, functional, and accessible. In addition, space limitations are becoming a concern, as the facility is reaching capacity and may not adequately accommodate the needs of municipal staff and growing service demands.

## TOWN HALL & OTHER PUBLIC BUILDINGS – *OPPORTUNITIES*

The Town has opportunities to improve Town Hall by seeking grants for building upgrades. Renovating the basement to create more office space could help address space limitations and make the building more functional for staff.

## TOWN HALL & OTHER PUBLIC BUILDINGS – *ACCOMPLISHMENTS*

Over the past budget year, three new offices and one additional cubicle were added to accommodate the increasing number of municipal staff.

## TOWN HALL & OTHER PUBLIC BUILDINGS – *SPECIAL PROJECTS*

Elevator modernization – The Town received grant funding from the Government of Canada's Enabling Accessibility Fund to modernize the elevator. JC Herbert Room – The JC Herbert room has undergone upgrades to enhance the space and improve its functionality for meetings

Department: Building Activity: Town Centre	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
COUNTY RECOVERY	(106,441)	(107,702)	(94,945)	11,496		(98,240)
	(106,441)	(107,702)	(94,945)	11,496		(98,240)
EXPENSE						
SALARIES, WAGES & BENEFITS	71,743	74,544	65,230	(6,513)		68,829
OPERATING EXPENSE	2,550	2,700	2,700	150		2,850
COMMUNICATIONS	1,200	1,260	1,260	60		1,300
UTILITIES - HEAT, HYDRO, WATER	67,000	69,000	68,000	1,000		70,000
CONTRACTED SERVICES	23,700	25,700	25,700	2,000		25,700
LAND MAINTENANCE & IMPROVEMENT	--	--	--	--		--
EQUIP REPAIRS & MAINTENANCE	19,300	24,500	14,300	(5,000)		16,400
BLDG REPAIRS & MAINTENANCE	28,000	21,000	26,200	(1,800)		19,000
SNOW REMOVAL AND SANDING	5,000	5,000	2,000	(3,000)		2,000
MAINTENANCE CONTRACTS	15,500	16,000	13,000	(2,500)		13,400
	233,993	239,704	218,390	(15,603)	(1)	219,479
NET OPERATING (REVENUE) EXPENSE	127,552	132,002	123,445	(4,107)		121,239
OTHER						
TRANSFER TO RESERVES & RES FUNDS	60,000	60,000	50,000	(10,000)		50,000
	60,000	60,000	50,000	(10,000)		50,000
	187,552	192,002	173,445	(14,107)		171,239
ANNUAL NET % INCREASE (DECREASE)				-8%		-1%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) Expenses are aligned with scheduled repairs and maintenance.



Department: Building Activity: Public Buildings (Other)	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
RENT / LEASES	(12,090)	(12,090)	(15,090)	(3,000)		(15,090)
	(12,090)	(12,090)	(15,090)	(3,000)		(15,090)
EXPENSE						
UTILITIES - HEAT, HYDRO, WATER	900	940	940	40		940
BLDG REPAIRS & MAINTENANCE	2,000	2,000	2,000	--		2,000
SNOW REMOVAL AND SANDING	1,000	1,000	--	(1,000)		--
	3,900	3,940	2,940	(960)		2,940
NET OPERATING (REVENUE) EXPENSE	(8,190)	(8,150)	(12,150)	(3,960)		(12,150)
OTHER						
	--	--	--	--		--
	(8,190)	(8,150)	(12,150)	(3,960)		(12,150)
ANNUAL NET % INCREASE (DECREASE)				48%		0%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

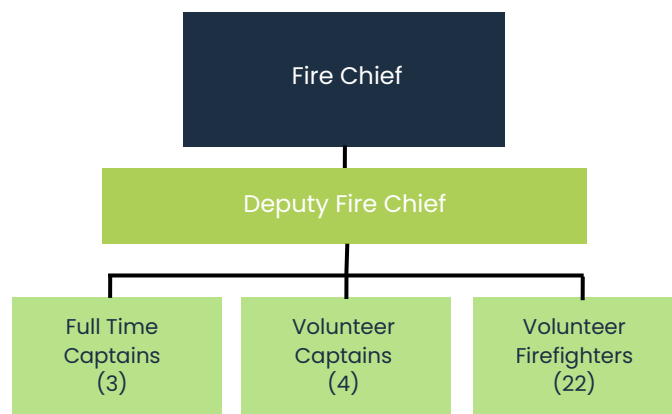
**Expenses** No significant changes

PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES		
Town Hall-Other Public Buildings			Reserves	Grants	County
Town Hall-Replace exterior joint sealants	10		5		5
Town Hall-Install HVAC in new County Planner Office	14		14		
Town Hall-Replace main entrance sliding door	32		16		16
Town Hall-Elevator Replacement	200	44		112	44
<b>TOTAL</b>	<b>256</b>	<b>44</b>	<b>35</b>	<b>112</b>	<b>65</b>

# FIRE HALL

## FIRE HALL DEPARTMENT STAFFING

Department	2025	2026	Changes
Fire Hall Full Time	5.0	5.0	No Changes
Fire Hall Volunteer	24.0	26.0	Plus 2 Volunteer's approved through 2025 budget



## FIRE HALL - SERVICE AREA OVERVIEW

The Fire Department is responsible for the delivery of fire protection services to the residents of Ingersoll. Fire Protection Services are defined in the Fire Protection and Prevention Act as fire prevention inspections, public fire education and fire suppression and rescue. The Fire Chief is also responsible for the Emergency Management program, the management of Bylaw and Parking Enforcement services and building service for the Fire and Police stations.



## FIRE HALL – PRESSURES

- **Mandatory Training** – Training requirements for fire fighters in Ontario are an ongoing challenge. Staff turnover and cost are the biggest contributing factors.
- **Staff Turnover** – Staff turnover puts pressure on all aspects of the department. Budgets are always created with training and equipment needs for new recruits in mind.
- **Equipment Costs** – Fire service equipment is one of our largest expenses. The overwhelming majority of fire equipment is made in the US. These costs are increased with exchange rates between the Canadian and the US dollars and tariffs on some equipment and vehicles.

## FIRE HALL – OPPORTUNITIES

Collaboration with other departments for training and shared services. The increased demands for training and staff turnover are the main drivers behind every fire service looking for opportunities to share costs. Oxford County fire departments all work together in some way to train our firefighters and deliver services in the most cost effective way for all of our residents.



**Grants** – There are Provincial grant opportunities through the Fire Protection Grant, the Community Emergency Management Grant, and the Legacy Oil Wells program. Ingersoll has been successful in receiving funds from each one of these opportunities. There are private sector grants for emergency services such as the FireHouse subs grant program that we have also been fortunate to receive funds from.

## FIRE HALL – ACCOMPLISHMENTS

The Ingersoll Fire Service staff have been very successful in achieving full compliance with the mandatory certifications that are set out by the province. All firefighters are certified or in training for general firefighter, high angle rope rescue, and confined space rescue. This achievement makes them the only service in Oxford County to have these specific set of qualifications.

## FIRE HALL – SPECIAL PROJECTS

- **Vehicles** – The next few years will see the replacement of a fire pumper that will have reached the end of its service life as a pump unit.
- **Equipment** – Continually upgrading equipment to provide for the health and safety of our firefighters.
- **Administration** – We will see the completion of the changeover to a new records management system.





Department: Fire	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
SALE OF GOODS OR SERVICES	(1,700)	(2,950)	(450)	1,250		(450)
USER FEES	(15,000)	(15,000)	(5,000)	10,000		(5,000)
RECOVERIES	(4,000)	(4,000)	(17,500)	(13,500)	(1)	(17,500)
INTERNAL (REVENUE) EXPENSE	(86,595)	(88,798)	(97,480)	(10,885)	(2)	(89,710)
	<u>(107,295)</u>	<u>(110,748)</u>	<u>(120,430)</u>	<u>(13,135)</u>		<u>(112,660)</u>
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	1,054,351	1,091,010	1,137,700	83,349	(3)	1,186,241
ADMINISTRATIVE EXPENSE	2,100	2,100	2,100	--		2,100
OPERATING EXPENSE	85,688	92,430	83,830	(1,858)		85,276
COMMUNICATIONS	66,564	65,512	66,112	(452)		66,265
UTILITIES - HEAT, HYDRO, WATER	22,900	23,600	23,600	700		24,100
PROGRAM EXPENSES	6,620	4,120	5,620	(1,000)		2,620
MEETINGS, CONFERENCES, TRAINING	4,100	7,100	8,900	4,800	(4)	3,900
FUEL / TRANSPORTATION COSTS	12,000	12,000	12,000	--		12,000
CONTRACTED SERVICES	1,000	1,000	1,000	--		1,000
MARKETING & PROMOTION	8,750	8,750	5,750	(3,000)	(5)	8,150
EQUIP REPAIRS & MAINTENANCE	45,400	36,400	40,900	(4,500)	(6)	36,400
BLDG REPAIRS & MAINTENANCE	9,500	9,500	15,800	6,300	(7)	9,500
MAINTENANCE CONTRACTS	5,580	5,580	5,580	--		5,580
	<u>1,324,553</u>	<u>1,359,102</u>	<u>1,408,892</u>	<u>84,339</u>		<u>1,443,132</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>1,217,258</u>	<u>1,248,354</u>	<u>1,288,462</u>	<u>71,204</u>		<u>1,330,472</u>
<b>OTHER</b>						
TRANSFER TO RESERVES & RES FUNDS	215,000	215,000	225,000	10,000	(8)	225,000
	<u>215,000</u>	<u>215,000</u>	<u>225,000</u>	<u>10,000</u>		<u>225,000</u>
	<u>1,432,258</u>	<u>1,463,354</u>	<u>1,513,462</u>	<u>81,204</u>		<u>1,555,472</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				6%		3%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

- (1) Revenue recoveries from the Ministry of Transportation (MTO) related to emergency responses on Highway 401.
- (2) Internal revenue from the OPP Facility budget, attributable to higher maintenance and janitorial staffing costs, along with increased expenditures on materials and supplies.

**Expenses**

- (3) The budget reflects step increases and cost of living adjustments. Additionally, it is proposed to add two volunteer firefighters each year for the next two years.
- (4) The increase reflects higher mandatory training requirements for firefighters.
- (5) Based on estimated Fire Prevention activities.
- (6) Based on estimated maintenance needs for the fire equipment.
- (7) The increase reflects the installation of a backflow valve and the replacement of the water softener.

**Other**

- (8) The transfer to the Fire Reserve has been increased to ensure adequate funding is available for the upcoming replacement of the fire fleet.

Department: Fire Activity: Parking Enforcement	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
USER FEES	(24,500)	(25,500)	(27,000)	(2,500)		(27,000)
	<u>(24,500)</u>	<u>(25,500)</u>	<u>(27,000)</u>	<u>(2,500)</u>		<u>(27,000)</u>
<b>EXPENSE</b>						
CONTRACTED SERVICES	44,020	45,100	31,000	(13,020)	(1)	33,000
	<u>44,020</u>	<u>45,100</u>	<u>31,000</u>	<u>(13,020)</u>		<u>33,000</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>19,520</u>	<u>19,600</u>	<u>4,000</u>	<u>(15,520)</u>		<u>6,000</u>
<b>OTHER</b>						
	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>		<u>--</u>
	<u>19,520.0</u>	<u>19,600.0</u>	<u>4,000</u>	<u>(15,520)</u>		<u>6,000</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				-80%		50%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) Based on the contracted hours of the Parking Enforcement Officer.

PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES
Fire			Reserves
Fire Hall-Transfer switch for generator	10		10
Fire Hall-Gear for additional volunteer firefighters	16		16
<b>TOTAL</b>	<b>26</b>	<b>0</b>	<b>26</b>

# OPP DETACHMENT BOARD

## OPP DETACHMENT BOARD – *SERVICE AREA*

The Board is a civilian body that oversees the Ingersoll detachment of the OPP and draws its authority from the CSPA and regulations. Section 68(1) of the CSPA sets out the role of the Board in oversight. The Ingersoll OPP Detachment Board has five (5) members: two members of Town Council, one citizen appointed by the province as a community representative, and two citizens appointed by Town Council as a community representatives. Council members and the citizens appointed by council serve for the duration of the Council term. Provincial appointees serve up to three-year terms, which expire at various times. At the first meeting each year, the Board appoints a Chairperson for that year.



## OPP DETACHMENT BOARD – *PRESSURES*

Ensuring proper oversight of policing services without interfering in operational decisions. Balancing accountability and trust with the Detachment Commander. Understanding the board's authority limits under the CSPA.

## OPP DETACHMENT BOARD – *OPPORTUNITIES*

Community groups have expressed interest in presenting to the OPP Detachment Board. This provides an opportunity to strengthen relationships and encourages collaboration between the Board, local organizations and the communities they serve.

## OPP DETACHMENT BOARD – *SPECIAL PROJECTS*

The OPP Detachment Board is allocating funds in both the 2026 and 2027 budgets for the purchase of three bicycles to support the Oxford OPP Detachment's bike patrol program. This initiative aims to enhance community engagement, increase police visibility, and improve accessibility in areas less suited for vehicle patrols. Recent bike patrols have received positive feedback from the community



Department: Police  
 Activity: OPP Detachment Board

Adopted  
Budget

2025

Adopted  
Forecast

2026

Updated  
Budget

2026

Updated  
Change

2025-2026  
(fav)/unfav

ref #

Updated  
Projections

2027

**REVENUE**

**EXPENSE**

	--	--	--	--		--
SALARIES, WAGES & BENEFITS	5,267	5,425	<b>4,840</b>	(427)		5,003
ADMINISTRATIVE EXPENSE	200	200	<b>200</b>	--		200
OPERATING EXPENSE	--	--	<b>7,500</b>	7,500	(1)	7,500
INSURANCE EXPENSE	3,888	3,966	<b>3,966</b>	78		4,045
PROGRAM EXPENSES	10,100	3,300	<b>3,300</b>	(6,800)	(2)	3,300
MEETINGS, CONFERENCES, TRAINING	3,500	3,500	<b>3,500</b>	--		3,500
FUEL / TRANSPORTATION COSTS	1,500	1,500	<b>1,500</b>	--		1,500
MARKETING & PROMOTION	4,000	4,000	<b>3,000</b>	(1,000)		3,000
	<u>28,455</u>	<u>21,891</u>	<u><b>27,806</b></u>	<u>(649)</u>		<u>28,048</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>28,455</u>	<u>21,891</u>	<u><b>27,806</b></u>	<u>(649)</u>		<u>28,048</u>
<b>OTHER</b>	--	--	<b>(7,500)</b>	(7,500)	(3)	--
	<u>28,455</u>	<u>21,891</u>	<u><b>20,306</b></u>	<u>(8,149)</u>		<u>28,048</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				-29%		38%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) An allocation of \$7,500 is included for the purchase of three bicycles for use by the Oxford OPP Detachment.

(2) Reduction is due to the Speed Spy allowance no longer being required.

**Other**

(3) Transfer from the Police Reserve to cover the cost associated with the bicycles purchase.

# POLICE

## **POLICE – SERVICE AREA**

The Town of Ingersoll ensures the safety and security of its residents through a contractual agreement with the Ontario Provincial Police (OPP). Under this arrangement, the OPP provides policing services, including crime prevention, law enforcement, emergency response, and community safety initiatives. The OPP Detachment operates from a facility leased by the Town, providing a dedicated space for police operations within the community.

## **POLICE – PRESSURES**

The Town continues to face financial pressure from rising costs associated with the OPP contract. While future annual increases remain uncertain, a new cap has been implemented to limit potential year-over-year increases to a maximum of 11%.

## **POLICE – OPPORTUNITIES**

The Community Safety and Policing Grant presents an opportunity for the Town to offset a portion of policing related costs. Through this program, eligible community safety initiatives and policing activities are funded directly by the grant.



Department: Police Activity: Administration	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
SALE OF GOODS OR SERVICES	(4,000)	(4,000)	(7,000)	(3,000)		(7,000)
USER FEES	(1,500)	(2,000)	(2,000)	(500)		(2,000)
GRANTS / SUBSIDIES / REBATES	(24,060)	(8,840)	(15,840)	8,220	(1)	(15,840)
	(29,560)	(14,840)	(24,840)	4,720		(24,840)
<b>EXPENSE</b>						
PROGRAM EXPENSES	8,840	8,840	8,840	--		8,840
	8,840	8,840	8,840	--		8,840
<b>NET OPERATING (REVENUE) EXPENSE</b>	(20,720)	(6,000)	(16,000)	4,720		(16,000)
<b>OTHER</b>						
O.P.P. CONTRACT	2,437,546	2,999,539	2,713,450	275,904	(2)	3,011,930
TRANSFER FROM RESERVES & RES FUNDS	--	(200,000)	(200,000)	(200,000)	(3)	--
TRANSFER TO RESERVES & RES FUNDS	202,000	2,000	2,000	(200,000)	(4)	2,000
	2,639,546	2,801,539	2,515,450	(124,096)		3,013,930
	2,618,826	2,795,539	2,499,450	(119,376)		2,997,930
<b>ANNUAL NET % INCREASE (DECREASE)</b>				-5%		20%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

- (1) The Community Safety and Policing Grant is now managed by the Tillsonburg Detachment Board, which will pay OPP invoices directly for grant-funded activities.

**Other**

- (2) Based on the projected 2026 Ontario Provincial Police (OPP) billing, the Province has implemented an 11% cap on the increase compared to 2025 billing. As a result, the 2026 projections reflect this maximum allowable increase of 11%.
- (3) A transfer from the Police Reserve has been applied to offset the projected increase.
- (4) Part of the 2025 provincial financial relief was allocated to the Police Reserve to support the stabilization of future policing costs. This one-time transfer is not expected to recur in 2026.

Department: Police Activity: Facility	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
RENT / LEASES	(116,040)	(117,781)	(117,781)	(1,741)		(119,548)
INTERNAL (REVENUE) EXPENSE	86,595	88,798	97,480	10,885	(1)	89,710
	(29,445)	(28,983)	(20,301)	9,144		(29,838)
EXPENSE						
INSURANCE EXPENSE	1,960	1,980	--	(1,960)		--
UTILITIES - HEAT, HYDRO, WATER	21,939	22,598	22,815	876		23,275
BLDG REPAIRS & MAINTENANCE	9,500	9,500	13,000	3,500	(2)	9,500
MAINTENANCE CONTRACTS	1,000	1,000	1,000	--		1,000
	34,399	35,078	36,815	2,416		33,775
NET OPERATING (REVENUE) EXPENSE	4,954	6,095	16,514	11,560		3,937
OTHER						
TRANSFER TO RESERVES & RES FUNDS	10,000	10,000	10,000	--		10,000
	10,000	10,000	10,000	--		10,000
	14,954	16,095	26,514	11,560		13,937
ANNUAL NET % INCREASE (DECREASE)				77%		-47%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

(1) Internal expense from the Fire Facility budget, attributable to higher maintenance and janitorial staffing costs, along with increased expenditures on materials and supplies.

**Expenses**

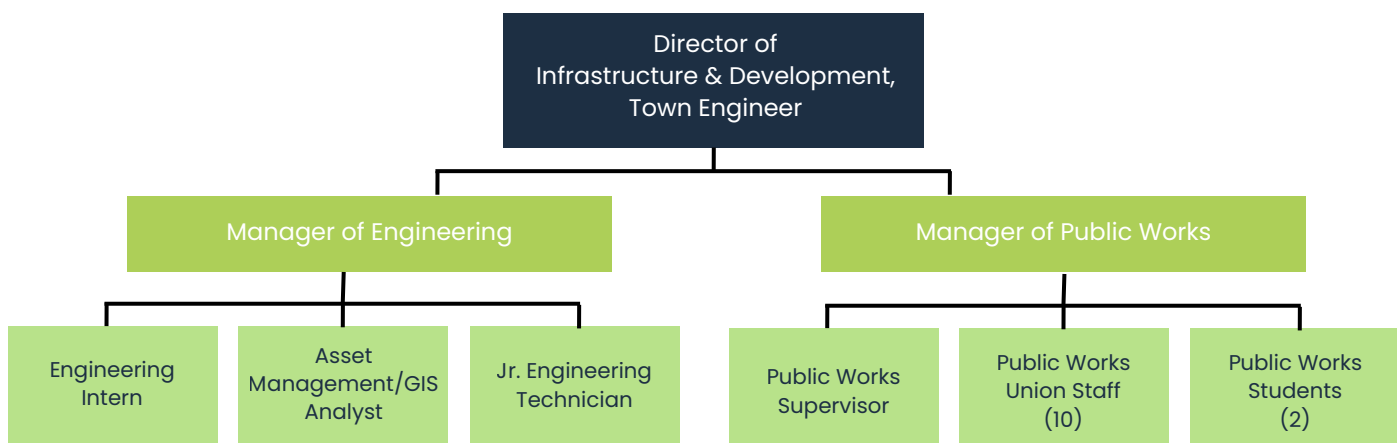
(2) The increase reflects costs associated with a OPP facility assessment , as well as the installation of a backflow valve.



# INFRASTRUCTURE & DEVELOPMENT

## INFRASTRUCTURE & DEVELOPMENT DEPARTMENT STAFFING

Department	2025	2026	Changes
Infrastructure & Development Full Time	18.0	18.0	No change
Infrastructure & Development Part Time	0.5	0.5	No change



## INFRASTRUCTURE & DEVELOPMENT – SERVICE AREA OVERVIEW

The Infrastructure and Development department ensures that the Ingersoll community has reliable infrastructure, effective growth management, and responsive Public Works services. The department is responsible for the planning, design, construction, and ongoing management of the Town's built environment and essential municipal services that ensures the safe, sustainable, and efficient delivery of infrastructure to support residents, businesses, and community growth.



### Key Responsibilities include:

- **Engineering & Design:** Prepare linear reconstruction designs, oversee construction, inspections, and contract administration.
- **Asset Management:** Monitor condition and lifecycle of all municipal infrastructure assets, plan capital investments and lifecycle maintenance needs, maintain GIS data for infrastructure, development and land use planning, and provide mapping/analysis and visualization tools to support infrastructure projects.
- **Development Coordination:** Work with developers on site plans/subdivisions, review submissions to ensure compliance with municipal standards and policies, inspect work to be assumed, administer securities and agreements, and final assumption of municipal infrastructure.
- **Public Works Operations:** Road/sidewalk maintenance, winter control, permits, utility coordination and restoration, right-of-way management, and ensuring safe and effective mobility year-round for pedestrians, cyclists, and vehicles.

## INFRASTRUCTURE & DEVELOPMENT – *PRESSURES*

The department faces growing demands from rapid development, aging infrastructure, climate change, and regulatory requirements. Higher expectations from developers and the public (faster approvals, snow clearing, increased traffic safety desires, accessibility) may strain budgets and staff time availability. Recruiting and retaining skilled technical staff, advancing asset data systems, and integrating smart technologies remain ongoing challenges.

## INFRASTRUCTURE & DEVELOPMENT – *OPPORTUNITIES*

Advances in asset management and GIS allow for more transparent, data-driven decisions. Development growth provides cost-recovery potential through high standards in new infrastructure. Succession planning and staff development can modernize roles with skills in sustainability, digital design, and traffic safety. Investment in green infrastructure and energy efficiency creates opportunities for grants and long-term savings. Public demand for safety and mobility aligns with Vision Zero and active transportation goals.

## INFRASTRUCTURE & DEVELOPMENT – *ACCOMPLISHMENTS*

- **Regional Collaboration:** Formalized agreement with Oxford County streamlining joint projects, saving costs and disruption.
- **Housing Infrastructure:** Secured \$2.47M provincial funding for stormwater works tied to MURC development.
- **Capital Program Success:** Completed multi-year bridge design program to realize economy of scale, Road Needs Study saving \$300K in otherwise planned capital spending for 2026 to maintain targeted asset condition ratings, and updated stormwater strategy to align with current standards.
- **Approvals Efficiency:** First Consolidated Linear Infrastructure Approval (CLI-ECA) granted, streamlining stormwater approvals from the historical one-year through the Ministry of Environment to a matter of weeks being managed by Engineering staff.
- **Asset Management:** 2025 plan ensures compliance with provincial regulation and future levels of service defined in budgets.

## INFRASTRUCTURE & DEVELOPMENT – *SPECIAL PROJECTS*

**Wallace Line:** The Wallace Line Reconstruction project includes growth infrastructure on the County of Oxford's behalf to bring water and sanitary service to a large industrial zoned parcel on the west side of Wallace Line. This considerable undertaking involves construction dewatering, 2000m± of watermain including a rail crossing, and 1000m± of sanitary sewer. This project is currently tender ready for construction, and will await for an available outlet to be constructed from the County of Oxford OR9 Urbanization project, and continuance of a truck sanitary sewer through a potential subdivision development fronting Oxford Road 9.



**MURC:** There are considerable enabling works to support the Town's flagship MURC Project. These works include all planning and supporting studies for the complete subdivision development and linear infrastructure design for servicing and stormwater management works. The MURC lands will support the 20-acre rec lands housing the facility, and potential for a long-term care facility, retirement home, elementary school, and 20 acres of residential development. Enabling this development is no small task which requires reconstruction of Clark Road to bring servicing from Harris Street to the subject lands, replacement of the large culvert crossing at Halls Creek, as well as the construction of two stormwater management ponds due to the existing land tributaries. An exciting project that will serve the community for generations.

**New Policies:** Through 2024 and 2025, the Infrastructure Department rolled out new policies regarding Peer Review Practices, and Development Agreement Security Administration which have proved successful to the Development community for transparency and application expectations. New policies are in the queue with similar intent regarding a formal Tree Replacement, Fleet Management, Sidewalk Growth, and Planning Pre-consultation Guidance.

**Asset Management Initiatives:** Staff will be seeking to modernize the fleet management consideration for Town vehicles in 2026. A review is expected to include expected useful life of vehicles taking into account mileage, engine hours, and repair history to predict a pass-down model between departments to ensure the Town receives every benefit to fleet capital expenditure.

## INFRASTRUCTURE & DEVELOPMENT – GOALS

**Capital Program:** The main driver of the Engineering department is ensuring completion of the approved capital program within the allotted calendar year in a safe and efficient manner to realize best value for ratepayers. By seasonal undertaking of surveys and design works, staff can seek to have projects prepared and 'on the shelf' for appropriate tender timing and funding opportunities.

**Development Services:** While undertaking professional design works and capital inspection and contract administration, the Engineering Department also seeks to continue the exceptional development review services to provide timely and thorough review of development proposals, ensuring new infrastructure meets municipal standards and is integrated into long-term plans. Additionally, the department seeks to foster relationships with the development community such that the consistent and high-service communication will result in two-sided understanding of infrastructure requirements to minimize legal service requirements. Staff are additionally seeking to update the Draft 2015 Engineering Design Standards through bylaw, to enable confidence of consistency amongst developers.

**Asset Management:** Advance the Town's asset management program to optimize lifecycle planning, prioritize investments, and support long-term financial sustainability. By making a 'deeper dive' into fleet management, facilities infrastructure, and right of way maintenance programs, rate-payers can be assured that capital dollars are being spent in the most efficient manner with respect to infrastructure renewal.

**Public Works:** Provide Responsive Services through maintaining high-quality road, sidewalk, and snow-clearing services while balancing efficiency, cost-effectiveness, and community expectations.

**Foster Staff Development and Succession Planning:** Invest in training, professional development, and retention/recruitment to ensure the department has the right skills and leadership for the future.

Department: Engineering Activity: Administration	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
PERMITS/LICENSES	(7,500)	(8,000)	(1,000)	6,500		(1,000)
USER FEES	(1,500)	(1,500)	--	1,500		--
RECOVERIES	(200)	(200)	(10,000)	(9,800)		(10,000)
COUNTY RECOVERY	(300,000)	(140,000)	(135,000)	165,000	(1)	(210,000)
	<u>(309,200)</u>	<u>(149,700)</u>	<u>(146,000)</u>	<u>163,200</u>		<u>(221,000)</u>
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	594,048	595,078	512,810	(81,238)	(2)	540,465
ADMINISTRATIVE EXPENSE	19,075	19,075	18,650	(425)		18,650
OPERATING EXPENSE	5,200	5,200	5,350	150		5,350
COMMUNICATIONS	12,450	12,550	4,800	(7,650)	(3)	4,800
PROGRAM EXPENSES	3,465	3,540	4,370	905		4,505
MEETINGS, CONFERENCES, TRAINING	30,400	18,200	26,250	(4,150)	(4)	28,350
FUEL / TRANSPORTATION COSTS	1,500	1,500	1,600	100		1,650
PROFESSIONAL FEES	5,000	5,000	65,000	60,000	(5)	5,000
CONTRACTED SERVICES	47,500	47,500	72,500	25,000	(6)	97,500
MARKETING & PROMOTION	1,000	1,000	--	(1,000)		--
EQUIP REPAIRS & MAINTENANCE	7,300	7,500	8,500	1,200		8,500
EQUIPMENT USAGE	(12,450)	(12,450)	(12,500)	(50)		(12,500)
	<u>714,488</u>	<u>703,693</u>	<u>707,330</u>	<u>(7,158)</u>		<u>702,270</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>405,288</u>	<u>553,993</u>	<u>561,330</u>	<u>156,042</u>		<u>481,270</u>
<b>OTHER</b>						
TRANSFER FROM RESERVES & RES FUNDS	--	--	(60,000)	(60,000)	(7)	(50,000)
TRANSFER TO RESERVES & RES FUNDS	1,862,500	1,862,500	1,862,500	--		1,912,500
	<u>1,862,500</u>	<u>1,862,500</u>	<u>1,802,500</u>	<u>(60,000)</u>		<u>1,862,500</u>
	<u>2,267,788</u>	<u>2,416,493</u>	<u>2,363,830</u>	<u>96,042</u>		<u>2,343,770</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				4%		-1%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

##### Revenue

- (1) For County projects scheduled for construction in 2026 and managed by the Town's Engineering staff, the Town will recover 10% of the construction costs for project management under the 2024 Service Agreement with the County.

##### Expenses

- (2) This is attributable to the completion of termination pay and severance, as well as the allocation of the Town Director of Infrastructure's wages to the Public Works Department, which now reports to the Director.
- (3) GIS expenses reduced through utilization of the County system.
- (4) Based on the 2026 training plan for all engineering staff.
- (5) \$60,000 is included for the Energy Management Plan, to be funded from reserves, resulting in no levy impact.
- (6) CCTV inspections of the municipal stormwater system are now budgeted under Engineering instead of Public Works, with no additional levy impact.

##### Other

- (7) Funding for the Energy Management Plan.



Department: Engineering Activity: Street Lighting & Traffic Signals	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
<b>EXPENSE</b>						
UTILITIES - HEAT, HYDRO, WATER	263,500	276,500	<b>268,500</b>	5,000		273,500
EQUIP REPAIRS & MAINTENANCE	50,000	50,000	<b>54,500</b>	4,500		54,500
	<u>313,500</u>	<u>326,500</u>	<u><b>323,000</b></u>	<u>9,500</u>		<u>328,000</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>313,500</u>	<u>326,500</u>	<u><b>323,000</b></u>	<u>9,500</u>		<u>328,000</u>
<b>OTHER</b>						
	<u>313,500</u>	<u>326,500</u>	<u><b>323,000</b></u>	<u>9,500</u>		<u>328,000</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				3%		2%
<b>EXPLANATION OF 2026 CHANGE FROM 2025:</b>						
<b>Revenue</b> No significant changes						
<b>Expenses</b> No significant changes						

Department: Public Works Activity: Total All Activities	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	2027
<b>REVENUE</b>					
SALE OF GOODS OR SERVICES	(9,250)	(9,250)	<b>(9,250)</b>	--	(9,250)
PERMITS/LICENSES	(16,500)	(16,500)	<b>(16,500)</b>	--	(30,000)
RECOVERIES	(21,000)	(21,000)	<b>(21,000)</b>	--	(21,000)
COUNTY RECOVERY	(247,000)	(262,000)	<b>(284,000)</b>	(37,000)	(284,000)
	<u>(293,750)</u>	<u>(308,750)</u>	<u><b>(330,750)</b></u>	<u>(37,000)</u>	<u>(344,250)</u>
<b>EXPENSE</b>					
SALARIES, WAGES & BENEFITS	1,317,285	1,367,496	<b>1,448,480</b>	131,195	1,501,943
ADMINISTRATIVE EXPENSE	2,050	2,050	<b>2,050</b>	--	2,050
OPERATING EXPENSE	25,250	24,525	<b>31,475</b>	6,225	26,800
COMMUNICATIONS	8,300	8,400	<b>8,400</b>	100	8,500
UTILITIES - HEAT, HYDRO, WATER	20,650	20,650	<b>21,450</b>	800	21,550
PROGRAM EXPENSES	3,380	3,410	<b>4,150</b>	770	4,250
MEETINGS, CONFERENCES, TRAINING	15,060	13,410	<b>13,410</b>	(1,650)	15,560
FUEL / TRANSPORTATION COSTS	105,075	111,075	<b>105,075</b>	--	110,075
CONTRACTED SERVICES	4,590	4,700	<b>4,700</b>	110	4,825
MARKETING & PROMOTION	4,800	4,800	<b>4,800</b>	--	5,300
EQUIP REPAIRS & MAINTENANCE	100	100	<b>100</b>	--	100
BLDG REPAIRS & MAINTENANCE	40,000	11,800	<b>35,000</b>	(5,000)	35,000
SNOW REMOVAL AND SANDING	24,165	24,775	<b>24,775</b>	610	25,400
MAINTENANCE CONTRACTS	16,500	17,000	<b>12,000</b>	(4,500)	13,000
MATERIALS	486,275	497,920	<b>474,095</b>	(12,180)	486,195
EQUIPMENT USAGE	95,000	100,000	<b>100,000</b>	5,000	100,000
	<u>2,168,480</u>	<u>2,212,111</u>	<u><b>2,289,960</b></u>	<u>121,480</u>	<u>2,360,548</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>1,874,730</u>	<u>1,903,361</u>	<u><b>1,959,210</b></u>	<u>84,480</u>	<u>2,016,298</u>
<b>OTHER</b>					
TRANSFER TO RESERVES & RES FUNDS	366,100	551,349	<b>458,630</b>	92,530	514,328
	<u>366,100</u>	<u>551,349</u>	<u><b>458,630</b></u>	<u>92,530</u>	<u>514,328</u>
	<u>2,240,830</u>	<u>2,454,710</u>	<u><b>2,417,840</b></u>	<u>177,010</u>	<u>2,530,626</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				8%	5%

**INCLUDES DEPARTMENTS:**

ADMINISTRATION & EQUIPMENT  
 BRIDGES & CULVERTS  
 ROADSIDE MAINTENANCE  
 SURFACE MAINTENANCE  
 ROADS, SIDEWALKS & PARKING LOTS  
 WINTER CONTROL  
 ENVIRONMENTAL SERVICES

Department: Public Works Activity: Administration & Equipment	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
SALE OF GOODS OR SERVICES	(1,500)	(1,500)	(1,500)	--		(1,500)
PERMITS/LICENSES	(16,500)	(16,500)	(16,500)	--		(30,000)
RECOVERIES	(21,000)	(21,000)	(21,000)	--		(21,000)
COUNTY RECOVERY	(210,000)	(220,000)	(240,000)	(30,000)	(1)	(240,000)
	(249,000)	(259,000)	(279,000)	(30,000)		(292,500)
EXPENSE						
SALARIES, WAGES & BENEFITS	667,789	690,886	782,030	114,241	(2)	800,307
ADMINISTRATIVE EXPENSE	2,050	2,050	2,050	--		2,050
OPERATING EXPENSE	24,850	24,125	31,075	6,225	(3)	26,400
COMMUNICATIONS	8,300	8,400	8,400	100		8,500
UTILITIES - HEAT, HYDRO, WATER	19,600	19,600	20,400	800		20,450
PROGRAM EXPENSES	3,380	3,410	4,150	770		4,250
MEETINGS, CONFERENCES, TRAINING	15,060	13,410	13,410	(1,650)		15,560
FUEL / TRANSPORTATION COSTS	105,075	111,075	105,075	--		110,075
CONTRACTED SERVICES	4,590	4,700	4,700	110		4,825
MARKETING & PROMOTION	300	300	300	--		300
EQUIP REPAIRS & MAINTENANCE	100	100	100	--		100
BLDG REPAIRS & MAINTENANCE	40,000	11,800	35,000	(5,000)	(4)	35,000
MAINTENANCE CONTRACTS	16,500	17,000	12,000	(4,500)	(5)	13,000
EQUIPMENT USAGE	(433,100)	(441,100)	(475,300)	(42,200)	(6)	(486,800)
	474,494	465,756	543,390	68,896		554,017
NET OPERATING (REVENUE) EXPENSE	225,494	206,756	264,390	38,896		261,517
OTHER						
TRANSFER TO RESERVES & RES FUNDS	366,100	551,349	458,630	92,530	(7)	514,328
	366,100	551,349	458,630	92,530		514,328
	591,594	758,105	723,020	131,426		775,845
ANNUAL NET % INCREASE (DECREASE)				22%		7%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

##### Revenue

- (1) The increased recovery of road maintenance costs from the County of Oxford is due to rising expenses associated with maintaining the roads, including staff time, machine time, and materials.

##### Expenses

- (2) This reflects increases related to COLA and health benefit adjustments, and the allocation of the Director of Infrastructure's wages.
- (3) Directly attributed to the purchase of a mobile power washer for graffiti removal.
- (4) The maintenance budget was decreased to better reflect anticipated expenses.
- (5) Maintenance contract costs have been updated to reflect actuals.
- (6) Machine time rates have been recalculated to account for the increasing costs of new equipment and maintenance expenses.

##### Other

- (7) Increasing transfers to the Public Works Equipment Reserve to align with the 10-year capital forecast.



Department: Public Works Activity: Bridges & Culverts	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
	--	--	--	--		--
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	4,640	4,870	<b>4,750</b>	110		5,030
MATERIALS	1,200	1,300	<b>1,400</b>	200		1,450
EQUIPMENT USAGE	2,000	2,000	<b>2,000</b>	--		2,000
	<u>7,840</u>	<u>8,170</u>	<u><b>8,150</b></u>	<u>310</u>		<u>8,480</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>7,840</u>	<u>8,170</u>	<u><b>8,150</b></u>	<u>310</u>		<u>8,480</u>
<b>OTHER</b>						
	--	--	--	--		--
	<u>7,840</u>	<u>8,170</u>	<u><b>8,150</b></u>	<u>310</u>		<u>8,480</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				4%		4%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses** No significant changes



Department: Public Works Activity: Roadside Maintenance	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>	--	--	--	--		--
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	131,016	135,842	<b>118,080</b>	(12,936)		125,953
MATERIALS	103,965	105,455	<b>84,680</b>	(19,285)	(1)	85,775
EQUIPMENT USAGE	119,500	119,500	<b>119,500</b>	--		125,500
	<u>354,481</u>	<u>360,797</u>	<u><b>322,260</b></u>	<u>(32,221)</u>		<u>337,228</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>354,481</u>	<u>360,797</u>	<u><b>322,260</b></u>	<u>(32,221)</u>		<u>337,228</u>
<b>OTHER</b>	--	--	--	--		--
	<u>354,481</u>	<u>360,797</u>	<u><b>322,260</b></u>	<u>(32,221)</u>		<u>337,228</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				-9%		5%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) Change reflects the transfer of the annual CCTV program to Engineering.

**INCLUDES DEPARTMENTS:**

4500-4120	Mowing, Weed and Spray
4500-4121	Tree Trimming
4500-4122	Ditching
4500-4123	Catch Basins

Department: Public Works Activity: Surface Maintenance	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	2027
<b>REVENUE</b>					
<b>EXPENSE</b>					
SALARIES, WAGES & BENEFITS	113,560	117,782	<b>116,780</b>	3,220	123,218
MATERIALS	99,975	101,650	<b>98,000</b>	(1,975)	103,075
EQUIPMENT USAGE	101,200	101,200	<b>101,200</b>	--	106,200
	<u>314,735</u>	<u>320,632</u>	<u><b>315,980</b></u>	<u>1,245</u>	<u>332,493</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>314,735</u>	<u>320,632</u>	<u><b>315,980</b></u>	<u>1,245</u>	<u>332,493</u>
<b>OTHER</b>					
	<u>--</u>	<u>--</u>	<u><b>--</b></u>	<u>--</u>	<u>--</u>
	<u>314,735</u>	<u>320,632</u>	<u><b>315,980</b></u>	<u>1,245</u>	<u>332,493</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				0%	5%
<b>EXPLANATION OF 2026 CHANGE FROM 2025:</b>					
<b>Revenue</b> No significant changes					
<b>Expenses</b> No significant changes					
	<b>INCLUDES DEPARTMENTS:</b>				
	4500-4130 Patching & Spray				
	4500-4131 Sweep, Flush, Clean				
	4500-4132 Shoulders				
	4500-4141 Dust Control				
	4500-4142 Gravel Spreading				

Department: Public Works Activity: Roads, Sidewalks & Parking Lots	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	124,080	128,714	<b>134,740</b>	10,660		141,250
UTILITIES - HEAT, HYDRO, WATER	1,050	1,050	<b>1,050</b>	--		1,100
SNOW REMOVAL AND SANDING	24,165	24,775	<b>24,775</b>	610		25,400
MATERIALS	109,500	114,540	<b>113,265</b>	3,765		114,820
EQUIPMENT USAGE	53,200	53,200	<b>71,400</b>	18,200	(1)	71,900
	<u>311,995</u>	<u>322,279</u>	<u><b>345,230</b></u>	<u>33,235</u>		<u>354,470</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>311,995</u>	<u>322,279</u>	<u><b>345,230</b></u>	<u>33,235</u>		<u>354,470</u>
<b>OTHER</b>						
	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>		<u>--</u>
	<u>311,995</u>	<u>322,279</u>	<u><b>345,230</b></u>	<u>33,235</u>		<u>354,470</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				11%		3%
<b>EXPLANATION OF 2025 CHANGE FROM 2024:</b>				<b>INCLUDES DEPARTMENTS:</b>		
<b>Revenue</b> No significant changes				4500-4160	Signs & Guide Rails	
				4500-4161	Crossing Signals	
<b>Expenses</b> No significant changes				4500-4200	Parking Lots	
(1) Reflects increased equipment usage for sidewalk repair and maintenance.				4500-4205	Detours	
				4500-4220	Sidewalk Repairs	

Department: Public Works Activity: Winter Control	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>	--	--	--	--		--
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	158,730	165,656	<b>167,820</b>	9,090		176,101
MATERIALS	165,225	168,400	<b>168,400</b>	3,175		172,575
EQUIPMENT USAGE	196,200	206,200	<b>216,200</b>	20,000		216,200
	<u>520,155</u>	<u>540,256</u>	<u><b>552,420</b></u>	<u>32,265</u>		<u>564,876</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>520,155</u>	<u>540,256</u>	<u><b>552,420</b></u>	<u>32,265</u>		<u>564,876</u>
<b>OTHER</b>	--	--	--	--		--
	<u>520,155</u>	<u>540,256</u>	<u><b>552,420</b></u>	<u>32,265</u>		<u>564,876</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				6%		2%
<b>EXPLANATION OF 2026 CHANGE FROM 2025:</b>				<b>INCLUDES DEPARTMENTS:</b>		
<b>Revenue</b> No significant changes				4500-4150	Plowing, Sand and Salting	
				4500-4151	Snow Removal	
				4500-4152	Snow Fence	
				4500-4153	Winter Standby	
<b>Expenses</b> No significant changes				4500-4221	Sidewalk Winter Control	



Department: Public Works Activity: Environmental Services		Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
		2025	2026	2026	2025-2026 (fav)/unfav	2027
<b>REVENUE</b>						
SALE OF GOODS OR SERVICES		(7,750)	(7,750)	(7,750)	--	(7,750)
COUNTY RECOVERY		(37,000)	(42,000)	(44,000)	(7,000)	(44,000)
		(44,750)	(49,750)	(51,750)	(7,000)	(51,750)
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS		117,470	123,746	124,280	6,810	130,084
OPERATING EXPENSE		400	400	400	--	400
MARKETING & PROMOTION		4,500	4,500	4,500	--	5,000
MATERIALS		6,410	6,575	8,350	1,940	8,500
EQUIPMENT USAGE		56,000	59,000	65,000	9,000	65,000
		184,780	194,221	202,530	17,750	208,984
<b>NET OPERATING (REVENUE) EXPENSE</b>		140,030	144,471	150,780	10,750	157,234
<b>OTHER</b>						
		--	--	--	--	--
		140,030	144,471	150,780	10,750	157,234
<b>ANNUAL NET % INCREASE (DECREASE)</b>					8%	4%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

- (1) The increase reflects higher cost recovery for Yard Waste Depot operations from the County.

**INCLUDES DEPARTMENTS:**

4500-4203	Promotional Trees
4500-5000	Environmental Services
4500-5010	Bush / Yard Waste Depot
4500-5012	Debris & Litter Pick Up
4500-5013	Leaf Collection

**Expenses**

- (2) The machine time rates for leaf machines have been adjusted to reflect rising replacement and maintenance costs.

PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES		
Infrastructure & Development			Reserves	Reserve Funds	Grants
3 Year Bridge Rehab Design Program	76	76			
Hall's Creek Retaining Wall Replacement	210	210			
Wonham St South Reconstruction (King St to Ann St)	141	141			
Frances St Reconstruction (Merritt St to Wonham St South) Topcoat	42	42			
Wonham St South Reconstruction Phase I (Ann St to Melita St)	937	937			
Pemberton St Reconstruction (CNR Tracks to North Town Line)	10	10			
Earl St Reconstruction (Ann St to Frances St)	10	10			
Stormwater Management Strategy Update	51	51			
SWM Pond Asset Performance Assessment and O&M Manuals	50	50			
OSIM Inspection Program	40		40		
C18 Centennial Lane over Halls Creek	400		400		
B22 Memorial Park at Halls Creek	40		40		
Sidewalk Replacement Program	60		60		

PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES		
Infrastructure & Development			Reserves	Reserve Funds	Grants
Capital Project Warranty Work Allowance	10		10		
John St Reconstruction (Victoria St to Bell St)	460		460		
John St Reconstruction (Bell to Dead End St)	265				265
Wonham St South Reconstruction Phase II (Melita to Holcroft)	542		542		
Charles St West Reconstruction (Whiting St to Merritt St)	45				45
Union St Reconstruction	22				22
Butternut Park Storm Sewer Outlet	30				30
Thames Street South (Whiting Creek to Cross Street)	25			25	
Wellington St Reconstruction (King St to Canterbury)	11		11		
Wellington Ave Reconstruction	6		6		
Nelson Ave Reconstruction	6				6
Cottage Ave Reconstruction	17		17		
Church Street Reconstruction	25		25		

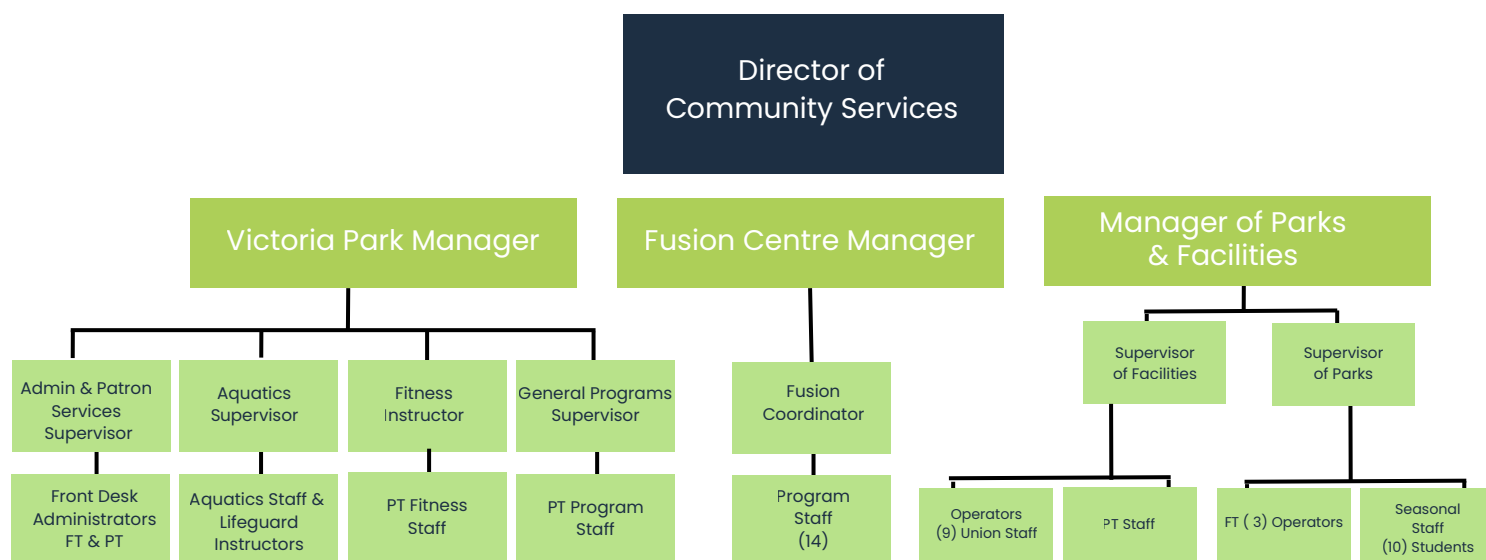
PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES		
Infrastructure & Development			Reserves	Reserve Funds	Grants
Street Light and Traffic SignalCondition Assessment	40		40		
Caffyn/Pine Street Light Installation	20		20		
Traffic Signal Audible Pedestrian Signal Upgrades	108		108		
Signalization of Clarke and Culloden	500		500		
Road Needs Study & Parking Lot Inventory	68		68		
GPS Data Collector (no radio)	11		11		
TS Data Collector (radio)	14		14		
PW - Replace Truck #3	350		350		
PW - Yellow Carrier Trailer	25		25		
PW - Garage Door Replacement	40		40		
<b>Total</b>	<b>4,707</b>	<b>1,527</b>	<b>2,787</b>	<b>25</b>	<b>368</b>



# COMMUNITY SERVICES

## COMMUNITY SERVICES DEPARTMENT STAFFING

Department	2025	2026	Changes
Community Services Full Time	23.0	23.0	No Changes
Community Services Part Time	32.1	32.2	No Changes



## COMMUNITY SERVICES – SERVICE AREA OVERVIEW

The Community Services department is responsible for overseeing the programming and facilities that support the social, recreational, and cultural well-being of our residents. This includes the planning, development, coordination, and delivery of a wide range of programs, services, and special events that reflect the diverse needs and interests of the community, all within safe, welcoming, and inclusive environments.

### Key responsibilities include:

- Planning and executing community programs, services, and events that promote active living, community engagement, and social inclusion.
- Compiling and organizing content for the Town's digital program guide in collaboration with the Marketing team to ensure effective communication of offerings to the public.
- Overseeing the day-to-day maintenance and operations of key community facilities, including the Victoria Park Community Centre (VPCC), Fusion Youth Centre, local parks and trails, ball diamonds, the arena, and Ingersoll Services for Seniors.
- Managing capital and operating budgets for all facilities and services to ensure the effective and efficient use of resources, while meeting financial targets and maintaining service quality.

## COMMUNITY SERVICES – *PRESSURES*

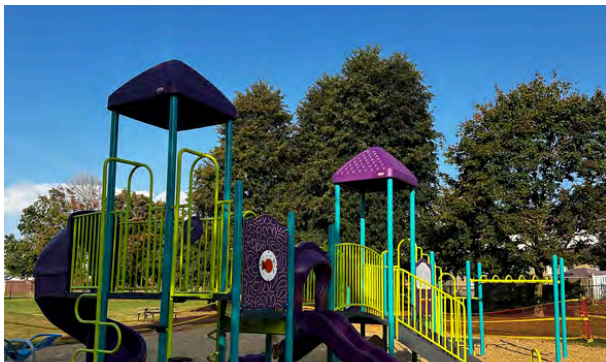
The Community Services department faces ongoing financial and operational pressures affecting program delivery, services, and facility upkeep, driven by both economic conditions and internal challenges.

- Tariffs on Canadian goods have raised material and equipment costs, straining operating and capital budgets.
- Demographic changes require ongoing adjustments to programs and services.
- Hiring and retaining staff remains difficult, affecting service levels.
- Balancing budget constraints while trying to deliver quality and services.
- Staff must manage concerns while ensuring a positive experience for all.
- Ensuring safety across all programs and facilities remains a priority.
- Inflation affects all areas, from program supplies to pool chemicals to groceries for programs etc.

## COMMUNITY SERVICES – *OPPORTUNITIES*

**Grants**–The Community Services department continues to explore grant opportunities and seek additional partnerships and funding sources to support the delivery of programs and the maintenance of community facilities. Progress is ongoing on the Facility Condition Assessment, which will guide upgrades and modernization efforts to ensure our facilities meet current and future needs.

- The department also remains committed to implementing the goals outlined in the Community Services Master Plan to enhance service delivery and long-term planning.
- The design and construction of the Multi-Use Recreation Centre (MURC) presents an opportunity to expand programming and services, reducing reliance on non-Town facilities once complete.



## COMMUNITY SERVICES – *ACCOMPLISHMENTS*

Over the past year, the Community Services department has completed several key projects and initiatives to enhance recreational opportunities and improve facility operations.



- A new splash pad is being installed, providing a vibrant and accessible outdoor play space for families.
- Upgrades were made to the pool, including the installation of a new dehumidifier and filtration system.
- The department launched a new Pickup Hub for Sports and Recreation programs.
- Collaboration with the Economic Development department has strengthened communication with Ingersoll residents, including the release of a newly updated seasonal program guide.
- Facility improvements also included the installation of a new rooftop unit at the Fusion Youth Centre, and the successful replacement of playground equipment at both Jim Robins and Woodhatch Parks.

## COMMUNITY SERVICES – SPECIAL PROJECTS



Several significant capital projects are currently underway or in planning stages to enhance community spaces and improve accessibility.

- The Memorial Park Playground is being replaced to provide a more modern, inclusive, and accessible play area for children and families.
- Restoration work is also planned for the Bandshell.
- Town Hall is undergoing modernization, including the upgrade of the building's elevator, to improve accessibility and ensure the facility meets current standards for public use.
- A major focus for Community Services this year is its involvement in the preliminary planning and development stages of the Multi-Use Recreation Centre.

## COMMUNITY SERVICES – GOALS

The Community Services department remains committed to providing safe, inclusive, and well-maintained facilities that support the delivery of high-quality programs and services for the residents of Ingersoll.

- A continued priority is the advancement of the Multi-Use Recreation Centre (MURC) project, aligning with the broader goals of the Town as we move through its construction phases.
- Ongoing efforts will focus on developing and refining safe operating procedures and policies to ensure consistency and safety across all facilities and services.
- Staff development and retention will be strengthened through the implementation of targeted training programs and employment strategies designed to support professional growth and reduce turnover.
- Enhancing the diversity and inclusivity of its program offerings by expanding services that better serve underrepresented groups and improve accessibility throughout the community.





Department: Parks & Arena	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav ref #	2027
<b>REVENUE</b>					
SALE OF GOODS OR SERVICES	(6,000)	(6,100)	(6,100)	(100)	(6,100)
ICE RENTAL	(207,387)	(213,800)	(223,800)	(16,413)	(223,800)
RENT / LEASES	(21,250)	(21,380)	(21,380)	(130)	(21,410)
USER FEES	(66,675)	(69,615)	(62,585)	4,090	(62,835)
MEMBERSHIPS	(13,000)	(13,000)	(14,068)	(1,068)	(14,420)
RECOVERIES	(12,000)	(12,300)	(15,000)	(3,000)	(15,000)
	<u>(326,312)</u>	<u>(336,195)</u>	<u>(342,933)</u>	<u>(16,621)</u>	<u>(343,565)</u>
<b>EXPENSE</b>					
SALARIES, WAGES & BENEFITS	1,197,434	1,240,281	1,260,490	63,056	1,318,848
ADMINISTRATIVE EXPENSE	2,325	2,375	2,375	50	2,375
OPERATING EXPENSE	35,070	35,370	35,870	800	36,170
COMMUNICATIONS	6,250	6,250	6,250	--	6,250
INSURANCE EXPENSE	--	--	--	--	--
UTILITIES - HEAT, HYDRO, WATER	223,640	230,400	227,900	4,260	230,700
SUPPLIES	11,900	11,900	10,400	(1,500)	10,400
PROGRAM EXPENSES	41,450	41,450	35,200	(6,250)	36,200
MEETINGS, CONFERENCES, TRAINING	17,500	19,200	17,500	--	17,500
FUEL / TRANSPORTATION COSTS	30,900	33,100	30,400	(500)	30,500
PROFESSIONAL FEES	1,000	1,000	--	(1,000)	--
CONTRACTED SERVICES	19,000	20,000	--	(19,000)	--
MARKETING & PROMOTION	14,000	14,000	9,000	(5,000)	9,000
GRANTS TO VOLUNTEER ORGANIZATIONS	46,400	46,400	46,400	--	46,400
LAND MAINTENANCE & IMPROVEMENT	94,400	88,900	96,700	2,300	94,700
EQUIP REPAIRS & MAINTENANCE	103,350	108,400	102,400	(950)	106,450
BLDG REPAIRS & MAINTENANCE	66,000	67,000	65,000	(1,000)	58,500
SNOW REMOVAL AND SANDING	11,225	11,550	11,750	525	11,900
MAINTENANCE CONTRACTS	48,395	49,598	49,598	1,203	50,933
	<u>1,970,239</u>	<u>2,027,174</u>	<u>2,007,233</u>	<u>36,994</u>	<u>2,066,826</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<b>1,643,927</b>	<b>1,690,979</b>	<b>1,664,300</b>	<b>20,373</b>	<b>1,723,261</b>
<b>OTHER</b>					
TRANSFER TO RESERVES & RES FUNDS	1,150,000	1,215,000	1,195,000	45,000	1,225,000
	<u>1,150,000</u>	<u>1,215,000</u>	<u>1,195,000</u>	<u>45,000</u>	<u>1,225,000</u>
	<u>2,793,927</u>	<u>2,905,979</u>	<u>2,859,300</u>	<u>65,373</u>	<u>2,948,261</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				<b>2%</b>	<b>3%</b>

**INCLUDES DEPARTMENTS:**

ADMINISTRATION  
 ARENA  
 PARKS  
 PARKS PROGRAMS  
 CAMI PARKS / SENIORS CENTRE



Department: Parks & Arena Activity: Administration	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
USER FEES	(4,000)	(4,000)	(4,200)	(200)		(4,200)
	(4,000)	(4,000)	(4,200)	(200)		(4,200)
EXPENSE						
SALARIES, WAGES & BENEFITS	208,500	215,693	225,940	17,440	(1)	235,635
ADMINISTRATIVE EXPENSE	575	575	575	--		575
COMMUNICATIONS	2,000	2,000	2,000	--		2,000
INSURANCE EXPENSE	--	--	--	--		--
PROGRAM EXPENSES	35,950	35,950	26,200	(9,750)	(2)	27,200
MEETINGS, CONFERENCES, TRAINING	2,000	2,000	2,000	--		2,000
FUEL / TRANSPORTATION COSTS	1,500	1,500	1,000	(500)		1,000
PROFESSIONAL FEES	1,000	1,000	--	(1,000)		--
MARKETING & PROMOTION	5,000	5,000	3,500	(1,500)		3,500
	256,525	263,718	261,215	4,690		271,910
NET OPERATING (REVENUE) EXPENSE	252,525	259,718	257,015	4,490		267,710
OTHER						
	--	--	--	--		--
	252,525	259,718	257,015	4,490		267,710
ANNUAL NET % INCREASE (DECREASE)				2%		4%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

- (1) This is due to COLA adjustments, step increases, cost of living adjustments, and rising cost of employee health benefit insurance.
- (2) Attributable to the reallocation of Safe Cycling Committee and Trails Committee expenses, totaling \$13,000, to the Council budget, and the addition of a \$3,000 allowance for the Sports Hall of Fame Committee.

Department: Parks & Arena Activity: Arena	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
REVENUE						
SALE OF GOODS OR SERVICES	(5,000)	(5,100)	(5,100)	(100)		(5,100)
ICE RENTAL	(207,387)	(213,800)	(223,800)	(16,413)	(1)	(223,800)
RENT / LEASES	(10,430)	(10,560)	(10,560)	(130)		(10,590)
USER FEES	(8,875)	(9,125)	(9,125)	(250)		(9,375)
MEMBERSHIPS	(13,000)	(13,000)	(14,068)	(1,068)		(14,420)
	(244,692)	(251,585)	(262,653)	(17,961)		(263,285)
EXPENSE						
SALARIES, WAGES & BENEFITS	352,455	366,490	373,200	20,745	(2)	391,479
ADMINISTRATIVE EXPENSE	550	600	600	50		600
OPERATING EXPENSE	10,770	10,870	10,870	100		10,970
COMMUNICATIONS	3,000	3,000	3,000	--		3,000
UTILITIES - HEAT, HYDRO, WATER	97,640	99,400	98,400	760		99,200
SUPPLIES	400	400	400	--		400
MEETINGS, CONFERENCES, TRAINING	7,300	11,500	7,300	--		7,300
FUEL / TRANSPORTATION COSTS	4,400	4,600	4,400	--		4,500
EQUIP REPAIRS & MAINTENANCE	35,000	37,000	37,000	2,000		39,000
BLDG REPAIRS & MAINTENANCE	30,000	30,000	27,000	(3,000)		23,500
SNOW REMOVAL AND SANDING	5,125	5,250	5,250	125		5,400
MAINTENANCE CONTRACTS	21,795	22,600	22,600	805		23,450
	568,435	591,710	590,020	21,585		608,799
NET OPERATING (REVENUE) EXPENSE	323,743	340,125	327,367	3,624		345,514
OTHER						
TRANSFER TO RESERVES & RES FUNDS	750,000	750,000	750,000	--		750,000
	750,000	750,000	750,000	--		750,000
	1,073,743	1,090,125	1,077,367	3,624		1,095,514
ANNUAL NET % INCREASE (DECREASE)				0%		2%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant Changes

(1) Revenues are based on the updated ice rental fees.

**Expenses**

(2) This is due to COLA adjustments, step increases, cost of living adjustments, and rising cost of employee health benefit insurance.

Department: Parks & Arena Activity: Parks	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
USER FEES	(33,200)	(33,890)	(27,660)	5,540		(27,660)
RECOVERIES	(12,000)	(12,300)	(15,000)	(3,000)		(15,000)
	(45,200)	(46,190)	(42,660)	2,540		(42,660)
EXPENSE						
SALARIES, WAGES & BENEFITS	555,368	573,837	583,160	27,792	(1)	609,730
ADMINISTRATIVE EXPENSE	1,200	1,200	1,200	--		1,200
OPERATING EXPENSE	24,300	24,500	25,000	700		25,200
COMMUNICATIONS	1,250	1,250	1,250	--		1,250
UTILITIES - HEAT, HYDRO, WATER	43,000	44,000	47,000	4,000		47,000
PROGRAM EXPENSES	5,500	5,500	9,000	3,500		9,000
MEETINGS, CONFERENCES, TRAINING	8,200	5,700	8,200	--		8,200
FUEL / TRANSPORTATION COSTS	25,000	27,000	25,000	--		25,000
MARKETING & PROMOTION	7,000	7,000	5,500	(1,500)		5,500
LAND MAINTENANCE & IMPROVEMENT	88,400	82,900	92,200	3,800	(2)	90,200
EQUIP REPAIRS & MAINTENANCE	37,000	40,000	36,000	(1,000)		37,000
BLDG REPAIRS & MAINTENANCE	16,000	17,000	18,000	2,000	(3)	15,000
SNOW REMOVAL AND SANDING	1,100	1,300	1,500	400		1,500
MAINTENANCE CONTRACTS	16,890	17,288	17,288	398		17,683
	830,208	848,475	870,298	40,090		893,463
NET OPERATING (REVENUE) EXPENSE	785,008	802,285	827,638	42,630		850,803
OTHER						
TRANSFER TO RESERVES & RES FUNDS	275,000	340,000	340,000	65,000	(4)	370,000
	275,000	340,000	340,000	65,000		370,000
	1,060,008	1,142,285	1,167,638	107,630		1,220,803
ANNUAL NET % INCREASE (DECREASE)				10%		5%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

**Revenue** No significant changes

#### Expenses

- (1) This is due to pay equity adjustments, step increases, cost of living adjustments, and rising cost of employee health benefit insurance.
- (2) Attributable to tarps at Garnett Elliott Baseball Field.
- (3) Increase attributable to epoxy flooring installation in Centennial Parks washroom.

#### Other

- (4) The variance results from increased transfers to reserves to fund future capital expenditures for this department, encompassing equipment replacement and facility upgrades.



Department: Parks & Arena Activity: Parks Programs	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
SALE OF GOODS OR SERVICES	(1,000)	(1,000)	(1,000)	--		(1,000)
USER FEES	(4,600)	(4,600)	(3,600)	1,000		(3,600)
	(5,600)	(5,600)	(4,600)	1,000		(4,600)
EXPENSE						
SALARIES, WAGES & BENEFITS	26,621	27,741	23,490	(3,131)		24,639
SUPPLIES	11,500	11,500	10,000	(1,500)		10,000
CONTRACTED SERVICES	19,000	20,000	--	(19,000)		--
MARKETING & PROMOTION	2,000	2,000	--	(2,000)		--
	59,121	61,241	33,490	(25,631)	(1)	34,639
NET OPERATING (REVENUE) EXPENSE	53,521	55,641	28,890	(24,631)		30,039
OTHER						
	--	--	--	--		--
	53,521	55,641	28,890	(24,631)		30,039
ANNUAL NET % INCREASE (DECREASE)				-46%		4%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

(1) Expenses reduced due to reallocation of camping site operations under the Museum umbrella.



Department: Parks & Arena Activity: CAMI Parks/Seniors Centre	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
RENT / LEASES	(10,820)	(10,820)	(10,820)	--		(10,820)
USER FEES	(16,000)	(18,000)	(18,000)	(2,000)		(18,000)
	(26,820)	(28,820)	(28,820)	(2,000)		(28,820)
EXPENSE						
SALARIES, WAGES & BENEFITS	54,490	56,520	54,700	210		57,365
UTILITIES - HEAT, HYDRO, WATER	83,000	87,000	82,500	(500)		84,500
GRANTS TO VOLUNTEER ORGANIZATIONS	46,400	46,400	46,400	--		46,400
LAND MAINTENANCE & IMPROVEMENT	6,000	6,000	4,500	(1,500)		4,500
EQUIP REPAIRS & MAINTENANCE	31,350	31,400	29,400	(1,950)		30,450
BLDG REPAIRS & MAINTENANCE	20,000	20,000	20,000	--		20,000
SNOW REMOVAL AND SANDING	5,000	5,000	5,000	--		5,000
MAINTENANCE CONTRACTS	9,710	9,710	9,710	--		9,800
	255,950	262,030	252,210	(3,740)		258,015
NET OPERATING (REVENUE) EXPENSE	229,130	233,210	223,390	(5,740)		229,195
OTHER						
TRANSFER TO RESERVES & RES FUNDS	125,000	125,000	105,000	(20,000)	(1)	105,000
	125,000	125,000	105,000	(20,000)		105,000
	354,130	358,210	328,390	(25,740)		334,195
ANNUAL NET % INCREASE (DECREASE)				-7%		2%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses** No significant changes

**Other**

(1) Based on the funding requirements projected in the 10-year capital forecast.

Department: VPCC	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav ref #	2027
<b>REVENUE</b>					
SALE OF GOODS OR SERVICES	(6,500)	(7,000)	<b>(6,893)</b>	(393)	(6,928)
RENT / LEASES	(22,245)	(22,930)	<b>(17,152)</b>	5,093	(17,558)
USER FEES	(112,422)	(112,746)	<b>(110,086)</b>	2,336	(112,343)
MEMBERSHIPS	(247,400)	(247,400)	<b>(267,285)</b>	(19,885)	(274,009)
RECOVERIES	(3,993)	(4,080)	<b>(500)</b>	3,493	(500)
GRANTS / SUBSIDIES / REBATES	--	--	<b>(7,224)</b>	(7,224)	(7,224)
PROGRAM REVENUES	(203,310)	(204,822)	<b>(218,108)</b>	(14,798)	(222,997)
	<u>(595,870)</u>	<u>(598,978)</u>	<u><b>(627,248)</b></u>	<u>(31,378)</u>	<u>(641,559)</u>
<b>EXPENSE</b>					
SALARIES, WAGES & BENEFITS	1,802,536	1,869,900	<b>1,884,840</b>	82,304	1,974,021
ADMINISTRATIVE EXPENSE	25,325	25,428	<b>37,022</b>	11,697	37,967
OPERATING EXPENSE	57,653	56,761	<b>53,800</b>	(3,853)	45,637
COMMUNICATIONS	11,200	13,200	<b>11,600</b>	400	11,600
UTILITIES - HEAT, HYDRO, WATER	127,000	130,000	<b>128,000</b>	1,000	134,000
SUPPLIES	15,875	16,383	<b>13,833</b>	(2,042)	14,109
PROGRAM EXPENSES	29,885	35,859	<b>40,198</b>	10,313	41,038
MEETINGS, CONFERENCES, TRAINING	25,594	26,464	<b>24,015</b>	(1,579)	24,778
FUEL / TRANSPORTATION COSTS	1,920	1,955	<b>1,200</b>	(720)	1,220
CONTRACTED SERVICES	4,612	4,728	<b>2,086</b>	(2,526)	2,138
MARKETING & PROMOTION	968	1,084	<b>1,184</b>	216	1,200
EQUIP REPAIRS & MAINTENANCE	58,103	55,228	<b>55,478</b>	(2,625)	58,345
BLDG REPAIRS & MAINTENANCE	24,100	24,100	<b>24,100</b>	--	24,100
SNOW REMOVAL AND SANDING	6,000	6,000	<b>6,000</b>	--	6,000
MAINTENANCE CONTRACTS	19,940	19,940	<b>19,940</b>	--	19,940
	<u>2,210,711</u>	<u>2,287,030</u>	<u><b>2,303,296</b></u>	<u>92,585</u>	<u>2,396,093</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>1,614,841</u>	<u>1,688,052</u>	<u><b>1,676,048</b></u>	<u>61,207</u>	<u>1,754,534</u>
<b>OTHER</b>					
TRANSFER TO RESERVES & RES FUNDS	170,000	190,000	<b>141,000</b>	(29,000)	215,000
	<u>170,000</u>	<u>190,000</u>	<u><b>141,000</b></u>	<u>(29,000)</u>	<u>215,000</u>
	<u>1,784,841</u>	<u>1,878,052</u>	<u><b>1,817,048</b></u>	<u>32,207</u>	<u>1,969,534</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				2%	8%

**INCLUDES DEPARTMENTS:**

ADMINISTRATION  
 AQUATICS  
 FITNESS  
 PROGRAMS  
 FACILITY

Department: VPCC Activity: Administration	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
REVENUE						
SALE OF GOODS OR SERVICES	(1,500)	(1,500)	(1,393)	107		(1,428)
USER FEES	(500)	(500)	(500)	--		(500)
MEMBERSHIPS	(400)	(400)	--	400		--
RECOVERIES	(500)	(500)	(500)	--		(500)
PROGRAM REVENUES	--	--	(80)	(80)		--
	(2,900)	(2,900)	(2,473)	427		(2,428)
EXPENSE						
SALARIES, WAGES & BENEFITS	365,610	368,117	374,530	8,920	(1)	395,128
ADMINISTRATIVE EXPENSE	25,325	25,428	37,022	11,697	(2)	37,967
OPERATING EXPENSE	2,141	2,218	3,309	1,168		2,271
COMMUNICATIONS	10,000	12,000	11,000	1,000		11,000
SUPPLIES	2,208	2,236	2,352	144		2,412
PROGRAM EXPENSES	240	244	8,285	8,045	(3)	8,493
MEETINGS, CONFERENCES, TRAINING	2,754	2,754	4,975	2,221		5,005
FUEL / TRANSPORTATION COSTS	400	410	350	(50)		350
MARKETING & PROMOTION	156	260	360	204		363
	408,834	413,667	442,183	33,349		462,989
NET OPERATING (REVENUE) EXPENSE	405,934	410,767	439,710	33,776		460,561
OTHER						
	--	--	--	--		--
	405,934	410,767	439,710	33,776		460,561
ANNUAL NET % INCREASE (DECREASE)				8%		5%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

**Revenue** No significant changes

#### Expenses

- (1) This is due to COLA adjustments, step increases, cost of living adjustments, and rising cost of employee health benefit insurance.
- (2) Directly attributed to the increase in banking charges for the use of credit cards and the online payment platform through Univerus.
- (3) Subsidies (e.g., low-income discounts) are now tracked separately. Previously netted against revenue, these costs are being tracked starting in 2025 and budgeted beginning in 2026.



Department: VPCC Activity: Aquatics	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
RENT / LEASES	(21,320)	(22,005)	(16,227)	5,093		(16,633)
USER FEES	(28,738)	(28,755)	(27,701)	1,037		(28,390)
MEMBERSHIPS	(78,000)	(78,000)	(84,406)	(6,406)	(1)	(86,558)
RECOVERIES	(3,493)	(3,580)	--	3,493		--
PROGRAM REVENUES	(125,286)	(126,471)	(148,794)	(23,508)	(2)	(152,429)
	<u>(256,837)</u>	<u>(258,811)</u>	<u>(277,128)</u>	<u>(20,291)</u>		<u>(284,010)</u>
EXPENSE						
SALARIES, WAGES & BENEFITS	680,227	716,444	729,700	49,473	(3)	762,215
OPERATING EXPENSE	23,007	20,880	10,243	(12,764)	(4)	10,484
SUPPLIES	3,960	4,115	3,940	(20)		4,044
PROGRAM EXPENSES	18,194	20,689	19,358	1,164		19,760
MEETINGS, CONFERENCES, TRAINING	9,400	10,050	9,500	100		10,100
FUEL / TRANSPORTATION COSTS	930	945	250	(680)		260
	<u>735,718</u>	<u>773,123</u>	<u>772,991</u>	<u>37,273</u>		<u>806,863</u>
NET OPERATING (REVENUE) EXPENSE	<u>478,881</u>	<u>514,312</u>	<u>495,863</u>	<u>16,982</u>		<u>522,853</u>
OTHER						
	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>		<u>--</u>
	<u>478,881</u>	<u>514,312</u>	<u>495,863</u>	<u>16,982</u>		<u>522,853</u>
ANNUAL NET % INCREASE (DECREASE)				4%		5%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

##### Revenue

- (1) The variance is primarily attributable to the new apportionment of membership fees among Community Services programs, with a higher percentage of membership revenues now assigned to aquatics programming.
- (2) Revenue for the Aquatics program is projected to increase as a result of higher enrollment in lifeguard training courses and youth aquatics lessons.

##### Expenses

- (3) Aquatics full-time and part-time wages have been adjusted to reflect cost-of-living increases, step increases, and anticipated rises in group insurance costs. Additionally, many part-time staff have opted to participate in the OMERS pension plan, resulting in higher pension expenses.
- (4) Projected savings are expected as spending on equipment returns to normal levels, following the significant expenditure on aqua mats last year.



Department: VPCC Activity: Fitness	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
REVENUE						
USER FEES	(12,300)	(12,607)	(13,700)	(1,400)		(14,042)
MEMBERSHIPS	(91,000)	(91,000)	(98,473)	(7,473)		(100,935)
PROGRAM REVENUES	(7,784)	(7,979)	(8,474)	(690)		(8,685)
	(111,084)	(111,586)	(120,647)	(9,563)		(123,662)
EXPENSE						
SALARIES, WAGES & BENEFITS	224,418	233,363	226,950	2,532		238,009
OPERATING EXPENSE	4,288	4,415	12,496	8,208	(1)	4,546
SUPPLIES	900	910	1,016	116		1,041
PROGRAM EXPENSES	205	210	210	5		215
MEETINGS, CONFERENCES, TRAINING	4,000	4,000	4,000	—		4,100
FUEL / TRANSPORTATION COSTS	310	320	320	10		330
CONTRACTED SERVICES	4,612	4,728	2,086	(2,526)		2,138
MARKETING & PROMOTION	300	300	300	--		300
EQUIP REPAIRS & MAINTENANCE	4,625	4,750	5,000	375		5,125
	243,658	252,996	252,378	8,720		255,804
NET OPERATING (REVENUE) EXPENSE	132,574	141,410	131,731	(843)		132,142
OTHER						
TRANSFER TO RESERVES & RES FUNDS	10,000	10,000	10,000	--		15,000
	10,000	10,000	10,000	--		15,000
	142,574	151,410	141,731	(843)		147,142
ANNUAL NET % INCREASE (DECREASE)				-1%		4%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No Significant Changes

**Expenses**

(1) Directly related to the replacement of a Smyth Machine.

Department: VPCC Activity: Programs	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
USER FEES	(70,884)	(70,884)	(68,185)	2,699		(69,411)
MEMBERSHIPS	(78,000)	(78,000)	(84,406)	(6,406)		(86,516)
GRANTS / SUBSIDIES / REBATES	--	--	(7,224)	(7,224)		(7,224)
PROGRAM REVENUES	(70,240)	(70,372)	(60,760)	9,480		(61,883)
	<u>(219,124)</u>	<u>(219,256)</u>	<u>(220,575)</u>	<u>(1,451)</u>		<u>(225,034)</u>
EXPENSE						
SALARIES, WAGES & BENEFITS	260,031	268,573	277,670	17,639	(1)	289,103
OPERATING EXPENSE	5,717	6,248	4,752	(965)		4,836
SUPPLIES	7,807	8,122	4,925	(2,882)		5,012
PROGRAM EXPENSES	11,246	14,716	12,345	1,099		12,570
MEETINGS, CONFERENCES, TRAINING	3,440	3,660	1,040	(2,400)		1,073
FUEL / TRANSPORTATION COSTS	280	280	280	--		280
MARKETING & PROMOTION	512	524	524	12		537
	<u>289,033</u>	<u>302,123</u>	<u>301,536</u>	<u>12,503</u>		<u>313,411</u>
NET OPERATING (REVENUE) EXPENSE	<u>69,909</u>	<u>82,867</u>	<u>80,961</u>	<u>(1,906)</u>		<u>88,377</u>
OTHER						
	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>		<u>--</u>
	<u>69,909</u>	<u>82,867</u>	<u>80,961</u>	<u>(1,906)</u>		<u>88,377</u>
ANNUAL NET % INCREASE (DECREASE)				-3%		9%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant variances

**Expenses**

- (1) Wages reflect cost-of-living and step increases, along with higher group insurance and pension costs due to increased OMERS participation among part-time staff.

Department: VPCC Activity: Facility	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
SALE OF GOODS OR SERVICES	(5,000)	(5,500)	(5,500)	(500)		(5,500)
RENT / LEASES	(925)	(925)	(925)	--		(925)
	(5,925)	(6,425)	(6,425)	(500)		(6,425)
EXPENSE						
SALARIES, WAGES & BENEFITS	272,250	283,403	275,990	3,740		289,566
OPERATING EXPENSE	22,500	23,000	23,000	500		23,500
COMMUNICATIONS	1,200	1,200	600	(600)		600
UTILITIES - HEAT, HYDRO, WATER	127,000	130,000	128,000	1,000		134,000
SUPPLIES	1,000	1,000	1,600	600		1,600
MEETINGS, CONFERENCES, TRAINING	6,000	6,000	4,500	(1,500)		4,500
EQUIP REPAIRS & MAINTENANCE	53,478	50,478	50,478	(3,000)		53,220
BLDG REPAIRS & MAINTENANCE	24,100	24,100	24,100	--		24,100
SNOW REMOVAL AND SANDING	6,000	6,000	6,000	--		6,000
MAINTENANCE CONTRACTS	19,940	19,940	19,940	--		19,940
	533,468	545,121	534,208	740		557,026
NET OPERATING (REVENUE) EXPENSE	527,543	538,696	527,783	240		550,601
OTHER						
TRANSFER TO RESERVES & RES FUNDS	160,000	180,000	131,000	(29,000)	(1)	200,000
	160,000	180,000	131,000	(29,000)		200,000
	687,543	718,696	658,783	(28,760)		750,601
ANNUAL NET % INCREASE (DECREASE)				-4%		13.9%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses** No significant changes

**Other**

- (1) The variance results from decreased transfers to reserves to fund future capital expenditures for this department, encompassing equipment replacement and facility upgrades.



Department: Youth Centre Activity: Total All Activities	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
RENT / LEASES	(61,658)	(61,658)	(60,668)	990		(59,918)
USER FEES	(250)	(250)	(1,000)	(750)		(250)
MEMBERSHIPS	(1,375)	(1,375)	(1,375)	--		(1,375)
RECOVERIES	(1,250)	(1,250)	(1,250)	--		--
DONATIONS / FUNDRAISING	(54,500)	(34,500)	(34,500)	20,000		(34,500)
	<u>(119,033)</u>	<u>(99,033)</u>	<u>(98,793)</u>	<u>20,240</u>		<u>(96,043)</u>
EXPENSE						
SALARIES, WAGES & BENEFITS	709,237	739,459	726,660	17,423		761,513
ADMINISTRATIVE EXPENSE	5,309	5,331	4,831	(478)		5,573
OPERATING EXPENSE	35,144	17,102	29,102	(6,042)		24,853
COMMUNICATIONS	6,600	6,600	4,200	(2,400)		4,200
UTILITIES - HEAT, HYDRO, WATER	28,600	28,600	28,600	--		29,000
SUPPLIES	18,525	20,400	16,400	(2,125)		20,275
PROGRAM EXPENSES	7,894	9,518	6,060	(1,834)		10,194
MEETINGS, CONFERENCES, TRAINING	1,400	1,600	500	(900)		2,000
FUEL / TRANSPORTATION COSTS	500	500	400	(100)		500
MARKETING & PROMOTION	1,000	1,000	1,000	--		1,000
EQUIP REPAIRS & MAINTENANCE	16,075	17,200	17,200	1,125		17,500
BLDG REPAIRS & MAINTENANCE	21,000	14,000	18,500	(2,500)		14,000
SNOW REMOVAL AND SANDING	4,000	4,000	4,000	--		4,000
MAINTENANCE CONTRACTS	12,580	12,820	12,820	240		13,065
	<u>867,864</u>	<u>878,130</u>	<u>870,273</u>	<u>2,409</u>		<u>907,673</u>
NET OPERATING (REVENUE) EXPENSE	<u>748,831</u>	<u>779,097</u>	<u>771,480</u>	<u>22,649</u>		<u>811,630</u>
OTHER						
TRANSFER TO RESERVES & RES FUNDS	167,500	167,500	167,500	--		167,500
	<u>167,500</u>	<u>167,500</u>	<u>167,500</u>	<u>--</u>		<u>167,500</u>
	<u>916,331</u>	<u>946,597</u>	<u>938,980</u>	<u>22,649</u>		<u>979,130</u>
ANNUAL NET % INCREASE (DECREASE)				2%		4%

**INCLUDES DEPARTMENTS:**

FACILITY

GENERAL PROGRAMS



Department: Youth Centre Activity: Facility	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
RENT / LEASES	(61,458)	(61,458)	<b>(60,468)</b>	990		(59,718)
RECOVERIES	(1,250)	(1,250)	<b>(1,250)</b>	--		--
	<u>(62,708)</u>	<u>(62,708)</u>	<u><b>(61,718)</b></u>	<u>990</u>		<u>(59,718)</u>
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	126,092	133,523	<b>133,220</b>	7,128		141,053
OPERATING EXPENSE	8,815	9,230	<b>9,230</b>	415		9,337
UTILITIES - HEAT, HYDRO, WATER	28,600	28,600	<b>28,600</b>	--		29,000
FUEL / TRANSPORTATION COSTS	400	400	<b>400</b>	--		400
EQUIP REPAIRS & MAINTENANCE	14,200	15,200	<b>15,200</b>	1,000		15,200
BLDG REPAIRS & MAINTENANCE	21,000	14,000	<b>18,500</b>	(2,500)		14,000
SNOW REMOVAL AND SANDING	4,000	4,000	<b>4,000</b>	--		4,000
MAINTENANCE CONTRACTS	12,580	12,820	<b>12,820</b>	240		13,065
	<u>215,687</u>	<u>217,773</u>	<u><b>221,970</b></u>	<u>6,283</u>		<u>226,055</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>152,979</u>	<u>155,065</u>	<u><b>160,252</b></u>	<u>7,273</u>		<u>166,337</u>
<b>OTHER</b>						
TRANSFER TO RESERVES & RES FUNDS	165,000	165,000	<b>165,000</b>	--		165,000
	<u>165,000</u>	<u>165,000</u>	<u><b>165,000</b></u>	<u>--</u>		<u>165,000</u>
	<u>317,979</u>	<u>320,065</u>	<u><b>325,252</b></u>	<u>7,273</u>		<u>331,337</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				2%		2%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses** No significant changes

Department: Youth Centre Activity: General Programs	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
REVENUE						
RENT / LEASES	(200)	(200)	(200)	—		(200)
USER FEES	(250)	(250)	(1,000)	(750)		(250)
MEMBERSHIPS	(1,375)	(1,375)	(1,375)	—		(1,375)
DONATIONS / FUNDRAISING	(54,500)	(34,500)	(34,500)	20,000	(1)	(34,500)
	(56,325)	(36,325)	(37,075)	19,250		(36,325)
EXPENSE						
SALARIES, WAGES & BENEFITS	583,145	605,936	593,440	10,295	(2)	620,460
ADMINISTRATIVE EXPENSE	5,309	5,331	4,831	(478)		5,573
OPERATING EXPENSE	26,329	7,872	19,872	(6,457)	(3)	15,516
COMMUNICATIONS	6,600	6,600	4,200	(2,400)		4,200
SUPPLIES	18,525	20,400	16,400	(2,125)		20,275
PROGRAM EXPENSES	7,894	9,518	6,060	(1,834)		10,194
MEETINGS, CONFERENCES, TRAINING	1,400	1,600	500	(900)		2,000
FUEL / TRANSPORTATION COSTS	100	100	--	(100)		100
MARKETING & PROMOTION	1,000	1,000	1,000	--		1,000
EQUIP REPAIRS & MAINTENANCE	1,875	2,000	2,000	125		2,300
	652,177	660,357	648,303	(3,874)		681,618
NET OPERATING (REVENUE) EXPENSE	595,852	624,032	611,228	15,376		645,293
OTHER						
TRANSFER TO RESERVES & RES FUNDS	2,500	2,500	2,500	--		2,500
	2,500	2,500	2,500	--		2,500
	598,352	626,532	613,728	15,376		647,793
ANNUAL NET % INCREASE (DECREASE)				3%		6%

#### EXPLANATION OF 2026 CHANGE FROM 2025:

##### Revenue

- (1) A one-time donation from the Kiwanis Club was received in 2025 to support Youth Programming. This contribution is not anticipated in 2026.

##### Expenses

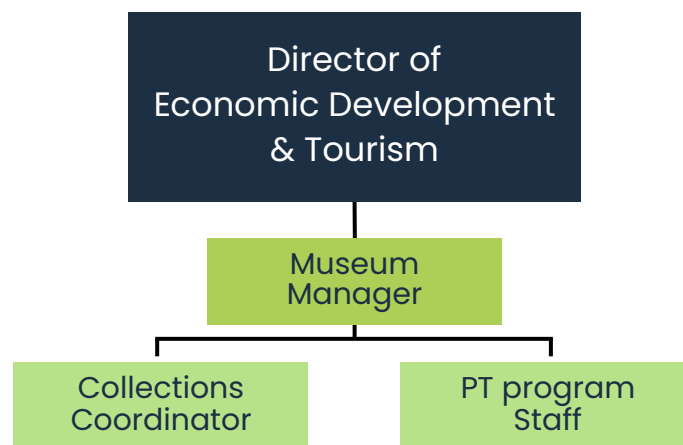
- (2) This is due to COLA adjustments, step increases, and rising cost of employee health benefit insurance.  
 (3) Increase is projected due to the planned purchase of new tables and chairs for the lounge.

PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES				
Community Services			Reserves	Land Sale Proceeds	Reserve Funds	Grants	Donations
MURC - Project Management	250		250				
MURC - Capital Campaign Coach	50		50				
MURC - Clark Road Urbanization	262			262			
MURC - Internal Land Servicing	8,424		5,309	645		2,470	
MURC - Construction	22,850		12,392	6,508	950		3,000
Parks - Memorial Park Bandshell	180	180					
Parks - Downtown Garden Upgrade	30		30				
Parks VPCC Playground Rubber Surface Replacement	50		50				
VPCC - Modernize Elevator	250				250		
VPCC - Replace Fire Alarm Control	71		71				
VPCC - Replace Whirlpool Circulation Pump	10		10				
Fusion - Replace Furnaces	70		70				
Senior Centre - Replace Hydronic Piping, Circulation Pump & Valves	30		30				
<b>Total</b>	<b>32,527</b>	<b>180</b>	<b>18,262</b>	<b>7,415</b>	<b>1,200</b>	<b>2,470</b>	<b>3,000</b>

# MUSEUM

## MUSEUM

Department	2025	2026	Changes
Museum Full Time	2.0	2.0	No Changes
Museum Part Time	1.4	1.9	Additional part time staff hours to cover special events, weekends and vacation of full time staff.



## MUSEUM – SERVICE AREA OVERVIEW



The Museum preserves Ingersoll's heritage and offers dynamic experiences that connect the past and present. Its current mandate is to depict the founding, settlement, and development of Ingersoll and the immediate area, interpret the importance of the dairy, cheese, and agricultural industry, and pay tribute to local sports history. It functions as a community hub and key tourism destination.

### Key responsibilities include:

- Collections organization and documentation.
- Delivering engaging community events and educational programs.
- Serving as Ingersoll's primary tourism stop.



## MUSEUM- *PRESSURES*

- **Physical Infrastructure:** Repair costs over the next 15 years are high. The main building, schoolhouse and Cheese Factory require investments to ensure they remain open. High humidity and fluctuating temperatures have caused damage to some objects. Storage capacity is a growing concern, as the space currently housing a significant portion of the collection at Town Hall is expected to be converted into staff offices within the next five years.
- **Operational:** The reliance on part-time staff for many roles creates coordination challenges, reduces operational efficiency, and limits the ability to expand programming. The Museum has challenges attracting new volunteers that reflect the wider community. All cultural/art summer student grants have seen a cut in coverage.
- **Exhibitions/Engagement:** The permanent gallery is outdated, and presents accessibility challenges due to the volume of objects. Awareness of the temporary gallery is limited. The current mandate does not reflect the Museum's full scope of programming or community role.



## MUSEUM - *OPPORTUNITIES*

- **Enhancement Plan:** Implement the Museum Enhancement Plan, “Evolving with Purpose”, structured around three strategic pillars: Identity & Impact, Engagement & Experience, and Sustainability & Stewardship.
- **Financial/Operations:** Diversify revenue through targeted grants, expanded earned revenue (e.g., gift shop, camps, tourism), individual giving, and local sponsorships. Invest in full-time programming staff to support expansion. Develop a unified collections management policy to streamline acquisitions, documentation, preservation, and deaccessioning.

## MUSEUM – ACCOMPLISHMENTS



- **Programs and Events:** Events such as Santa’s Village, Harvest Market, the Barn Dance, Pumpkin Fest, and car shows are reported as a major strength and draw in significant engagement, often introducing new audiences to the Museum. The Museum was recognized at the Oxford Tourism Awards in 2025 for the Mystic Market event.
- **Attendance:** Nearly 27,000 visitors in 2024, a 42% increase over 2023. General (non-event or tour) attendance grew to 5,200 in 2024, up from a historical average of 2,800.
- **Revenue:** Gift shop revenue increased by 55% between 2022 and 2024. Donations 34% and grants 37% made up the largest share of other revenue in 2024.
- **Facility Repairs:** Staff have begun repairs on many of the Museum’s buildings. Installed new fire alarm sensors 2024 and proper heating 2025 in the Sherbrooke Barn. Repaired concrete slab cracking at Bowman Barn 2024. Replaced forge stack at Blacksmith Shop 2024. Mould abatement in the Schoolhouse 2023. Updated electrical in the Cheese Factory and Schoolhouse 2025. Added asphalt walkway to Sherbrooke Barn to improved accessibility 2025 Security cameras were added to increase safety at the Museum 2025.
- The Museum has seen a major revenue increase and bookings at the campgrounds.

## MUSEUM – SPECIAL PROJECTS

- **Museum Enhancement Plan** (10-Year Strategic Framework): The core deliverable outlining the Museum’s continued growth, identity, offerings, and reach, phased over four stages: Clarify (Years 1-2), Align (Years 3-5), Expand (Years 6-9), and Sustain (Years 10+).
- **Capital/Infrastructure:** High-priority structural and safety upgrades outlined in the Building Condition Analysis Report. This includes replacement of roofs, siding and bricks. Updates to interior, HVAC, accessibility and preservation.
- **Collections/Exhibitions:** Ongoing efforts to update, document and digitize the collection in PastPerfect. Updating all exhibits to be reflective of our town history while being interactive, inclusive and relevant.

## MUSEUM – GOALS

- **Identity & Impact:** Update the Museum’s mandate and identify a new name and brand to clarify its identity and reflect a broader scope beyond cheese and agriculture. Co-create exhibitions with community partners, reflecting diverse stories. Raise the Museum’s profile as a dynamic community, cultural, and tourism hub.
- **Engagement & Experience:** Enhance gallery spaces with interactive, multi-sensory, and self-directed experiences. Deepen visitor engagement using digital tools and audience insights. Foster community connection through enriching on-site programs and events. Extend the Museum’s reach through off-site programming.
- **Sustainability & Stewardship:** Strengthen and diversify funding by integrating revenue generation into everyday operations. Utilize grants to help supplement museum repairs and growth. Strengthen infrastructure to support safe operations, community use, and future growth. Ensure the collection is well-preserved, accessible, and reflective of the Museum’s mandate.

Department: Museum Activity: Facility	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change	ref #	Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav		2027
<b>REVENUE</b>						
	--	--	--	--		--
<b>EXPENSE</b>						
OPERATING EXPENSE	1,500	1,700	<b>1,700</b>	200		1,700
UTILITIES - HEAT, HYDRO, WATER	8,600	8,600	<b>8,600</b>	--		9,100
LAND MAINTENANCE & IMPROVEMENT	1,500	1,500	<b>1,500</b>	--		1,500
EQUIP REPAIRS & MAINTENANCE	1,000	1,000	<b>1,000</b>	--		1,000
BLDG REPAIRS & MAINTENANCE	11,674	11,732	<b>11,732</b>	58		8,787
SNOW REMOVAL AND SANDING	6,000	6,000	<b>6,000</b>	--		6,000
MAINTENANCE CONTRACTS	5,000	5,000	<b>5,000</b>	--		5,000
	<u>35,274</u>	<u>35,532</u>	<u><b>35,532</b></u>	<u>258</u>		<u>33,087</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>35,274</u>	<u>35,532</u>	<u><b>35,532</b></u>	<u>258</u>		<u>33,087</u>
<b>OTHER</b>						
TRANSFER TO RESERVES & RES FUNDS	10,000	10,000	<b>40,000</b>	30,000		40,000
	<u>10,000</u>	<u>10,000</u>	<u><b>40,000</b></u>	<u>30,000</u>		<u>40,000</u>
	<u>45,274</u>	<u>45,532</u>	<u><b>75,532</b></u>	<u>30,258</u>		<u>73,087</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				67%		-3%
<b>EXPLANATION OF 2026 CHANGE FROM 2025:</b>						
<b>Revenue</b> No significant changes						
<b>Expenses</b> No significant changes						



Department: Museum Activity: Program	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
SALE OF GOODS OR SERVICES	(12,000)	(12,500)	<b>(12,500)</b>	(500)		(13,000)
USER FEES	(1,000)	(1,250)	<b>(9,800)</b>	(8,800)	(1)	(9,800)
GRANTS / SUBSIDIES / REBATES	(8,000)	(8,000)	<b>(17,500)</b>	(9,500)	(2)	(17,500)
PROGRAM REVENUES	(3,300)	(3,500)	<b>(3,000)</b>	300		(3,250)
DONATIONS / FUNDRAISING	(8,000)	(8,000)	<b>(8,000)</b>	--		(8,000)
	<u>(32,300)</u>	<u>(33,250)</u>	<u><b>(50,800)</b></u>	<u>(18,500)</u>		<u>(51,550)</u>
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	273,760	288,002	<b>303,650</b>	29,890	(3)	326,650
ADMINISTRATIVE EXPENSE	3,150	3,280	<b>3,480</b>	330		3,280
OPERATING EXPENSE	5,000	5,000	<b>12,200</b>	7,200	(4)	11,200
COMMUNICATIONS	1,200	1,200	<b>1,200</b>	--		1,200
SUPPLIES	8,000	8,400	<b>12,900</b>	4,900		13,400
PROGRAM EXPENSES	19,300	19,800	<b>21,800</b>	2,500		22,300
MEETINGS, CONFERENCES, TRAINING	5,500	5,500	<b>5,000</b>	(500)		7,000
FUEL / TRANSPORTATION COSTS	1,000	1,125	<b>1,125</b>	125		1,150
CONTRACTED SERVICES	--	--	<b>20,000</b>	20,000	(5)	20,000
MARKETING & PROMOTION	5,000	5,000	<b>7,500</b>	2,500		7,000
EQUIP REPAIRS & MAINTENANCE	500	1,000	<b>1,000</b>	500		1,000
MAINTENANCE CONTRACTS	8,000	8,250	<b>8,000</b>	--		8,000
	<u>330,410</u>	<u>346,557</u>	<u><b>397,855</b></u>	<u>67,445</u>		<u>422,180</u>
<b>NET OPERATING (REVENUE) EXPENSE</b>	<u>298,110</u>	<u>313,307</u>	<u><b>347,055</b></u>	<u>48,945</u>		<u>370,630</u>
<b>OTHER</b>						
	<u>--</u>	<u>--</u>	<u><b>--</b></u>	<u>--</u>		<u>--</u>
	<u>298,110</u>	<u>313,307</u>	<u><b>347,055</b></u>	<u>48,945</u>		<u>370,630</u>
<b>ANNUAL NET % INCREASE (DECREASE)</b>				16%		6.8%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue**

- (1) Increase is due to projected camping site revenues following the transfer of operations under the Museum.
- (2) Directly attributable to the Young Canada Works subsidies to sponsor summer students.

**Expenses**

- (3) Increases in part-time staff hours are necessary to cover weekends and special events, along with cost-of-living adjustments and step increases for full-time staff. Additional increases in part-time wages are projected as Santa's Village operations are now managed by Museum staff.
- (4) The increase reflects the transfer of Santa's Village event operations under the Museum.
- (5) The increase reflects projected expenses for fireworks and performers at the Santa's Village event.

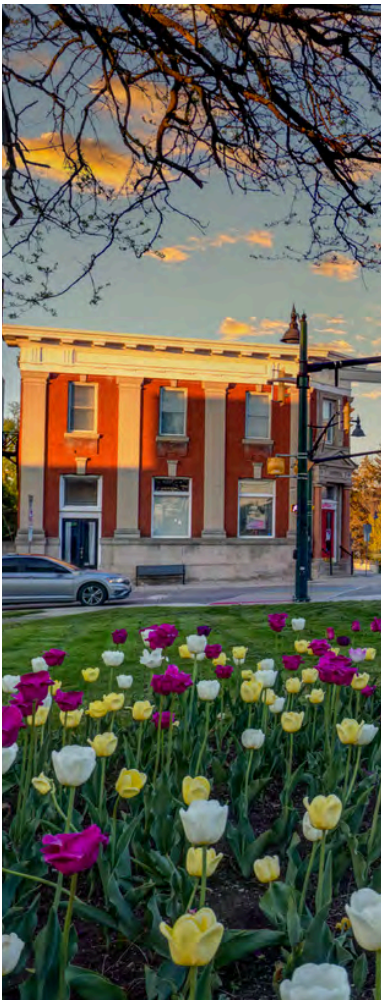
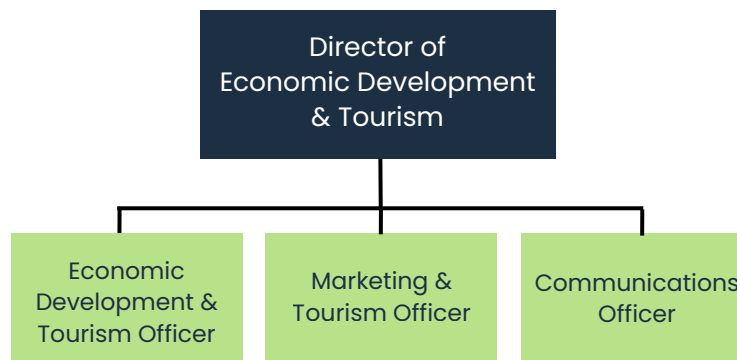


PROJECTS	TOTAL PROJECT COST	CARRY FORWARD	FUNDING SOURCES	
Museum			Reserves	Reserve Funds
Main Building Roof Repairs	120			120
Main Building Exterior Siding	127		127	
Main Building - HVAC	22		22	
Main Building - Interior Repairs	68		68	
<b>Total</b>	<b>337</b>	<b>0</b>	<b>217</b>	<b>120</b>

# ECONOMIC DEVELOPMENT & TOURISM

## ECONOMIC DEVELOPMENT & TOURISM STAFFING

Department	2025	2026	Changes
EcDev Full-Time	4.0	4.0	No Changes for 2026



## ECONOMIC DEVELOPMENT & TOURISM – *SERVICE AREA OVERVIEW*

The Economic Development & Tourism Department includes Marketing and Communications. This department plays a critical role in promoting the Town as an ideal location for business investment and tourism while supporting community development as well. The department is responsible for driving sustainable economic growth, enhancing the Town’s brand and visibility and ensuring effective, transparent communication.

### **Key responsibilities include:**

#### ***Economic Development:***

- Attracting new businesses and supporting existing businesses including business retention and expansion.
- Confidential site selection assistance and development support.
- Promoting Ingersoll’s competitive advantages.
- Managing and promoting economic development platforms including the Ideal Location brand and website.
- Managing and promoting various programs including the community improvement plan.
- Building and maintaining relationships with businesses, the business community, and partners.
- Primary Care Recruitment and Retention.

### **Tourism**

- Marketing the Town to increase tourism and visitor spending.
- Building and maintaining relationships with partners including local service clubs and event organizers as well as regional and provincial tourism organizations.
- Highlighting local attractions, events and culture.

### **Marketing & Communications**

- Managing the Town's public facing communications including developing and implementing strategies.
- Creating and distributing internal and external communications and materials.
- Managing the Town's social media accounts for Town Hall, Tour Ingersoll, and the Museum.
- Assisting with the management of Town websites and intranet.
- Promoting activities of Council, committees and boards.
- Providing support for the Mayor, Council, and Senior Management in media relations and public speaking engagements.

## **ECONOMIC DEVELOPMENT & TOURISM- *PRESSURES***

The department faces several internal and external pressures that impact its operations and goals:

- Global and national economic uncertainty.
- Balancing growth and sustainability – managing the pressure to attract new development while supporting existing businesses.
- Maintaining visibility and relationships in a competitive market.
- Combating misinformation and rumors while maintaining confidentiality where necessary.
- Land prices and servicing costs are escalating limiting the Town's ability to purchase and control development land.

## **ECONOMIC DEVELOPMENT & TOURISM - *OPPORTUNITIES***

The department can capitalize on several opportunities to advance its mandate:

- The boundary adjustment offers new growth opportunities.
- Capitalizing on Ingersoll's identity as a major industrial hub to attract new investment including supply chains for new industries in the region.
- Enhance digital engagement through social media, website and other tools to deliver targeted messaging for economic development, community engagement, and tourism promotion.
- Strengthening regional partnerships to leverage resources, funding and reach.
- Strengthen the Downtown core by implementing the Downtown Enhancement Plan.



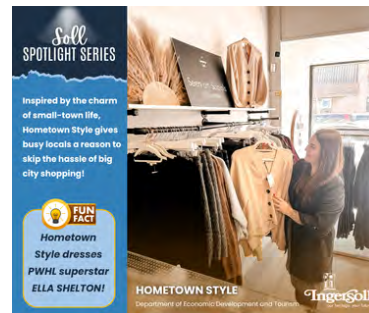
## ECONOMIC DEVELOPMENT & TOURISM – ACCOMPLISHMENTS

- Have successfully attracted over 1 million square feet of new industrial space in the last 5 years including major investments from General Motors, Dot Foods, IMT, ArcelorMittal Tailored Blanks, 214 Carson Co.
- Improved public information access implementing consistent communication using various channels to keep residents and businesses informed.
- Enhanced branding and promotion including the development and implementation of promotional materials.
- Improved two-way engagement with the community through digital platforms that are both practical and sustainable for staff.



## ECONOMIC DEVELOPMENT & TOURISM – SPECIAL PROJECTS

- The Downtown Enhancement Plan is nearing completion and outlines a strong strategy to strengthen the downtown core.
- Communications and Social Media plans will be rolled out shortly.
- Website, intranet and other digital platform revitalization that will improve user experience, accessibility and increase communication.
- Supporting the implementation of the Health Strategy.



## ECONOMIC DEVELOPMENT & TOURISM – GOALS

- Continue to strengthen local and regional partnerships.
- Strengthen communication channels.
- Continue to attract new investment and development while supporting existing businesses.
- Improve primary care recruitment and retention.



Department: Economic Development	Adopted Budget	Adopted Forecast	Updated Budget	Updated Change		Updated Projections
	2025	2026	2026	2025-2026 (fav)/unfav	ref #	2027
<b>REVENUE</b>						
GRANTS / SUBSIDIES / REBATES	(6,125)	(6,125)	(6,125)	--		(6,125)
	(6,125)	(6,125)	(6,125)	--		(6,125)
<b>EXPENSE</b>						
SALARIES, WAGES & BENEFITS	426,340	453,847	487,030	60,690	(1)	511,848
ADMINISTRATIVE EXPENSE	12,550	12,550	12,550	--		12,550
OPERATING EXPENSE	700	700	4,400	3,700	(2)	1,000
COMMUNICATIONS	1,500	1,500	1,500	--		1,500
PROGRAM EXPENSES	29,100	29,100	32,100	3,000	(3)	32,100
MEETINGS, CONFERENCES, TRAINING	16,000	14,000	16,000	--		16,000
FUEL / TRANSPORTATION COSTS	4,500	5,000	5,000	500		5,000
PROFESSIONAL FEES	17,000	17,000	17,000	--		17,000
CONTRACTED SERVICES	--	--	5,500	5,500	(4)	5,500
MARKETING & PROMOTION	56,500	57,000	54,925	(1,575)		79,925
	564,190	590,697	636,005	71,815		682,423
<b>NET OPERATING (REVENUE) EXPENSE</b>	558,065	584,572	629,880	71,815		676,298
<b>OTHER</b>						
TRANSFER FROM RESERVES & RES FUNDS	--	--	--	--		--
TRANSFER TO RESERVES & RES FUNDS	10,000	10,000	10,000	--		10,000
	10,000	10,000	10,000	--		10,000
	568,065	594,572	639,880	71,815		686,298
<b>ANNUAL NET % INCREASE (DECREASE)</b>				13%		7%

**EXPLANATION OF 2026 CHANGE FROM 2025:**

**Revenue** No significant changes

**Expenses**

- (1) Increase reflects pay equity and step adjustments, cost-of-living and health benefit increases, and the conversion of the Communication Officer to a full-time position.
- (2) The increase is directly attributable to the planned purchase of a drone and new camera lenses.
- (3) Increase is directly related to an upgrade in Chamber membership.
- (4) The 2026 budget includes funding for the production of two promotional videos highlighting the Town and the IdealLocation.ca website, as well as ongoing website maintenance.

# RESERVES AND RESERVE FUNDS

Reserves and reserve funds play a crucial role for the Town, serving purposes such as planned capital expenses, strategic objectives, unexpected costs, and minimizing the impact of budget fluctuations on the tax levy, and aiding in effective debt level management. These reserves are categorized as obligatory or discretionary, with obligatory reserves arising from senior government statutes or contractual requirements mandating the segregation from the general revenues. Obligatory reserve funds are to be used solely for the intended purpose prescribed for them by statute or contractual agreement. In contrast, discretionary reserves are created under the Municipal Act, allowing Council to allocate revenue for future expenditures within its spending authority and set aside a portion of annual revenues for future use.

The Town presently manages 38 reserves and 14 reserve funds, each subject to a long-term forecast as part of the multi-year budget process. This forward-looking approach enhances understanding regarding the flexibility, sustainability, and affordability of the long-term operating and capital budgets. The forecast considers planned transfers to and from reserves for budgeted capital and operating expenditures.

The table below illustrates that the estimated year-end balance for 2025 is \$30,837,524. Anticipated draws on the reserves and reserve funds in the 2026 budget will decrease the balance to \$12,513,422, reflecting a reduction of \$18,324,102 compared to the fiscal year 2025.

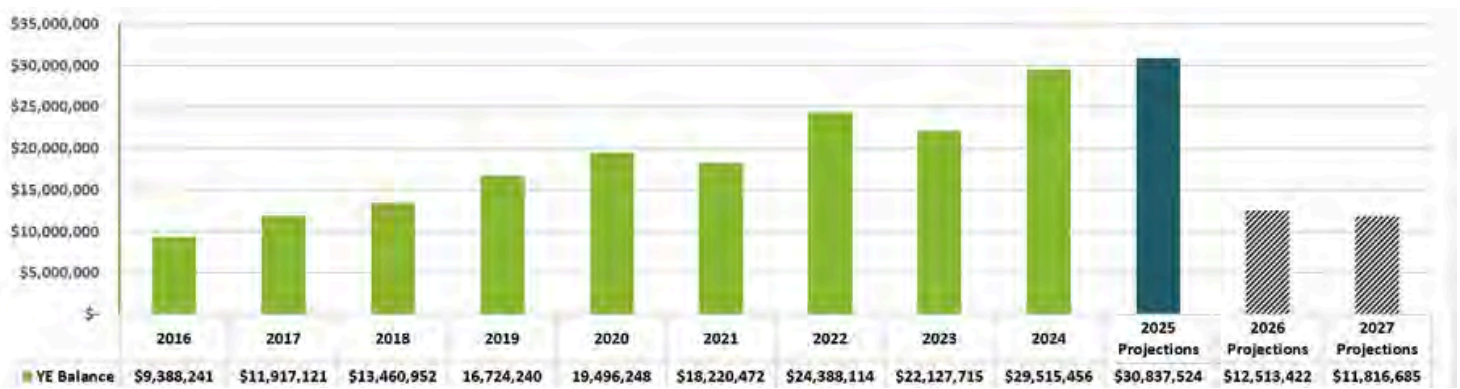
**Table 8: Reserve and Reserve Fund Continuity Schedule**

	2023 Ending Balance	2024 Ending Balance	2025 Ending Balance Projected	2026			2026 Ending Balance	2025 / 2026 Change fav/(unfav)
				Transfer In	Transfer Out	Income		
<b>RESERVES</b>								
WORKING FUNDS	192,278	192,278	192,278	--	--	--	192,278	--
CURRENT PURPOSES	5,928,698	5,799,182	6,526,873	--	(486,465)	--	6,040,408	(486,465)
CAPITAL PURPOSES	10,966,585	18,711,051	19,626,447	4,176,630	(21,352,000)	--	2,451,077	(17,175,370)
	<b>17,087,561</b>	<b>24,702,511</b>	<b>26,345,599</b>	<b>4,176,630</b>	<b>(21,838,465)</b>	<b>--</b>	<b>8,683,764</b>	<b>(17,661,835)</b>
<b>RESERVE FUNDS</b>								
DISCRETIONARY	958,956	610,996	642,496	5,000	--	16,500	663,996	21,500
OBLIGATORY	4,081,199	4,201,948	3,849,429	664,933	(1,425,000)	76,300	3,165,662	(683,767)
	<b>5,040,154</b>	<b>4,812,945</b>	<b>4,491,926</b>	<b>669,933</b>	<b>(1,425,000)</b>	<b>92,800</b>	<b>3,829,659</b>	<b>(662,267)</b>
<b>TOTAL</b>	<b>22,127,715</b>	<b>29,515,456</b>	<b>30,837,524</b>	<b>4,846,563</b>	<b>(23,263,465)</b>	<b>92,800</b>	<b>12,513,422</b>	<b>(18,324,102)</b>

# RESERVES AND RESERVE FUNDS

Analyzing the budgeted draws from reserves and reserve funds for the years 2026 to 2027 indicates a reduction in balances, reaching \$14,917,557 by 2027. This decline is associated with the construction of the MURC, for which a dedicated reserve has been established. MURC construction has begun in 2025, with completion expected in 2027.

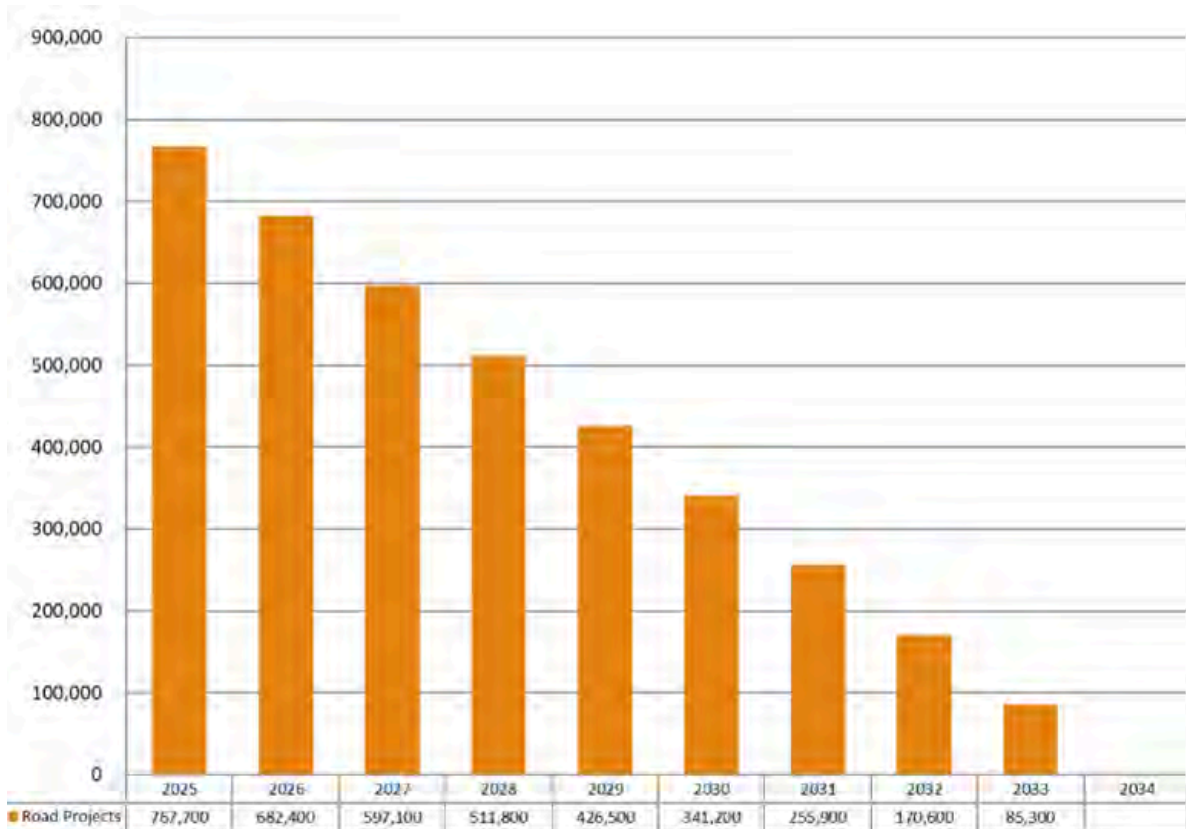
**Chart 7: Actual and Forecasted Reserve and Reserve Fund Balances**



No debt financing is projected for the 2026 fiscal year. The graph below illustrates debt levels from 2026 to 2034, showing no anticipated new debt issuance over the next 10 years. There is, however, a debt financing potential in 2027, directly linked to the construction of the MURC. These projections are preliminary and are set to undergo further confirmation in 2026.

Based on the Town's past borrowing experience, staff anticipates the ability to secure a maximum of \$65 million in new debt, assuming a 6 percent interest rate that reflects current market conditions. It's important to recognize that the actual borrowing cap, term, and interest rate may change in response to evolving market and economic conditions. These assumptions will be revisited by the Town prior to any borrowing activity.

**Chart 8: Town of Ingersoll 2025 and Prior Debt Outstanding at End of Year**







## APPENDIX A

### 10 YEAR CAPITAL FORECAST

**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2027 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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**GENERAL GOVERNMENT**

**INFORMATION TECHNOLOGY - IT**

3050	Hardware Upgrades	IT Reserve			55	25							30		
3068	Server Upgrades	IT Reserve			50							50			

**PUBLIC BUILDINGS**

**TOWN HALL**

3173	Replace Exterior Joint Sealants (F.C.A)	Oxford Fac Reserve			5	5									
		Oxford County			5	5									
TBD	Install HVAC in new County Planner Office	Oxford Fac Reserve			14	14									
3127	Replace Main Entrance Sliding Door (F.C.A)	Oxford Fac Reserve			16	16									
		Oxford County			16	16									
3174	Replace Domestic Water Piping (F.C.A)	Oxford Fac Reserve			11		11								
		Oxford County			11		11								
TBD	Replace Generator and Transfer Switch (F.C.A)	Oxford Fac Reserve			180						180				
		Oxford County			180						180				
TBD	Refurbish Clock Tower Metal Roof (F.C.A)	Oxford Fac Reserve			8						8				
		Oxford County			8						8				
TBD	Neopost Folding Machine	Admin Equipment Reserve			15									15	
TBD	Flat Roof Repair Allowance (F.C.A)	Oxford Fac Reserve			32							32			
		Oxford County			32							32			

<b>TOTAL - GENERAL GOVERNMENT</b>					637	81	22	-	-	-	375	114	30	15	-
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**PROTECTION TO PERSONS & PROPERTY**

**FIRE**

TBD	Transfer Switch For Generator	Fire Facility Reserve			10	10									
3157	Gear for additional volunteer firefighters (3)	Fire Reserve			16	16									
3189	Fire Hall - Renovation of Gen Room	Fire Facility Reserve			40		40								
3153	Make up Air Unit	Fire Reserve			40		40								
3156	Pump #2 Replacement	Fire Reserve			770			770							
		DC Reserve Fund			230			230							
3191	SCBA 24 Air Packs and 60 Cylinders	DC Reserve Fund			10				10						
		Fire Reserve			190				190						
3151	Pump #1 Replacement	Fire Reserve			1,200								1,200		

**OPP BUILDING**

3102	OPP - Replace sky light	Police Reserve			27		27								
3140	OPP - Replace exterior doors	Police Reserve			10		10								
3104	OPP - Roof repairs	Police Reserve			15		15								

**OTHER PUBLIC BUILDINGS**

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

<b>TOTAL - PROTECTION TO PERSONS</b>					2,558	26	132	1,000	200	-	-	-	1,200	-	-
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**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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**TRANSPORTATION**

<b>CONSTRUCTION - ROADS &amp; BRIDGES</b>															
<b>Bridge and Culvert Minor Rehabilitation or Repairs</b>															
3310	OSIM Inspection Program- Bridges/Culverts/Retaining Wall	Eng Misc Projects			250	40		45		50		55		60	
<b>Bridges and Culverts</b>															
3346	C18 Centennial Lane over Halls Creek	Eng Misc Projects			400	400									
3347	B22 Memorial Park at Halls Creek	Eng Misc Projects			40	40									
3348	B20 Wellington Street over Hall's Creek	Eng Misc Projects			450		450								
TBD	B30 Pemberton Street over Thames River	Eng Misc Projects			620			620							
TBD	3-Year Bridge Rehab Design Program (C21, C14, B31)	OCIF Grant			100			100							
TBD	C21 Canterbury St. over Halls Creek	Eng Misc Projects			110			110							
TBD	C14 Charles St. West over Whiting Creek	OCIF Grant			370			370							
TBD	B31 Mutual Street over Thames River	Eng Misc Projects			420					420					
		OCIF Grant			230					230					
TBD	3-Year Bridge Rehab Design Program (C35, B23, C05)	Eng Misc Projects			100						100				
TBD	C35 Charles St. over Hall's Creek	Eng Misc Projects			130						130				
TBD	B23 Water Street over Halls Creek	OCIF Grant			40							40			
TBD	C05 North Town Line over Henderson Creek	OCIF Grant			60								60		
TBD	3-Year Bridge Rehab Design Program (C08, C02, C10)	OCIF Grant			100								100		
TBD	C08 George St. over Henderson Creek	Eng Misc Projects			260									260	
TBD	C02 McKeand Street over Sutherland Creek	Eng Misc Projects			70										70
<b>Retaining Wall Program</b>															
3283	W034,W143,W203,W023,W138	Eng Misc Projects			22		22								
TBD	W032,W139,W108	Eng Misc Projects			23			23							
TBD	W194	Eng Misc Projects			24				24						
TBD	W209,W132,W185	Eng Misc Projects			20					20					
TBD	W068	Eng Misc Projects			52						52				
TBD	W036,W088,W199	Eng Misc Projects			23							23			
TBD	W195,W133,W207	Eng Misc Projects			24								24		
TBD	W149	Eng Misc Projects			23									23	
TBD	W151,W092,W096,W147,W164	Eng Misc Projects			28										28
<b>Sidewalk Program</b>															
3242	Sidewalk Rehab or Replacement	Eng Misc Projects			600	60	60	60	60	60	60	60	60	60	60
<b>Reconstruction Projects</b>															
3304	Capital Project Warranty Work Allowance	Eng Misc Projects			100	10	10	10	10	10	10	10	10	10	10
3322	John St Reconstruction (Victoria St to Bell St)	Eng Misc Projects			460	460									
	Topcoat	OCIF Grant			65			65							
3323	John St Reconstruction (Bell St to Dead End)	OCIF Grant			265	265									
	Topcoat	CCBF			96			96							
3360	Wonham St South Reconstruction - Phase II (Melita to Holcroft)	Eng Misc Projects			542	542									
	Topcoat	CCBF			153			153							
3325	Charles St West Reconstruction (Whiting St to Merritt St)	Eng Misc Projects			690		690								
	Topcoat	OCIF Grant			45	45									
		CCBF			163				163						
3333	Union St Reconstruction	OCIF Grant			292	22	270								
	Topcoat	CCBF			52				52						
3358	Butternut Park Storm Sewer Outlet	OCIF Grant			130	30	100								
TBD	Thames Street South (Whiting Creek to Cross Street)	CCBF			817	25	67	670		55					
3226	Wellington St Reconstruction (King St to Canterbury)	Eng Misc Projects			389	11		378							
	Topcoat	CCBF			113					113					
3330	Wellington Ave Reconstruction	Eng Misc Projects			210	6		204							
	Topcoat	OCIF Grant			41					41					
3331	Nelson Ave Reconstruction	OCIF Grant			210	6		204							
	Topcoat	CCBF			41					41					
3338	Cottage St Reconstruction	Eng Misc Projects			203	17		186			45				
	Topcoat	OCIF Grant			45										
3359	Church St Reconstruction	Eng Misc Projects			357	25		332							
	Topcoat	OCIF Grant			61					61					

**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
3321	Pemberton St Reconstruction (CNR Tracks to North Town Line) Topcoat	CCBF			150		150								
3324	Earl St Reconstruction (Ann St to Frances St) Topcoat	CCBF			69		69								
3309	Raglan St Reconstruction Topcoat	CCBF			122		122								
3357	Wallace Line & Thomas St San/Water Installation	Eng Misc Projects			3,617				3,617						
3328	Pemberton St Reconstruction (Charles St to CNR Tracks)	CCBF			216		216								
3324	Frances St Reconstruction (Wonham St to Oxford St)	Eng Misc Projects			623		51		572						
	Topcoat	OCIF Grant			148						148				
3336	Ann St Reconstruction (Wonham St to Oxford St)	Eng Misc Projects			532		44		488						
	Topcoat	OCIF Grant			129						129				
3337	Charles St East Reconstruction (Thames St to Water St)	CCBF			249		6		243						
	Topcoat	OCIF Grant			44							44			
3356	Wonham St South Reconstruction Phase I (Ann St to Melita St)	CCBF			165			165							
TBD	King Solomon Street Reconstruction (Mutual to Florence)	Eng Misc Projects			535			30		505					
	Topcoat	CCBF			92							92			
TBD	Cathcart St Reconstruction	Eng Misc Projects			608			26		582					
	Topcoat	CCBF			109							109			
TBD	Melita St Reconstruction (Whiting St to Wonham St)	Eng Misc Projects			839			66		773					
	Topcoat	CCBF			200							200			
TBD	Union Rd upgrade to collector (West of Culloden)	Eng Misc Projects			538						538				
		DC Reserve Fund			340						340				
TBD	Union Rd upgrade to collector (Culloden & Curry Rd)	Eng Misc Projects			486							486			
		DC Reserve Fund			307							307			
TBD	King St E Reconstruction (Thames St to Carroll St)	Eng Misc Projects			671				53		618				
	Topcoat	CCBF			181								181		
TBD	King St E Reconstruction (Carroll St to Daniel St)	Eng Misc Projects			360				29		331				
	Topcoat	CCBF			86								86		
TBD	Thames St North Reconstruction (Carnegie St to Bell St)	CCBF			457				23		434				
	Topcoat	OCIF Grant			118								118		
TBD	Bruce St Reconstruction (Carnegie St to King Hiram St)	OCIF Grant			250					17		185		48	
TBD	Carnegie St Reconstruction (Carnegie St to King Hiram St)	Eng Misc Projects			437					26		411			
	Topcoat	OCIF Grant			104									104	
TBD	Carnegie St Reconstruction (Mutual St to Thames St)	Eng Misc Projects			633					46		587			
	Topcoat	OCIF Grant			137									137	
TBD	Albert St Reconstruction (King St to Ann St)	Eng Misc Projects			956					23		933			
	Topcoat	CCBF			147									147	
TBD	Albert St. Reconstruction (King St. to Charles St)	Eng Misc Projects			312					7		305			
	Topcoat	OCIF Grant			57									57	
3332	St Andrew St Reconstruction (Mutual St to Thames St)	CCBF			657								657		
		OCIF Grant			40							40			
	Topcoat	CCBF			103										103
TBD	Chisholm Drive Reconstruction (Thomas St. to Glenn Ave)	Eng Misc Projects			1,528						38		1,490		
TBD	Chisholm Drive Reconstruction (Glenn Ave to Whiting St)	Eng Misc Projects			1,054						21		1,033		
TBD	Glenn Ave / Dean Crescent	Eng Misc Projects			967							30		937	
TBD	Witty and Glenn Ave Reconstruction	Eng Misc Projects			1,276							77		1,199	
TBD	Curry Rd upgrade to collector (Union to Plank)	Eng Misc Projects			1,704										1,704
		DC Reserve Fund			1,080										1,080
TBD	Wadsworth Drive Reconstruction	CCBF			700								59		641
TBD	Fleischer Ave Reconstruction	Eng Misc Projects			155								6		149
TBD	Dean Crescent Reconstruction	Eng Misc Projects			654								41		613
TBD	Mill St Reconstruction	Eng Misc Projects			38									38	
3265	<b>Pavement Management Program</b>														
	Thomas St - Wallace Line Reconstruction - Surface Asphalt	Eng Misc Projects			300		300								
	Pavement Management Program	Eng Misc Projects			3,000			300	300	400	400	400	400	400	400
<b>SUB-TOTAL - ROADS &amp; BRIDGES</b>					<b>38,409</b>	<b>2,004</b>	<b>2,627</b>	<b>3,843</b>	<b>6,004</b>	<b>3,525</b>	<b>3,393</b>	<b>4,350</b>	<b>4,325</b>	<b>3,480</b>	<b>4,858</b>



**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>STREET LIGHTING &amp; CROSSWALKS</b>															
3453	Street Light and Traffic Signal Condition Assessment	Eng Misc Projects			40	40									
TBD	Caffyn/Pine Street Light Installation	Eng Misc Projects			20	20									
TBD	Traffic Signal Audible Pedestrian Signal Upgrades	Eng Misc Projects			108	108									
TBD	Signalization of Clarke and Culloden	Eng Misc Projects			500	500									
TBD	Annual Street Light Infill Program	Eng Misc Projects			180		20	20	20	20	20	20	20	20	20
TBD	Thomas Rd East of Wallace Lane Rail Crossing	Eng Misc Projects			103				103						
		DC Reserve Fund			65				65						
TBD	Curry Rd Rail Crossing	Eng Misc Projects			103								103		
		DC Reserve Fund			65								65		
TBD	Thomas Rd West of Wallace Lane Rail Crossing	Eng Misc Projects			103									103	
		DC Reserve Fund			65									65	
<b>SUB TOTAL - STREET LIGHTING</b>					1,352	668	20	20	188	20	20	20	188	188	20
<b>TOTAL - TRANSPORTATION</b>					39,761	2,672	2,647	3,863	6,192	3,545	3,413	4,370	4,513	3,668	4,878
<b>DEVELOPMENT AND ENGINEERING</b>															
3343	Road Needs Study & Parking Lot Inventory Condition Assessment	Eng Misc Projects			143	68				75					
TBD	GPS Data Collector (No radio)	Eng Equip			11	11									
TBD	TS Data Collector (Radio)	Eng Equip			14	14									
3084	GPS Units (2)	Eng Misc Projects			94		47		47						
TBD	Total Station - S7	Eng Equip			48								48		
TBD	Engineering Vehicle	Eng Equip			80						80				
<b>TOTAL - ENGINEERING</b>					390	93	47	-	47	75	80	48	-	-	-
<b>PUBLIC WORKS</b>															
3401	Replace truck #3 (net of trade in) (2016)	PW Equip			350	350									
3708	Yellow carrier trailer	PW Equip			25	25									
TBD	Garage Door Replacement (2 doors per year)	PW Equip			320	40	40	40	40	40	40	40	40		
3434	Salt brine tankage & containment	PW Equip			21			21							
		DC Reserve Fund			4			4							
3414	Replace truck #8 (net of trade in) (2017)	PW Equip			380			380							
3408	Leaf machine #3 (2013)	PW Equip			97			97							
3436	Tractor mower	PW Equip			300			300							
3426	Zero turn lawn mower (2020)	PW Equip			18			18							
3415	Line stripper machine (2017)	PW Equip			35			35							
3409	Replace truck #1 (net of trade in) (2019)	PW Equip			80				80						
TBD	Snow blower (2008)	PW Equip			300			300							
TBD	Replace truck #5 (net of trade in) (2018)	PW Equip			380			380							
TBD	Trackless #17 (net of trade in)	PW Equip			200			200							
3435	Salt storage expansion	DC Reserve Fund			72				72						
		PW Equip			78				78						
TBD	Wheel loader #13	PW Equip			300				300						
TBD	Replace truck #16 (net of trade in) (2019)	PW Equip			80				80						
TBD	Blue snow blade for loader	PW Equip			15				15						
TBD	PW Garage Addition (2 Bays)	DC Reserve Fund			452				452						
		Public Bldg Reserve			254				254						
TBD	Steel drum roller (2020)	PW Equip			65					65					
TBD	Brush chipper (2020)	PW Equip			120					120					
TBD	Replace truck #7 (net of trade in) (2019)	PW Equip			140					140					
TBD	Traffic trailer	PW Equip			11					11					
TBD	Champion grader (1987)	PW Equip			600						600				
3709	Asphalt spreader (new)	PW Equip			300							300			
TBD	Tractor backhoe #12 (2022)	PW Equip			200							200			
TBD	Leaf machine #1 (2023)	PW Equip			97								97		
TBD	Street sweeper/catch basin cleaner #15 (2023)	PW Equip			500								500		
TBD	Replace truck #6 (2023)	PW Equip			400								400		
TBD	Trackless #18 (net of trade in)	PW Equip			220								220		
TBD	Replace truck #19 (net of trade in) (2024)	PW Equip			80									80	
TBD	Snow pusher blade for backhoe	PW Equip			12									12	
TBD	Aluminum trailer (2023)	PW Equip			12									12	
TBD	Leaf machine # 2 (2024)	PW Equip			97									97	
TBD	Replace truck #9 (net of trade in) (2025)	PW Equip			80										80
3400	Replace truck #4 (net of trade in) (2025)	PW Equip			375										375
<b>TOTAL - PUBLIC WORKS</b>					7,070	415	870	1,025	1,291	376	640	540	1,257	201	455

**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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**PARKS AND RECREATION**

<b>ARENA</b>															
<b>Multi Use Rec Facility (MURC)</b>															
3703	Multi Use Facility Project Management	Arena Reserve			425	250	100	75							
3701	Multi Use Facility Capital Campaign Coach	Arena Reserve			50	50									
3702	MURC - Clarke Road Urbanization	Debenture			7,040		7,040								
		Land Sale Proceeds			2,262	262		2,000							
3702	MURC - Internal Land Servicing & Stormwater Management	Debenture			655		655								
		Arena Reserve			5,309	5,309									
		Land Sale Proceeds			645	645									
		Grant HEWS			2,470	2,470									
3702	MURC Construction	Fundraising			3,000	3,000									
		Land Sale Proceeds			13,308		6,800								
		DC Reserve Fund			1,100	950	150								
		Arena Reserve			12,392	12,392									
		Debenture			8,200		8,200								
TBD	Ice Edger	Arena Reserve			10					10					
TBD	Ice Resurfacer	Arena Reserve			100						100				
<b>SUB TOTAL - ARENA</b>					<b>56,966</b>	<b>31,836</b>	<b>22,945</b>	<b>2,075</b>	<b>-</b>	<b>10</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PARKS & REC**

<b>Sport Fields</b>															
3710	Replace VP Ball Diamond Light Fixtures - All Diamonds	Parks Fac Reserve			400	250	150								
<b>Parks &amp; Trails</b>															
TBD	Downtown Garden Upgrades	Parks Fac Reserve			30	30									
TBD	VPCC Playground Rubber Surface Replacement	Parks Fac Reserve			50	50									
3513	Trails Network (Section 3 & 4)	Park Land Reserve Fund			109		109								
3513	Trails Network	Trails Reserve			30		30								
3547	Memorial Park Playground Replacement	Parks Fac Reserve			125		125								
3668	Memorial Park Cookhouse Renovations	Parks Fac Reserve			125		125								
3513	Trails Network (King to Charles)	Trails Reserve			116		116								
3564	Convert GE #2 Diamond to Clay	Parks Fac Reserve			40		40								
3568	Golf Estates Park (fencing, signs, playground equipment)	Parks Fac Reserve			65		65								
TBD	Dewan Interlocking Brick Replacement	Parks Fac Reserve			27		27								
TBD	Victoria Park Hydro Underground Conversion	Parks Fac Reserve			100		100								
TBD	Upgrade Lions Park Basketball Court	Parks Fac Reserve			30		30								
TBD	Lions Park Playground Replacement and Park Renovation	Parks Fac Reserve			120		120								
3513	Trails Network (Section 2)	Trails Reserve			71		71								
TBD	Riverfront Park & Trail Development	DC Reserve Fund			140					140					
TBD	Park Equipment for two new subdivisions	DC Reserve Fund			500						250			250	
TBD	Kensington Playgrounds Replacement	Parks Fac Reserve			50							50			
TBD	Cheese Playground Replacement	Parks Fac Reserve			50									50	
TBD	GE Playground Replacement	Parks Fac Reserve			100									100	
<b>Equipment</b>															
TBD	Replace Aerator	Parks Equip			20	20									
TBD	Replace John Deere 5055E Tractor	Parks Equip			40	40									
TBD	Replace 2016 Chev Silverado	Parks Equip			60	60									
3555	Replace 2016 Chevy Pick up	Parks Equip			60	60									
TBD	Replace Kubota Tractor	Parks Equip			40	40									
TBD	Replace Riding Mower #1	Parks Equip			50			50							
TBD	Replace 2019 Chev Silverado	Parks Equip			60			60							
TBD	Replace Riding Mower #2	Parks Equip			50					50					
TBD	Replace 2021 Chev Silverado Flatbed	Parks Equip			85						85				
TBD	Replace 2022 Chev Silverado 1500	Parks Equip			60							60			
TBD	Replace 2022 Ram 1500 4x4 Pickup Truck	Parks Equip			60							60			
TBD	Provision for addition to Parks fleet (growth related)	DC Reserve Fund			500						250		250		
TBD	Replace 2023 Chev Silverado	Parks Equip			60								60		
TBD	Replace 2024 Chev Silverado	Parks Equip			60									60	
<b>SUB TOTAL - PARKS</b>					<b>3,483</b>	<b>80</b>	<b>1,107</b>	<b>321</b>	<b>260</b>	<b>50</b>	<b>225</b>	<b>620</b>	<b>360</b>	<b>460</b>	<b>-</b>

**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>VPCC FACILITY</b>															
3586	Modernize Elevator (F.C.A)	CCBF			250	250									
3712	Replace Fire Alarm Control Panel (F.C.A)	VPCC Fac			71	71									
3505	Replace Whirlpool Circulation Pump (F.C.A)	VPCC Fac			10	10									
3586	Replace Exterior Walls and Recoats EIFS (F.C.A)	VPCC Fac			118		118								
3713	Replace Domestic Water Piping (F.C.A)	VPCC Fac			88		88								
3705	New Exterior Sign	VPCC Fac			60			60							
3714	Replace Windows (F.C.A)	VPCC Fac			40			40							
TBD	Replace Sliding Doors (F.C.A)	VPCC Fac			30			30							
TBD	Asphalt Paving Allowance (F.C.A)	VPCC Fac			33				33						
TBD	Gym Equipment	Fitness Equipment			170				170						
TBD	Replace Curtain Walls (F.C.A)	VPCC Fac			111						111				
<b>SUB TOTAL - VPCC FACILITY</b>					<b>981</b>	<b>331</b>	<b>206</b>	<b>130</b>	<b>203</b>	<b>-</b>	<b>111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>YOUTH CENTRE FACILITY</b>															
3512	Replace furnaces x 4 as per building assessment	Public Bldg Reserve			70	70									
3559	Skatepark Upgrades	Public Bldg Reserve			282		282								
		DC Reserve Fund			118		118								
3705	New Exterior Sign	Grant			60			60							
TBD	Replace exterior doors as per building assessment	Public Bldg Reserve			75			75							
TBD	Kitchen Equipment Upgrade	Rec Admin			30			30							
<b>SUB TOTAL - YOUTH CENTRE FACILITY</b>					<b>635</b>	<b>70</b>	<b>400</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAMI-SUZUKI SENIORS CENTRE</b>															
3706	Replace Hydronic Piping, Circulation Pump and valves (F.C.A)	Public Bldg Reserve			30	30									
3707	Replace Boiler and Storage Tank (F.C.A)	Public Bldg Reserve			77		77								
3710	Washroom Partitions	Public Bldg Reserve			15		15								
TBD	Replace Remaining Windows (F.C.A)	Public Bldg Reserve			350				350						
TBD	Replace Domestic Water Piping (F.C.A)	Public Bldg Reserve			351			351							
TBD	Replace Pole Mounted Lights (F.C.A)	Public Bldg Reserve			45			45							
TBD	Parking Lot	Public Bldg Reserve			175						175				
TBD	Replace Vinyl Siding (F.C.A)	Public Bldg Reserve			356					356					
TBD	Replace Entrance Doors (F.C.A)	Public Bldg Reserve			24						24				
TBD	Replace Backflow (F.C.A)	Public Bldg Reserve			36						36				
TBD	Replace Main Disconnect Switch	Public Bldg Reserve			21							21			
TBD	Replace Air Cooled Transformers	Public Bldg Reserve			41									41	
<b>SUB TOTAL - CAMI-SUZUKI SENIOR CENTRE</b>					<b>1,521</b>	<b>30</b>	<b>92</b>	<b>396</b>	<b>350</b>	<b>356</b>	<b>235</b>	<b>-</b>	<b>21</b>	<b>41</b>	<b>-</b>
<b>MUSEUM</b>															
TBD	Main Building - Roof Repairs	CCBF			120	120									
TBD	Main Building - Exterior Siding Replacement	Museum Reserve			127	127									
TBD	Main Building HVAC	Museum Reserve			22	22									
TBD	Main Building - Interior Repairs	Museum Reserve			68	68									
TBD	Main Building -Kitchen Upgrades	Museum Reserve			27		27								
TBD	Cheese Factory - Foundation Repairs	Museum Reserve			12		12								
TBD	Cheese Factory - Ramp Replacement	Museum Reserve			85		85								
TBD	Cheese Factory - Roof Replacement	Museum Reserve			19		19								
TBD	Schoolhouse Building Replacement	TBA			275		275								
TBD	Museum Landscaping (all areas)- Drainage	Museum Reserve			60				60						
TBD	Museum Parking Lot - Asphalt Paving	Museum Reserve			10					10					
<b>SUB TOTAL - MUSEUM</b>					<b>825</b>	<b>337</b>	<b>143</b>	<b>275</b>	<b>60</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL - PARKS AND RECREATION</b>					<b>64,411</b>	<b>32,684</b>	<b>24,893</b>	<b>3,362</b>	<b>873</b>	<b>426</b>	<b>671</b>	<b>620</b>	<b>381</b>	<b>501</b>	<b>-</b>
<b>ECONOMIC DEVELOPMENT</b>															
3629	Ingersoll Sign Relocation to Highway 19/401	Ec Dev			30	30									
3629	New Sign at Highway 401/Culloden Rd	Ec Dev			35	35									
<b>TOTAL - ECONOMIC DEVELOPMENT</b>					<b>65</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

TOWN OF INGERSOLL  
10 YEAR CAPITAL FORECAST - 2026 TO 2035  
2026-2028 CAPITAL BUDGET UPDATE  
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Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035

**CARRY FORWARD PROJECTS**

3004	Town Hall elevator replacement - Town's portion	Cfwd			44	44									
		Grant			112	112									
		Oxford County			44	44									
3345	3-Year Bridge Rehab Design Program (C18, B22, B20)	Cfwd			76	76									
3213	Hall's Creek Retaining Wall Replacement	Cfwd			210	210									
3305	Wonham St South Reconstruction (King St to Ann St)	Cfwd			141	141									
3306	Frances St Reconstruction (Merritt St to Wonham St South) Topcoat	Cfwd			42	42									
3596	Memorial Park Bandshell	Cfwd			180	180									
3356	Wonham St South Reconstruction Phase I (Ann St to Melita St)	Cfwd			937	937									
3321	Pemberton St Reconstruction (CNR Tracks to North Town Line)	Cfwd			10	10									
3324	Earl St Reconstruction (Ann St to Frances St)	Cfwd			10	10									
3381	Stormwater Management Strategy Update	Cfwd			51	51									
3383	SWM Pond Asset Performance Assessment and O&M Manuals	Cfwd			50	50									

**TOTAL - CARRY FORWARD PROJECTS**

1,907 1,907 - - - - - - - -

**CAPITAL GRAND TOTAL**

116,799 37,878 28,676 9,250 8,603 4,422 5,179 5,692 7,381 4,385 5,333



**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
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Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Funding Requirements															
	Cfwd				1,751	1,751	-	-	-	-	-	-	-	-	-
	Admin Equipment Reserve				15	-	-	-	-	-	-	-	-	15	-
	DC Reserve Fund			RF	5,048	950	268	234	599	-	480	807	315	315	1,080
	Debenture				15,895	-	15,895	-	-	-	-	-	-	-	-
	Ec Dev			r	65	-	65	-	-	-	-	-	-	-	-
	Eng Misc Projects			r	29,857	2,347	1,694	2,410	5,323	3,017	2,318	3,397	3,187	3,110	3,054
	Eng Equip			r	153	25	-	-	-	-	80	48	-	-	-
	Fee Fac Reserve			r	-	-	-	-	-	-	-	-	-	-	-
	Fire Reserve			r	2,216	16	40	770	190	-	-	-	1,200	-	-
	Fire Facility Reserve			r	50	10	40	-	-	-	-	-	-	-	-
	Fitness Equipment			r	170	-	-	-	170	-	-	-	-	-	-
	Fundraising				3,000	3,000	-	-	-	-	-	-	-	-	-
	CCBF			rf	5,508	395	630	1,084	481	209	434	401	983	147	744
	Grant				172	112	-	60	-	-	-	-	-	-	-
	Grant HEWS				2,470	2,470	-	-	-	-	-	-	-	-	-
	Modernization Reserve			r	-	-	-	-	-	-	-	-	-	-	-
	IT Reserve			r	105	25	-	-	-	-	-	50	30	-	-
	Industrial Land Res Fund			rf	-	-	-	-	-	-	-	-	-	-	-
	Land Sale Proceeds				16,215	7,415	6,800	2,000	-	-	-	-	-	-	-
	Museum Reserve			r	430	217	143	-	60	10	-	-	-	-	-
	OCIF Grant				3,081	368	370	369	370	394	321	265	278	346	-
	Oxford County				296	65	11	-	-	-	188	32	-	-	-
	Oxford Fac Reserve			r	266	35	11	-	-	-	188	32	-	-	-
	Parks Equip			r	705	-	220	-	110	50	85	120	60	60	-
	Parks Fac Reserve			r	1,312	80	632	250	150	-	-	-	50	150	-
	Park Land Reserve Fund			RF	109	-	109	-	-	-	-	-	-	-	-
	Police Reserve			r	52	-	52	-	-	-	-	-	-	-	-
	Public Bldg Reserve			r	2,202	100	374	471	604	356	235	-	21	41	-
	PW Equip			r	6,288	415	870	1,021	513	376	640	540	1,257	201	455
	Rec Admin			r	30	-	-	30	-	-	-	-	-	-	-
	Arena Reserve			r	18,286	18,001	100	75	-	10	100	-	-	-	-
	VPCC Fac			r	561	81	206	130	33	-	111	-	-	-	-
	Fusion Tech			r	-	-	-	-	-	-	-	-	-	-	-
	Trails Reserve			r	217	-	146	71	-	-	-	-	-	-	-
	TBA				275	-	-	275	-	-	-	-	-	-	-
					116,799	37,878	28,676	9,250	8,603	4,422	5,179	5,692	7,381	4,385	5,333
	Reserve - Discretionary			R		21,352	4,593	5,228	7,153	3,819	3,757	4,187	5,805	3,562	3,509
	Reserve Fund			RF		1,345	1,007	1,318	1,080	209	914	1,208	1,298	462	1,824
	Carry Forward					1,751	-	-	-	-	-	-	-	-	-
	Other (Grants, Donations)					13,430	7,181	2,704	370	394	509	297	278	361	-
	Debenture					-	15,895	-	-	-	-	-	-	-	-

TOWN OF INGERSOLL  
10 YEAR CAPITAL FORECAST - 2026 TO 2035  
2026-2028 CAPITAL BUDGET UPDATE  
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Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Reserves and Reserve Funds with a Capital Component															
Reserves															
IT Reserve 2500-00833															
open begin of year						49	44	64	84	104	124	144	114	104	124
transfer in						20	20	20	20	20	20	20	20	20	20
transfer out						(25)	-	-	-	-	-	(50)	(30)	-	-
close end of year						44	64	84	104	124	144	114	104	124	144
Admin Equip/Programming Reserve 2500-00804															
open begin of year						46	46	46	46	46	46	46	46	46	31
transfer in						-	-	-	-	-	-	-	-	-	-
transfer out						-	-	-	-	-	-	-	-	(15)	-
close end of year						46	46	46	46	46	46	46	46	31	31
Building Reserve 2500-00815															
open begin of year						786	786	786	786	786	786	786	786	786	786
transfer in						-	-	-	-	-	-	-	-	-	-
transfer out						-	-	-	-	-	-	-	-	-	-
close end of year						786	786	786	786	786	786	786	786	786	786
Modernization Reserve 2500-00865															
open begin of year						354	354	289	289	289	289	289	289	289	289
transfer in						-	-	-	-	-	-	-	-	-	-
transfer out						-	(65)	-	-	-	-	-	-	-	-
close end of year						354	289	289	289	289	289	289	289	289	289
Economic Dev Reserve 2500-00825															
open begin of year						98	108	53	63	73	83	93	103	113	123
transfer in						10	10	10	10	10	10	10	10	10	10
transfer out						-	(65)	-	-	-	-	-	-	-	-
close end of year						108	53	63	73	83	93	103	113	123	133
Parks Fac Reserve 2500-00840															
open begin of year						163	338	(9)	46	221	566	931	1,316	1,671	1,946
transfer in						255	255	285	305	325	345	365	385	405	425
1.5% levy increase						-	30	20	20	20	20	20	20	20	20
transfer out						(80)	(632)	(250)	(150)	-	-	-	(50)	(150)	-
close end of year						338	(9)	46	221	566	931	1,316	1,671	1,946	2,391
Parks Trails Reserve 2500-00826															
open begin of year						133	153	27	(24)	(4)	16	36	56	76	96
transfer in						20	20	20	20	20	20	20	20	20	20
transfer out						-	(146)	(71)	-	-	-	-	-	-	-
close end of year						153	27	(24)	(4)	16	36	56	76	96	116
Fire Reserve 2500-00803															
open begin of year						584	773	938	383	408	638	888	1,158	238	528
transfer in						205	205	205	205	210	230	250	270	280	290
1.5% levy increase						-	-	10	10	20	20	20	10	10	10
transfer out						(16)	(40)	(770)	(190)	-	-	-	(1,200)	-	-
close end of year						773	938	383	408	638	888	1,158	238	528	828

**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
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Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Fire Facility Reserve 2500-00861														
	open begin of year					106	116	96	116	136	161	186	211	236	261
	transfer in					20	20	20	20	25	25	25	25	25	25
	transfer out					(10)	(40)	-	-	-	-	-	-	-	-
	close end of year					116	96	116	136	161	186	211	236	261	286
	130 Oxford Facility Reserve 2500-00816														
	open begin of year					149	164	203	253	303	363	246	304	414	544
	transfer in					50	50	50	50	50	60	70	90	110	130
	1.5% levy increase					-	-	-	-	10	10	20	20	20	20
	transfer out					(35)	(11)	-	-	-	(188)	(32)	-	-	-
	close end of year					164	203	253	303	363	246	304	414	544	694
	Public Bldg Reserve 2500-00817														
	open begin of year					382	522	388	217	(27)	37	222	642	1,041	1,420
	transfer in					240	240	240	300	360	420	420	420	420	420
	1.5% levy increase					-	-	60	60	60	-	-	-	-	-
	transfer out					(100)	(374)	(471)	(604)	(356)	(235)	-	(21)	(41)	-
	close end of year					522	388	217	(27)	37	222	642	1,041	1,420	1,840
	Police Facility Reserve 2500-0850														
	open begin of year					67	77	35	45	55	65	75	85	95	105
	transfer in					10	10	10	10	10	10	10	10	10	10
	transfer out					-	(52)	-	-	-	-	-	-	-	-
	close end of year					77	35	45	55	65	75	85	95	105	115
	Engineering Projects 2500-00820														
	open begin of year					6,043	5,546	5,752	5,292	2,019	1,152	1,134	187	(350)	(610)
	transfer in					1,850	1,850	1,900	1,950	2,050	2,150	2,300	2,450	2,650	2,850
	1.5% levy increase					-	50	50	100	100	150	150	200	200	150
	transfer out					(2,347)	(1,694)	(2,410)	(5,323)	(3,017)	(2,318)	(3,397)	(3,187)	(3,110)	(3,054)
	close end of year					5,546	5,752	5,292	2,019	1,152	1,134	187	(350)	(610)	(664)
	Eng Equip 2500-00860														
	open begin of year					53	41	54	67	92	117	62	39	64	89
	transfer in					13	13	13	25	25	25	25	25	25	25
	transfer out					(25)	-	-	-	-	(80)	(48)	-	-	-
	close end of year					41	54	67	92	117	62	39	64	89	114
	PW Equip 2500-00818														
	open begin of year					642	681	320	(142)	(46)	237	306	525	77	735
	transfer in					454	454	509	559	609	659	709	759	809	859
	1.5% levy increase					-	55	50	50	50	50	50	50	50	50
	transfer out					(415)	(870)	(1,021)	(513)	(376)	(640)	(540)	(1,257)	(201)	(455)
	close end of year					681	320	(142)	(46)	237	306	525	77	735	1,189
	Arena Reserve 2500-00824														
	open begin of year					10,103	(7,148)	(6,498)	(5,823)	(5,073)	(4,333)	(3,683)	(2,933)	(2,183)	(1,433)
	transfer in					750	750	750	750	750	750	750	750	750	750
	transfer out					(18,001)	(100)	(75)	-	(10)	(100)	-	-	-	-
	close end of year					(7,148)	(6,498)	(5,823)	(5,073)	(4,333)	(3,683)	(2,933)	(2,183)	(1,433)	(683)
	Museum Reserve 2500-00806														
	open begin of year					211	34	(69)	(29)	(49)	(14)	36	91	151	216
	transfer in					40	40	40	40	40	45	50	55	60	65
	1.5% levy increase					-	-	-	-	5	5	5	5	5	5
	transfer out					(217)	(143)	-	(60)	(10)	-	-	-	-	-
	close end of year					34	(69)	(29)	(49)	(14)	36	91	151	216	286

**TOWN OF INGERSOLL**  
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Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Capital Contingency 2500-00813														
						444	444	444	444	444	444	444	444	444	444
						-	-	-	-	-	-	-	-	-	-
						-	-	-	-	-	-	-	-	-	-
						444	444	444	444	444	444	444	444	444	444
	Recreation Admin 2500-00848														
						68	68	68	38	38	38	38	38	38	38
						-	-	-	-	-	-	-	-	-	-
						-	-	(30)	-	-	-	-	-	-	-
						68	68	38	38	38	38	38	38	38	38
	Fitness Equipment 2500-00845														
						142	152	167	182	27	42	57	77	97	117
						10	15	15	15	15	15	20	20	20	20
						-	-	-	(170)	-	-	-	-	-	-
						152	167	182	27	42	57	77	97	117	137
	Parks Equipment 2500-00838														
						63	158	33	128	113	158	168	143	178	213
						95	95	95	95	95	95	95	95	95	95
						-	(220)	-	(110)	(50)	(85)	(120)	(60)	(60)	-
						158	33	128	113	158	168	143	178	213	308
	VPCC Facility 2500-00842														
						98	148	93	134	292	493	583	784	985	1,186
						131	131	151	171	191	201	201	201	201	201
						-	20	20	20	10	-	-	-	-	-
						(81)	(206)	(130)	(33)	-	(111)	-	-	-	-
						148	93	134	292	493	583	784	985	1,186	1,387
	FUSION, Technology Replacement 2500-00846														
						19	22	25	28	31	34	37	40	43	46
						3	3	3	3	3	3	3	3	3	3
						-	-	-	-	-	-	-	-	-	-
						22	25	28	31	34	37	40	43	46	49
	Reserves Total														
						20,784	3,605	3,280	2,595	247	1,508	3,086	4,504	4,609	7,247
						-	155	210	260	275	255	265	305	305	255
						4,176	4,181	4,336	4,548	4,808	5,083	5,343	5,608	5,913	6,218
						(21,352)	(4,658)	(5,228)	(7,153)	(3,819)	(3,757)	(4,187)	(5,805)	(3,577)	(3,509)
						3,608	3,283	2,598	250	1,511	3,089	4,507	4,612	7,250	10,211



**TOWN OF INGERSOLL**  
**10 YEAR CAPITAL FORECAST - 2026 TO 2035**  
**2026-2028 CAPITAL BUDGET UPDATE**  
**\$,000**

Pr #	PROJECT	Funding Source	Project Category	Project Priority	Total 2026 & On	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<u>Reserve Funds</u>															
<b>Parkland Reserve Fund 20-0000-2700-00955</b>															
open begin of year						271	278	176	183	190	197	207	217	227	242
fees collected						7	7	7	7	7	10	10	10	15	15
transfer out						-	(109)	-	-	-	-	-	-	-	-
close end of year						278	176	183	190	197	207	217	227	242	257
<b>DC Reserve Fund 20-0000-2700-00963 to 977</b>															
open begin of year						1,605	808	800	826	487	787	627	140	165	190
fees collected						178	260	260	260	300	320	320	340	340	340
transfer out						(975)	(268)	(234)	(599)	-	(480)	(807)	(315)	(315)	(1,080)
close end of year						808	800	826	487	787	627	140	165	190	(550)
<b>Industrial Land Reserve Fund 20-0000-2700-00953</b>															
open begin of year						576	591	606	621	636	651	666	681	696	711
fees collected						15	15	15	15	15	15	15	15	15	15
transfer out						-	-	-	-	-	-	-	-	-	-
close end of year						591	606	621	636	651	666	681	696	711	726
<b>CCBF 2500-00839</b>															
open begin of year						706	786	640	40	43	323	378	466	(23)	324
collected						475	484	484	484	489	489	489	494	494	494
transfer out						(395)	(630)	(1,084)	(481)	(209)	(434)	(401)	(983)	(147)	(744)
close end of year						786	640	40	43	323	378	466	(23)	324	74
<b>Reserve Funds Total</b>															
open begin of year						3,158	2,463	2,222	1,670	1,356	1,958	1,878	1,504	1,065	1,467
transfer in						675	766	766	766	811	834	834	859	864	864
transfer out						(1,370)	(1,007)	(1,318)	(1,080)	(209)	(914)	(1,208)	(1,298)	(462)	(1,824)
close end of year						2,463	2,222	1,670	1,356	1,958	1,878	1,504	1,065	1,467	507



## APPENDIX B

### 2026 CAPITAL PROJECTS SHEETS

TOWN OF INGERSOLL 2026 CAPITAL PROJECTS \$,000								
PROJECTS	Total Project Cost	Carry Forward	Funding Sources					
			Reserves	Land Sale Proceeds	Reserve Funds	Grants	Donations	County
<b>Information Technology</b>								
Information Technology - IT - Hardware Upgrades	25		25					
<b>Total Information Technology</b>	<b>25</b>		<b>25</b>					
<b>Town Hall - Other Public Buildings</b>								
Town Hall - Replace exterior joint sealants	10		5					5
Town Hall - Install HVAC in new County Planner Office	14		14					
Town Hall - Replace main entrance sliding door	32		16					16
Town Hall - Elevator replacement	200	44				112		44
<b>Total Town Hall - Other Public Buildings</b>	<b>256</b>	<b>44</b>	<b>35</b>			<b>112</b>		<b>65</b>
<b>Fire</b>								
Fire Hall - Transfer switch for generator	10		10					
Fire Hall - Gear for additional volunteer firefighters	16		16					
<b>Total Fire</b>	<b>26</b>		<b>26</b>					
<b>Infrastructure and Development</b>								
3 Year Bridge Rehab Design Program	76	76						
Hall's Creek Retaining Wall Replacement	210	210						
Wonham St South Reconstruction (King St to Ann St)	141	141						
Frances St Reconstruction (Merritt St to Wonham St South) Topcoat	42	42						
Wonham St South Reconstruction Phase I (Ann St to Melita St)	937	937						
Pemberton St Reconstruction (CNR Tracks to North Town Line)	10	10						
Earl St Reconstruction (Ann St to Frances St)	10	10						
Stormwater Management Strategy Update	51	51						
SWM Pond Asset Performance Assessment and O&M Manuals	50	50						
OSIM Inspection Program	40		40					
C18 Centennial Lane over Halls Creek	400		400					
B22 Memorial Park at Halls Creek	40		40					
Sidewalk Replacement Program	60		60					
Capital Project Warranty Work Allowance	10		10					
John St Reconstruction (Victoria St to Bell St)	460		460					
John St Reconstruction (Bell to Dead End St)	265					265		
Wonham St South Reconstruction Phase II(Melita to Holcroft)	542		542					
Charles St West Reconstruction (Whiting St to Merritt St)	45					45		
Union St Reconstruction	22					22		
Butternut Park Storm Sewer Outlet	30					30		
Thames Street South (Whiting Creek to Cross Street)	25				25			
Wellington St Reconstruction ( King St to Canterbury)	11		11					
Wellington Ave Reconstruction	6		6					
Nelson Ave Reconstruction	6					6		
Cottage Ave Reconstruction	17		17					
Church Street Reconstruction	25		25					
Street Light and Traffic Signal Condition Assessment	40		40					
Caffyn/Pine Street Light Installation	20		20					
Traffic Signal Audible Pedestrian Signal Upgrades	108		108					
Signalization of Clarke and Culloden	500		500					
Road Needs Study & Parking Lot Inventory	68		68					
GPS Data Collector (no radio)	11		11					
ITS Data Collector (radio)	14		14					
PW - Replace Truck #3	350		350					
PW - Yellow Carrier Trailer	25		25					
PW - Garage Door Replacement	40		40					
<b>Total Infrastructure and Development</b>	<b>4,707</b>	<b>1,527</b>	<b>2,787</b>		<b>25</b>	<b>368</b>		
<b>Community Services</b>								
MURC - Project Management	250		250					
MURC - Capital Campaign Coach	50		50					
MURC - Clark Road Urbanization	262			262				
MURC - Internal Land Servicing	8,424		5,309	645		2,470		
MURC - Construction	22,850		12,392	6,508	950		3,000	
Parks - Memorial Park Bandshell	180	180						
Parks - Downtown Garden Upgrade	30		30					
Parks VPCC Playground Rubber Surface Replacement	50		50					
VPCC - Modernize Elevator	250				250			
VPCC - Replace Fire Alarm Control	71		71					
VPCC - Replace Whirlpool Circulation Pump	10		10					
Fusion - Replace Furnaces	70		70					
Senior Centre - Replace Hydronic Piping, Circulation Pump & Valves	30		30					
<b>Total Community Services</b>	<b>32,527</b>	<b>180</b>	<b>18,262</b>	<b>7,415</b>	<b>1,200</b>	<b>2,470</b>	<b>3,000</b>	
<b>Museum</b>								
Main Building Roof Repairs	120				120			
Main Building Exterior Siding	127		127					
Main Building - HVAC	22		22					
Main Building - Interior Repairs	68		68					
<b>Total Museum</b>	<b>337</b>		<b>217</b>		<b>120</b>			
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 37,878</b>	<b>\$ 1,751</b>	<b>\$ 21,352</b>	<b>\$ 7,415</b>	<b>\$ 1,345</b>	<b>\$ 2,950</b>	<b>\$ 3,000</b>	<b>\$ 65</b>

<b>Town of Ingersoll</b> <b>2026 Capital Budget Project Sheet</b>									
<b>Department:</b> INFORMATION TECHNOLOGY - IT		<b>Project Number</b>							
<b>Project Name:</b> Hardware Upgrades - Laptop Fleet Replacement									
<b>Project Category</b>	Critical	€							
<b>Project in Asset Management Plan?</b>	No	€							
<b><u>Project Description/Location/Map:</u></b> This project is for the replacement of 20 aging laptops and desktops at VPCC, Cheese Museum, Firehall, and Fusion facilities.									
<b><u>Long-term Financial Impact on Operating Budget:</u></b> None									
<b><u>Project Priority:</u></b>	Medium	€							
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> The aging hardware presents significant security risks and compatibility issues with modern applications. New laptops will allow us to maintain current and future security standards, run up-to-date applications, and provide a more versatile and reliable work environment for staff.									
<b><u>Project Start Date: February 2026</u></b>		<b><u>Project Completion Date: April 2026</u></b>							
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> <b>Costs</b>            Contract                      25,000            Material                        _____            Payroll                         _____            Other                            _____            Total                             25,000         </td> <td style="width: 50%; vertical-align: top;"> <b>Funding</b>            Levy                             _____            Reserve                        25,000            Dev Charges                   _____            Other:                          _____            Total                             25,000         </td> </tr> <tr> <td colspan="2" style="padding-top: 20px;">           County Costs not included in the above _____         </td> </tr> </table>				<b><u>Project Year:</u></b> 2026		<b>Costs</b> Contract                      25,000 Material                        _____ Payroll                         _____ Other                            _____ Total                             25,000	<b>Funding</b> Levy                             _____ Reserve                        25,000 Dev Charges                   _____ Other:                          _____ Total                             25,000	County Costs not included in the above _____	
<b><u>Project Year:</u></b> 2026									
<b>Costs</b> Contract                      25,000 Material                        _____ Payroll                         _____ Other                            _____ Total                             25,000	<b>Funding</b> Levy                             _____ Reserve                        25,000 Dev Charges                   _____ Other:                          _____ Total                             25,000								
County Costs not included in the above _____									



Town of Ingersoll			
2026 Capital Budget Project Sheet			
Department: Community Services		Project Number	
Project Name:		Replace Joint Sealants - Townhall	
Project Category	Mandatory	€	
Project in Asset Management Plan?	No	€	
<b>Project Description/Location/Map:</b> This item was identified in the 2024 Facility Condition Assessment. Several areas on the exterior brick of Town Hall show signs of caulking deterioration, with joints starting to split and pull away. Completing these repairs will help prevent water infiltration, which could lead to freeze-thaw damage and brick spalling. The cost of the work will be shared equally with the County on a 50/50 basis.			
<b>Long-term Financial Impact on Operating Budget:</b> None			
Project Priority:		Medium	€
<b>Reasons the project should be approved and the impact it will have on service levels</b> There would be no impact on service levels. The project should be approved to prevent any future issues with the exterior façade at Townhall.			
Project Start Date: Summer 2026		Project Completion Date: Summer 2026	
<b>Project Year:</b> 2026			
<b>Costs</b>		<b>Funding</b>	
Contract	10,000	Levy	
Material		Reserve	5,000
Payroll		Dev Charges	
Other		Other:	5,000
Total	10,000	Total	10,000
County Costs not included in the above _____			

<b>Town of Ingersoll</b> <b>2026 Capital Budget Project Sheet</b>																															
<b>Department:</b> Community Services		<b>Project Number</b>																													
<b>Project Name:</b> Install HVAC in County Planner Office -Townhall																															
<b>Project Category</b>	Mandatory	€																													
<b>Project in Asset Management Plan?</b>	No	€																													
<b><u>Project Description/Location/Map:</u></b> We were requested to investigate pricing to install HVAC and controls in the new County Planners office. This price includes: <ul style="list-style-type: none"> <li>- supply and installation of sheet metal</li> <li>- supply and installation of volume box and hydronic heating coil</li> <li>- supply and installation of diffuser to suit ceiling</li> <li>- supply and installation of duct insulation</li> <li>- supply and installation of hydronic piping</li> <li>- supply and installation of controls including thermostat, heating valve, volume controller and integration into existing BAS</li> </ul>																															
<b><u>Long-term Financial Impact on Operating Budget:</u></b> None																															
<b><u>Project Priority:</u></b>		Medium	€																												
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> No impact on service levels. This should be completed to provide proper HVAC airflow and controls for the new office space.																															
<b><u>Project Start Date: Spring 2026</u></b>		<b><u>Project Completion Date: Spring 2026</u></b>																													
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> <td colspan="2"></td> </tr> <tr> <td colspan="2"><b>Costs</b></td> <td colspan="2"><b>Funding</b></td> </tr> <tr> <td>Contract</td> <td style="text-align: right;">14,000</td> <td>Levy</td> <td></td> </tr> <tr> <td>Material</td> <td style="text-align: right;">_____</td> <td>Reserve</td> <td style="text-align: right;">14,000</td> </tr> <tr> <td>Payroll</td> <td style="text-align: right;">_____</td> <td>Dev Charges</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">_____</td> <td>Other:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">14,000</td> <td>Total</td> <td style="text-align: right;">14,000</td> </tr> </table>				<b><u>Project Year:</u></b> 2026				<b>Costs</b>		<b>Funding</b>		Contract	14,000	Levy		Material	_____	Reserve	14,000	Payroll	_____	Dev Charges	_____	Other	_____	Other:	_____	Total	14,000	Total	14,000
<b><u>Project Year:</u></b> 2026																															
<b>Costs</b>		<b>Funding</b>																													
Contract	14,000	Levy																													
Material	_____	Reserve	14,000																												
Payroll	_____	Dev Charges	_____																												
Other	_____	Other:	_____																												
Total	14,000	Total	14,000																												
County Costs not included in the above _____																															

Town of Ingersoll			
2026 Capital Budget Project Sheet			
Department: Community Services		Project Number	
Project Name: Replace Main Entrance Sliding Door - Townhall			
Project Category		Mandatory	€
Project in Asset Management Plan?		No	€
<b>Project Description/Location/Map:</b> This project was noted as recommended in the Facility Condition Assessment that was performed in 2024. Staff agree with the recommendation that the sliding doors will be replaced sooner than later. The doors have started to have some performance issues over the last couple years which result in calls to contractors to make repairs. The doors are also original to the building (approximately 27 years) and have exceeded their useful life. Parts will also start to become harder to find in the near future.			
<b>Long-term Financial Impact on Operating Budget:</b> None			
<b>Project Priority:</b>		Medium	€
<b>Reasons the project should be approved and the impact it will have on service levels</b> Staff felt this project should be completed as soon as possible to prevent any further issues with the current door. When the door is inoperable this has a significant impact on service levels that can be provided at both Townhall and the Library with them either having to close or having us prop the doors open so patrons can enter the building. The cost of the work will be shared equally with the County on a 50/50 basis.			
<b>Project Start Date: Summer 2026</b>		<b>Project Completion Date: Summer 2026</b>	
<b>Project Year: 2026</b>			
<b>Costs</b>		<b>Funding</b>	
Contract	32,000	Levy	
Material		Reserve	16,000
Payroll		Dev Charges	
Other		Other:	16,000
Total	32,000	Total	32,000
County Costs not included in the above _____			

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Fire Services		<b>Project Number</b>					
<b>Project Name:</b> Transfer Switch for Generator							
<b>Project Category</b>	Efficiency / Cost Savings	€					
<b>Project in Asset Management Plan?</b>	No	€					
<b><u>Project Description/Location/Map:</u></b> This will be an upgrade to the generator transfer switch at the Fire Station. The OPP are upgrading the generator and in order to facilitate this project the Town will replace the old transfer switch at the Fire Station in order to also use the new generator as a source of emergency back up power.							
<b><u>Long-term Financial Impact on Operating Budget:</u></b> None							
<b><u>Project Priority:</u></b>		Medium	€				
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> This project should be approved so that the generator can be used by the Fire Station.							
<b><u>Project Start Date: June 2026</u></b>		<b><u>Project Completion Date: December 2026</u></b>					
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> <b>Costs</b>            Contract                      10,000            Material                        _____            Payroll                         _____            Other                            _____            Total                             10,000         </td> <td style="width: 50%; vertical-align: top;"> <b>Funding</b>            Levy                             _____            Reserve                        10,000            Dev Charges                   _____            Other:                          _____            Total                            10,000         </td> </tr> </table>  County Costs not included in the above _____				<b><u>Project Year:</u></b> 2026		<b>Costs</b> Contract                      10,000 Material                        _____ Payroll                         _____ Other                            _____ Total                             10,000	<b>Funding</b> Levy                             _____ Reserve                        10,000 Dev Charges                   _____ Other:                          _____ Total                            10,000
<b><u>Project Year:</u></b> 2026							
<b>Costs</b> Contract                      10,000 Material                        _____ Payroll                         _____ Other                            _____ Total                             10,000	<b>Funding</b> Levy                             _____ Reserve                        10,000 Dev Charges                   _____ Other:                          _____ Total                            10,000						



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Fire Services		<b>Project Number</b>					
<b>Project Name:</b> Gear for Additional Firefighters (3)							
<b>Project Category</b>	Growth	€					
<b>Project in Asset Management Plan?</b>	No	€					
<b><u>Project Description/Location/Map:</u></b> Provide PPE and uniforms to new firefighters. PPE would include jacket, pants, boots, helmet, gloves and balaclava. Uniforms would include station wear (pants, shirt, sweater, parka, boots) and dress uniforms (tunic, shirt, pants, tie and cap)							
<b><u>Long-term Financial Impact on Operating Budget:</u></b> Gear will be added to the 10 year replacement cycle							
<b><u>Project Priority:</u></b>		High	€				
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b>							
<b><u>Project Start Date: January 2026</u></b>		<b><u>Project Completion Date: January 2026</u></b>					
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> <b>Costs</b>            Contract                      16,000            Material                        _____            Payroll                          _____            Other                             _____            Total                              16,000         </td> <td style="width: 50%; vertical-align: top;"> <b>Funding</b>            Levy                              _____            Reserve                         16,000            Dev Charges                   _____            Other:                           _____            Total                             16,000         </td> </tr> </table>  County Costs not included in the above _____				<b><u>Project Year:</u></b> 2026		<b>Costs</b> Contract                      16,000 Material                        _____ Payroll                          _____ Other                             _____ Total                              16,000	<b>Funding</b> Levy                              _____ Reserve                         16,000 Dev Charges                   _____ Other:                           _____ Total                             16,000
<b><u>Project Year:</u></b> 2026							
<b>Costs</b> Contract                      16,000 Material                        _____ Payroll                          _____ Other                             _____ Total                              16,000	<b>Funding</b> Levy                              _____ Reserve                         16,000 Dev Charges                   _____ Other:                           _____ Total                             16,000						

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

**Department:** Engineering

**Project Number**

**Project Name:** Ontario Structure Inspection Manual Bridge and Culvert Inspections

**Project Category** Mandatory €

**Project in Asset Management Plan?** Yes €

**Project Description/Location/Map:**

To inform the asset management plan , the Towns inventory of large bridges and culverts exceeding 3m in section width is required to have condition data updated for safety related levels of service projections and maintenance planning every two years

**Long-term Financial Impact on Operating Budget:**

None

**Project Priority:** High €

**Reasons the project should be approved and the impact it will have on service levels**

It is a Provincial requirement under O.Reg 588/17

**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	38,000
Material	
Payroll	2,000
Other	
<b>Total</b>	<b>40,000</b>

**Funding**

Levy	
Reserve	40,000
Dev Charges	
Other:	
<b>Total</b>	<b>40,000</b>

County Costs not included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b>
<b>Project Name:</b> C18 Culvert - Centennial Lane over Halls Creek	
<b>Project Category</b>	Mandatory €
<b>Project in Asset Management Plan?</b>	Yes €

**Project Description/Location/Map:**

The 2024 OSIM inspections identify priority needs for maintenance and replacement of Town bridges and culverts exceeding 3m in diameter. The priority structure maintenance and replacement designs identified in the 2024 OSIM Inspections are for Structure C18 (Centennial Lane over Halls Creek) for full replacement.

**Long-term Financial Impact on Operating Budget:**

Non

<b><u>Project Priority:</u></b>	High	€
---------------------------------	------	---

**Reasons the project should be approved and the impact it will have on service levels**

Neglecting maintenance and professional inspection recommendation on large bridge and culvert assets can result in significant harmful impact to vehicles and pedestrians alike. Catastrophic failure of bridge assets holds considerable financial risk.



**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	390,000
Material	_____
Payroll	10,000
Other	_____
<b>Total</b>	<b>400,000</b>

**Funding**

Levy	_____
Reserve	400,000
Dev Charges	_____
Other:	_____
<b>Total</b>	<b>400,000</b>

County Costs not included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b>
<b>Project Name:</b> B22 Bridge - Memorial Park at Halls Creek	
<b>Project Category</b>	Mandatory €
<b>Project in Asset Management Plan?</b>	Yes €

**Project Description/Location/Map:**

The 2024 OSIM inspections identified priority need for maintenance and replacement of Town bridges and culverts exceeding 3m in diameter. The priority structure maintenance and replacement designs identified by the 2024 OSIM Inspections are for Structure B22 (Memorial Park over Halls Creek) fo repair of retaining wall and provide erosion protection. Repair deck end cover plates and members with section loss



**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	High	€
---------------------------------	------	---

**Reasons the project should be approved and the impact it will have on service levels**

Neglecting maintenance and professional inspection recommendation on large bridge and culvert assets can result in significant harmful impact to vehicles and pedestrians alike. Catastrophic failure of bridge assets holds considerable financial risk

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	39,000
Material	
Payroll	1,000
Other	
<b>Total</b>	<b>40,000</b>

**Funding**

Levy	
Reserve	40,000
Dev Charges	
Other:	
<b>Total</b>	<b>40,000</b>

County Costs not included in the above \_\_\_\_\_



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering		<b>Project Number</b>																													
<b>Project Name:</b> Sidewalk Rehab or Replacement Program																															
<b>Project Category</b>	Service Level	€																													
<b>Project in Asset Management Plan?</b>	Yes	€																													
<b><u>Project Description/Location/Map:</u></b> <p>The Town has typically allocated between \$50,000-\$100,000 annually to install sidewalks in areas currently absent of sidewalks within various road allowances. In 2025 a sidewalk growth policy was initiated to assist staff in identifying areas in need of sidewalk continuity or growth. Moving forward, staff propose the development of a sidewalk growth program through capital spending to prepare project maps and project the most efficient growth areas. This will serve to project varying amounts in subsequent years based on area specific needs for sidewalk installation. For 2026, staff propose approximately 270m of sidewalk to be installed on Cambridge Street from George Street to Mutual Street North as this section is absent of existing sidewalk and does not interfere with any short term or long term infrastructure renewal planning or capital reconstruction</p>																															
<b><u>Long-term Financial Impact on Operating Budget:</u></b> <p>None</p>																															
<b><u>Project Priority:</u></b>		Medium	€																												
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> <p>Installation of new sidewalk to achieve connectivity, adhere to current AODA requirements and replacement of sidewalks that are currently trip hazards creating a liability for the Town should be a priority</p>																															
<b><u>Project Start Date: Spring 2026</u></b>		<b><u>Project Completion Date: Summer 2026</u></b>																													
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> <td colspan="2"></td> </tr> <tr> <td colspan="2"><b>Costs</b></td> <td colspan="2"><b>Funding</b></td> </tr> <tr> <td>Contract</td> <td style="text-align: right;">56,000</td> <td>Levy</td> <td></td> </tr> <tr> <td>Material</td> <td></td> <td>Reserve</td> <td style="text-align: right;">60,000</td> </tr> <tr> <td>Payroll</td> <td style="text-align: right;">4,000</td> <td>Dev Charges</td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td>Other:</td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">60,000</td> <td>Total</td> <td style="text-align: right;">60,000</td> </tr> </table>				<b><u>Project Year:</u></b> 2026				<b>Costs</b>		<b>Funding</b>		Contract	56,000	Levy		Material		Reserve	60,000	Payroll	4,000	Dev Charges		Other		Other:		Total	60,000	Total	60,000
<b><u>Project Year:</u></b> 2026																															
<b>Costs</b>		<b>Funding</b>																													
Contract	56,000	Levy																													
Material		Reserve	60,000																												
Payroll	4,000	Dev Charges																													
Other		Other:																													
Total	60,000	Total	60,000																												
<p>County Costs not included in the above _____</p>																															

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Capital Project Warranty Work Allowance		
<b>Project Category</b>	Efficiency / Cost Savings	€	
<b>Project in Asset Management Plan?</b>	No	€	

**Project Description/Location/Map:**

Town constructed capital projects generally carry a 2-year warranty and maintenance period. Often, when warranty works are discovered there may be additional costs involved to alter works of varying degrees to provide a better long term solution as opposed to what was initially built and designed. Accommodating an annual allowance will allow such undertakings to be considered on an as needed basis, together with capital warranty work when required.

**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

Low

€

Warranty allowance is a projected maximum for opportunity consideration upon warranty work.

**Reasons the project should be approved and the impact it will have on service levels**

Avoiding opportunity when constructed works fail for a rational beyond Engineer and Contractor control from contracted works can have long term impact with resultant shortened expected life of the asset

**Project Start Date: Spring 2025**

**Project Completion Date: Fall 2026**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	-	-	-	-
Material	-	-	-	-	-
Payroll	-	-	-	-	-
Other	10,000	10,000	10,000	10,000	40,000
<b>Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>40,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserve/Reserve Funds	10,000	10,000	10,000	10,000	40,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>40,000</b>

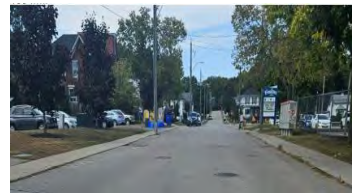
County costs not included in the above

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	John Street Reconstruction (Victoria to Bell)		
<b>Project Category</b>	Critical		
<b>Project in Asset Management Plan?</b>	Yes		

**Project Description/Location/Map:**

The project involves the replacement of Cast Iron watermain with new PVC watermain, and sanitary sewer replacement on John Street from Victoria Street to Bell Street by the County of Oxford. Roadworks will be updated to municipal standard including concrete curb and gutter and 1.5m wide concrete sidewalk. Timescapes camera system will be utilized during construction to monitor construction activities. This is a joint project with the County of Oxford. Length of project is 160 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the John Street watermain to be replaced as part of their Cast Iron Replacement Plan, and sanitary sewer replacement requirements through asset management. Economy of scale can be realized to update the John Street cross section to municipal standard with concrete curb and gutter and sidewalks identified through Town asset management as a priority replacement project, as well as consideration for pedestrian safety noting existing sidewalk being flush with the asphalt without drainage opportunity to alter grade. There will be substantial cost savings by combining the projects through shared arrangement with the County of Oxford. Watermain breaks result in service disruption and health risk. By combining capital projects for road reconstruction with County-lead watermain replacement projects, economy of scale is realized for asset replacement and service level is maintained for transportation, drinking water, stormwater and pedestrian movement.

**Project Start Date: Winter 2025**

**Project Completion Date: Fall 2029**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	45,000	450,000		60,000	555,000
Material	-	-	-		-
Payroll	5,000	10,000	-	5,000	20,000
Other	-	-	-		-
<b>Total</b>	<b>50,000</b>	<b>460,000</b>	<b>-</b>	<b>65,000</b>	<b>575,000</b>
<b>Funding</b>					
Levy	-				-
Reserve/Reserve Funds	50,000	460,000	-	65,000	575,000
Dev Charges	-	-	-		-
Other	-	-	-		-
<b>Total</b>	<b>50,000</b>	<b>460,000</b>	<b>-</b>	<b>65,000</b>	<b>575,000</b>

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	John Street Reconstruction (Bell to Dead End)		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the replacement of Cast Iron watermain with new PVC watermain on John Street from Bell Street to the Dead End by the County of Oxford. Roadworks will be updated to municipal standard including concrete curb and gutter and 1.5m wide concrete sidewalk. Timescapes camera system will be utilized during construction to monitor construction activities This is a joint project with the County of Oxford. Length of project is 230 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the John Street watermain to be replaced as part of their Cast Iron Replacement Plan. Sanitary sewers do not require replacement over this section of John Street. Economy of scale can be realized to update the John Street cross section to municipal standard with concrete curb and gutter and sidewalks identified through Town asset management as a priority replacement project, as well as consideration for pedestrian safety noting existing sidewalk being flush with the asphalt without drainage opportunity to alter grade. There will be substantial cost savings by combining the projects through shared arrangement with the County of Oxford. Watermain breaks result in service disruption and health risk. By combining capital projects for road reconstruction with County-led watermain replacement projects, economy of scale is realized for asset replacement and service level is maintained for transportation, drinking water, stormwater and pedestrian movement.

**Project Start Date: Winter 2025**

**Project Completion Date: Fall 2029**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	26,000	255,000	-	94,000	375,000
Material	-	-	-	-	-
Payroll	5,000	10,000	-	2,000	17,000
Other	-	-	-	-	-
<b>Total</b>	<b>31,000</b>	<b>265,000</b>	<b>-</b>	<b>96,000</b>	<b>392,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves/Reserve Funds	31,000	-	-	96,000	127,000
OCIF	-	265,000	-	-	-
Other	-	-	-	-	-
<b>Total</b>	<b>31,000</b>	<b>265,000</b>	<b>-</b>	<b>96,000</b>	<b>127,000</b>

County costs not included in the above

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Wonham Street South Reconstruction Phase II (Melita to Holcroft)		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the replacement of cast iron watermain with new PVC main by the County of Oxford. Storm sewers are not projected to require replacement through this section. The existing road width will remain the same but new curb and gutters will be placed. Sidewalk replacement will be considered in disturbed areas. Timescapes camera system will be utilized during construction to monitor construction activities. This is a joint project with the County. Length of project is 305 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Wonham Street South watermain to be replaced as part of their Cast Iron Replacement Plan. The Town's asset department has identified sections of storm sewer that are candidates for future failures and will require replacement. The existing road was marked for full depth asphalt replacement in 2023 asset plan. There will be substantial cost savings by combining the projects together. Watermain breaks result in service disruption and health risk. By combining capital projects for road reconstruction with County-led watermain replacement projects, economy of scale is realized for asset replacement and service level is maintained for transportation, drinking water, stormwater and pedestrian movement

**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	21,000	512,000	-	150,000	683,000
Material	-	-	-	-	-
Payroll	10,000	30,000	-	3,000	43,000
Other	-	-	-	-	-
<b>Total</b>	<b>31,000</b>	<b>542,000</b>	<b>-</b>	<b>153,000</b>	<b>726,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves / Reserve Funds	31,000	542,000	-	153,000	726,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	<b>31,000</b>	<b>542,000</b>	<b>-</b>	<b>153,000</b>	<b>726,000</b>

County costs not included in the above



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Charles Street West Reconstruction (Whiting St to Merritt St)		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the replacement of Cast Iron watermain with new PVC watermain, and replacement of sanitary sewers on Charles St from Whiting St to Merritt St by the County of Oxford. Roadworks have a current 63.6 (out of 100) rating making this joint project cost effective for collaborative undertaking. Timescapes camera system will be utilized during construction to monitor construction activities. This is a joint project with the County of Oxford. Length of project is ~410 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Charles St watermain to be replaced as part of their Cast Iron Replacement Plan, and sanitary sewer replacement requirements through asset management. Economy of scale can be realized to cost share these works given the pending mill and pave asphalt rehabilitation otherwise required by the Town for this road segment. The Charles St. cross section to municipal standard with concrete curb and gutter and sidewalks identified through Town asset management as a priority replacement project, as well as consideration for pedestrian safety. There will be substantial cost savings by combining the projects through shared arrangement with the County of Oxford. Watermain breaks result in service disruption and health risk. By combining capital projects for road reconstruction with County-led watermain replacement projects, economy of scale is realized for asset replacement and service level is maintained for transportation, drinking water, stormwater and pedestrian movement

**Project Start Date: Winter 2025**

**Project Completion Date: Fall 2029**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	15,000	35,000	670,000		720,000
Material	-	-	-		-
Payroll	5,000	10,000	20,000		35,000
Other	-	-	-		-
<b>Total</b>	<b>20,000</b>	<b>45,000</b>	<b>690,000</b>		<b>755,000</b>
<b>Funding</b>					
Levy					-
Reserves	20,000		690,000		710,000
Dev Charges	-	-	-		-
ICIF	-	45,000	-		45,000
<b>Total</b>	<b>20,000</b>	<b>45,000</b>	<b>690,000</b>	<b>-</b>	<b>755,000</b>

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Union Street Reconstruction		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the replacement of Cast Iron watermain with new PVC watermain, and replacement of sanitary sewers on Union St from Victoria St to Bell St by the County of Oxford. Roadworks have a current 23.4 (out of 100) rating making this joint project cost effective for collaborative undertaking. Timescapes camera system will be utilized during construction to monitor construction activities This is a joint project with the County of Oxford. Length of project is ~125 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Union Street watermain to be replaced as part of their Cast Iron Replacement Plan, and sanitary sewer replacement requirements through asset management. Economy of scale can be realized to update the Union Street cross section to municipal standard with concrete curb and gutter and sidewalks identified through Town asset management as a priority replacement project, as well as consideration for pedestrian safety noting existing sidewalk being flush with the asphalt without drainage opportunity to alter grade. There will be substantial cost savings by combining the projects through shared arrangement with the County of Oxford. Watermain breaks result in service disruption and health risk. By combining capital projects for road reconstruction with County-led watermain replacement projects, economy of scale is realized for asset replacement and service level is maintained for transportation, drinking water, stormwater and pedestrian movement

**Project Start Date: Winter 2025**

**Project Completion Date: Fall 2029**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	15,000	12,000	245,000	-	272,000
Material	-	-	-	-	-
Payroll	5,000	10,000	25,000	-	40,000
Other	-	-	-	-	-
<b>Total</b>	<b>20,000</b>	<b>22,000</b>	<b>270,000</b>		<b>312,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves	20,000	-	-	-	20,000
Dev Charges	-	-	-	-	-
OCIF	-	22,000	270,000	-	292,000
<b>Total</b>	<b>20,000</b>	<b>22,000</b>	<b>270,000</b>	<b>-</b>	<b>312,000</b>

County costs not included in the above

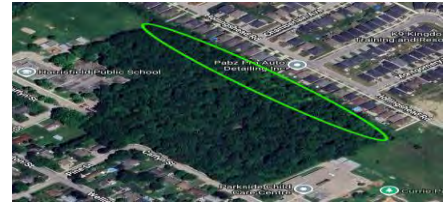
Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Butternut Park Storm Sewer Outlet		
<b>Project Category</b>	Service Level	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the field topographic survey and subsequent storm drainage solution to intercept storm runoff from the Butternut Park that currently traverses the existing residential lots to the east causing drainage issues and icing conditions on the sidewalk during the winter months. The work will involve the implementation of a swale/ditch to intercept surface runoff and direct this surface flow to a piped storm sewer.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

By allowing the surface water to continually traverse the existing residential lots to the east will result in harmful impact to properties and structures over time. Also, icing conditions on the municipal sidewalk in the winter season due to the uncontrolled surface runoff creates liability for the Town due to slip/fall hazards.

**Project Start Date: Spring 2026**

**Project Completion Date: Summer 2027**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	25,000	95,000		120,000
Material	-	-	-		-
Payroll	-	5,000	5,000		10,000
Other	-	-	-		-
Total	-	30,000	100,000		130,000
<b>Funding</b>					
Levy	-				-
Reserves	-		-		-
Dev Charges	-	-	-		-
OCIF	-	30,000	100,000		130,000
Total	-	30,000	100,000	-	130,000

County costs not included in the above

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Thames Street South (Whiting Creek to Cross Street)		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the widening of Thames Street to an urban cross section to include curb and gutters and a concrete sidewalk. The existing watermain will need to be upsized and extended northerly to create a looped system by the County of Oxford. The existing culvert under Thames Street to convey the flow of Whiting Creek will need to be replaced/extended to provide the necessary road width to accommodate the installation of a new concrete sidewalk. The Town will replace storm sewers identified by asset management in the roadway. The Sidewalk policy has identified this location in need of sidewalk continuity. This is a joint project with the County. Timescapes camera system will be utilized during construction to monitor construction activities Length of project is 320 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

Currently the watermain needs to be looped and upsized to create additional flow for the proposed subdivision to the west. The existing road requires new sidewalk, as there is currently no sidewalk in the right of way.

**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	22,000	60,000	650,000	732,000
Material	-	-	-	-	-
Payroll	-	3,000	7,000	20,000	30,000
Other	-	-	-	-	-
Total	-	25,000	67,000	670,000	762,000
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves / Reserve Funds	-	25,000	67,000	670,000	762,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
Total	-	25,000	67,000	670,000	762,000

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Wellington St Reconstruction ( King to Canterbury)		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the replacement of cast iron watermain and sanitary sewer with new PVC piping by the County of Oxford. The Town will replace storm sewers identified by asset management in the roadway. The existing road width will remain the same but new curb and gutters will be placed. New sidewalk will replace the below standard walks currently on the right of way. This is a joint project with the County. Length of project is 280 l.m.

**Long-term Financial Impact on Operating Budget:**

**Project Priority:** High €

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Wellington Street watermain to be replaced as part of their Cast Iron Replacement Plan. The Town's asset department has identified sections of storm sewer that are candidates for future failures and will require replacement.

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	10,000		370,000	380,000
Material	-	-	-	-	-
Payroll	-	1,000	-	8,000	9,000
Other	-	-	-	-	-
<b>Total</b>	-	<b>11,000</b>	-	<b>378,000</b>	<b>389,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves	-	11,000	-	378,000	389,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	-	<b>11,000</b>	-	<b>378,000</b>	<b>389,000</b>

County costs not included in the above

Yes \_\_\_\_\_



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Wellington Ave Reconstruction (Wellington St to W Limit)		
<b>Project Category</b>	Critical	€	
<b>Project in Asset Management Plan?</b>	Yes	€	

**Project Description/Location/Map:**

The project involves the replacement of cast iron watermain and sanitary sewer with new PVC piping by the County of Oxford. The Town will replace storm sewers identified by asset management in the roadway. The existing road width will remain the same but new curb and gutters will be placed. New sidewalk will replace the below standard walks currently on the right of way. This is a joint project with the County. Timescapes camera system will be utilized during construction to monitor construction activities Length of project is 100 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Wellington Avenue watermain to be replaced as part of their Cast Iron Replacement Plan. The Town's asset department has identified sections of storm sewer that are candidates for future failures and will require replacement.

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	5,000	-	200,000	205,000
Material	-	-	-	-	-
Payroll	-	1,000	-	4,000	5,000
Other	-	-	-	-	-
Total	-	6,000	-	204,000	210,000
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves	-	6,000	-	204,000	210,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
Total	-	6,000	-	204,000	210,000

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>
<b>Project Name:</b>	Nelson Ave Reconstruction (Wellington St to W Limit)	
<b>Project Category</b>	Critical	
<b>Project in Asset Management Plan?</b>	Yes	

**Project Description/Location/Map:**

The project involves the replacement of cast iron watermain and sanitary sewer with new PVC piping by the County of Oxford. The Town will replace storm sewers identified by asset management in the roadway. The existing road width will remain the same but new curb and gutters will be placed. New sidewalk will replace the below standard walks currently on the right of way. This is a joint project with the County. Timescapes camera system will be utilized during construction to monitor construction activities. Length of project is 100 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

**Reasons the project should be approved and the impact it will have on service levels.**

The County of Oxford has identified the Nelson Avenue watermain to be replaced as part of their Cast Iron Replacement Plan. The Town's asset department has identified sections of storm sewer that are candidates for future failures and will require replacement.

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	5,000		200,000	205,000
Material	-	-	-		-
Payroll	-	1,000		4,000	5,000
Other	-	-	-		-
<b>Total</b>	-	<b>6,000</b>	-	<b>204,000</b>	<b>210,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves	-	6,000	-	204,000	-
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	-	<b>6,000</b>	-	<b>204,000</b>	-

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	Cottage Street Reconstruction (Thames ST South to W. Limit)		
<b>Project Category</b>	Critical		
<b>Project in Asset Management Plan?</b>	Yes		

**Project Description/Location/Map:**

The project involves the replacement of cast iron watermain and sanitary sewer with new PVC piping by the County of Oxford. The Town will replace storm sewers identified by asset management in the roadway. The existing road width will remain the same but new curb and gutters will be placed. New sidewalk will replace the below standard walks currently on the right of way. This is a joint project with the County. Timescapes camera system will be utilized during construction to monitor construction activities Length of project is 115 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Cottage Street watermain to be replaced as part of their Cast Iron Replacement Plan. The Town's asset department has identified sections of storm sewer that are candidates for future failures and will require replacement.

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	15,000		180,000	195,000
Material	-	-	-		-
Payroll	-	2,000	-	6,000	8,000
Other	-	-	-		-
Total	-	17,000	-	186,000	203,000
<b>Funding</b>					
Levy	-	-	-	-	
Reserves	-	17,000	-	186,000	
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
Total	-	17,000	-	186,000	203,000

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>
<b>Project Name:</b>	Church Street Reconstruction (Charles St West to King Street West)	
<b>Project Category</b>	Critical	
<b>Project in Asset Management Plan?</b>	Yes	

**Project Description/Location/Map:**

The project involves the replacement of cast iron watermain and sanitary sewer with new PVC piping by the County of Oxford. The Town will replace storm sewers identified by asset management in the roadway. The existing road width will remain the same but new curb and gutters will be placed. New sidewalk will replace the below standard walks currently on the right of way. This is a joint project with the County. Timescapes camera system will be utilized during construction to monitor construction activities Length of project is 150 l.m.



**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

**Reasons the project should be approved and the impact it will have on service levels**

The County of Oxford has identified the Church Street watermain to be replaced as part of their Cast Iron Replacement Plan. The Town's asset department has identified sections of storm sewer that are candidates for future failures and will require replacement.

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	22,000	-	325,000	347,000
Material	-	-	-	-	-
Payroll	-	3,000	-	7,000	10,000
Other	-	-	-	-	-
<b>Total</b>	-	<b>25,000</b>	-	<b>332,000</b>	<b>357,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves	-	25,000	-	332,000	357,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	-	<b>25,000</b>	-	<b>332,000</b>	<b>357,000</b>

County costs not included in the above

Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b>
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<b>Project Name:</b> Street Light and Traffic Signal Assessment
-----------------------------------------------------------------

<b>Project Category</b>	Service Level	▼	
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<b>Project in Asset Management Plan?</b>	Yes	▼	
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**Project Description/Location/Map:**

The Town owns and operates all street lights located within our road network. All street lights have been identified through Asset Management as nearing end of useful life. The Town will procure the services of ERTH Corporation to provide an updated asset inventory and condition assessment for all street lights within the Town. The Town will request that ERTH Corporation provide recommendations on a replacement and funding program to ensure the Town's street lights are replaced to ensure minimum service level is maintained.

**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	Medium	▼	
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**Reasons the project should be approved and the impact it will have on service levels**

Sidewalk and roadway visibility during night time hours and safety improvement will be realized through execution of this project.

**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	38,000
Material	_____
Payroll	2,000
Other	_____
<b>Total</b>	<b>40,000</b>

**Funding**

Levy	_____
Reserve	40,000
Dev Charges	_____
Other:	_____
<b>Total</b>	<b>40,000</b>

County Costs not included in the above \_\_\_\_\_



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

**Department:** Engineering **Project Number**

**Project Name:** Caffyn/Pine Street Light Installation

**Project Category** Service Level ▼

**Project in Asset Management Plan?** No ▼

**Project Description/Location/Map:**

The Transportation Committee received a request for an additional streetlight on Caffyn Street, NE Leg. Town Engineering staff reviewed the area together with ERTN and find that following conventional street lighting, an additional light is warranted.

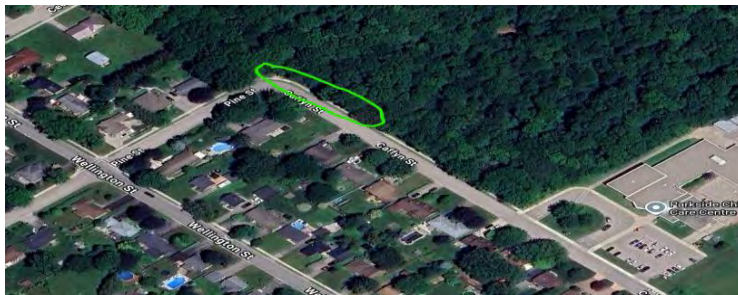
**Long-term Financial Impact on Operating Budget:**

None

**Project Priority:** Medium ▼

**Reasons the project should be approved and the impact it will have on service levels**

Sidewalk visibility and safety improvement will be realized through execution of this project



**Project Start Date: Spring 2026**

**Project Completion Date: Summer 2026**

**Project Year:** 2026

**Costs**

Contract	19,000
Material	
Payroll	1,000
Other	
<b>Total</b>	<b>20,000</b>

**Funding**

Levy	
Reserve	20,000
Dev Charges	
Other:	
<b>Total</b>	<b>20,000</b>

County Costs not included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b>
<b>Project Name:</b> Traffic Signal Audible Pedestrian Signal Upgrades	
<b>Project Category</b>	Service Level ▼
<b>Project in Asset Management Plan?</b>	Yes ▼

**Project Description/Location/Map:**

The Town owns and operates seven traffic signals located within our road network. Six of these signals have audible pedestrian signals. It has been identified by ERTH Corp that all audible pedestrian signals are either no longer functioning or nearing end of useful life. The style and model of audible pedestrian signal currently installed at our traffic signals contain obsolete parts and controllers which replacement parts cannot be procured and therefore can not be maintained and put back into service. ERTH Corp has recommended replacement of these systems with current technologies. To remain compliant with Provincial AODA regulations and to gain cost efficiencies it is suggested replace all audible signals under one program to realize efficiency of contract and ensure pedestrian safety at all intersections.

**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	High	▼
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**Reasons the project should be approved and the impact it will have on service levels**

Pedestrian safety and compliance with current AODA regulations will be realized through execution of this project

**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	100,000
Material	
Payroll	8,000
Other	
<b>Total</b>	<b>108,000</b>

**Funding**

Levy	
Reserve	108,000
Dev Charges	
Other:	
<b>Total</b>	<b>108,000</b>

County Costs not included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering		<b>Project Number</b>																													
<b>Project Name:</b> Signalization of Clarke and Culloden																															
<b>Project Category</b>	Mandatory	▼																													
<b>Project in Asset Management Plan?</b>	No	▼																													
<b><u>Project Description/Location/Map:</u></b> <p>As Ingersoll continues to grow, traffic volumes along Culloden Road and Clarke Road have increased, particularly with the development of new residential, commercial and industrial areas in the area. This area is also travelled by a significant number of heavy vehicles traveling to and from the Highway 401 corridor. The intersection at Clarke Road and Culloden Road currently operates as a two-way stop (along Clarke Road) and combined with the angled layout of the intersection, have led to growing concerns about safety and traffic flow. As part of the 2025 Roads Needs Study and Parking Lot Assessment Program, Stantec explored potential improvements to the intersection, including options such as signalization, a roundabout, or realignment. Their objective was to determine the most effective approach to improve safety, manage traffic efficiently, and support continued growth and accessibility in the Ingersoll area. Through their work, it was determined a signalized intersection is the preferred alternative.</p>																															
<b><u>Long-term Financial Impact on Operating Budget:</u></b> None																															
<b><u>Project Priority:</u></b>		High	▼																												
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> <p>Under direction of the Mayor, this project is being considered for design and construction in 2026. It is further prudent to undertake this project in 2026 in effort to alleviate these traffic concerns as this intersection will see a significant increase in traffic volumes in 2027 and 2028 due to the reconstruction of Clarke Road East and the roundabout construction at the intersection of Clarke Road and Harris Street.</p>																															
<b><u>Project Start Date:</u></b>		<b><u>Project Completion Date:</u></b>																													
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> <td colspan="2"></td> </tr> <tr> <td colspan="2"><b>Costs</b></td> <td colspan="2"><b>Funding</b></td> </tr> <tr> <td>Contract</td> <td style="text-align: right;">500,000</td> <td>Levy</td> <td></td> </tr> <tr> <td>Material</td> <td style="text-align: right;">_____</td> <td>Reserve</td> <td style="text-align: right;">500,000</td> </tr> <tr> <td>Payroll</td> <td style="text-align: right;">_____</td> <td>Dev Charges</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">_____</td> <td>Other:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">500,000</td> <td>Total</td> <td style="text-align: right;">500,000</td> </tr> </table>				<b><u>Project Year:</u></b> 2026				<b>Costs</b>		<b>Funding</b>		Contract	500,000	Levy		Material	_____	Reserve	500,000	Payroll	_____	Dev Charges	_____	Other	_____	Other:	_____	Total	500,000	Total	500,000
<b><u>Project Year:</u></b> 2026																															
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Payroll	_____	Dev Charges	_____																												
Other	_____	Other:	_____																												
Total	500,000	Total	500,000																												
County Costs not included in the above _____																															

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering		<b>Project Number</b>																							
<b>Project Name:</b> Road Needs Study & Parking Lot Inventory Condition Assessment																									
<b>Project Category</b>		Efficiency / Cost Savings	€																						
<b>Project in Asset Management Plan?</b>		No	€																						
<p><b><u>Project Description/Location/Map:</u></b></p> <p>The Town's asset management plan relies on age and condition data to predict maintenance and replacement need of the Town's asset inventory. Per O.Reg. 588/17, asset data condition assessment should be not greater than two years old. Accordingly, a road needs study should be completed to update road network data which is relied upon for long term capital planning. In addition, the Town's numerous paved parking lots have not received a condition assessment and may be included in such study.</p>																									
<p><b><u>Long-term Financial Impact on Operating Budget:</u></b></p> <p>None</p>																									
<b><u>Project Priority:</u></b>		High	€																						
<p><b><u>Reasons the project should be approved and the impact it will have on service levels</u></b></p> <p>Utilizing up-to-date condition data for roadworks generates the ability to increase the useful life the assets thereby stretching capital dollars over a greater period of time.</p>																									
<b><u>Project Start Date: January 2026</u></b>		<b><u>Project Completion Date: Summer 2026</u></b>																							
<p><b><u>Project Year:</u></b> 2026</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><b>Costs</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Contract</td> <td style="width: 50%; text-align: right;">68,000</td> </tr> <tr> <td>Material</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Payroll</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">_____</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>68,000</b></td> </tr> </table> </td> <td style="width: 50%; vertical-align: top;"> <p><b>Funding</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Levy</td> <td style="width: 50%; text-align: right;">_____</td> </tr> <tr> <td>Reserve</td> <td style="text-align: right;">68,000</td> </tr> <tr> <td>Dev Charges</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>68,000</b></td> </tr> </table> </td> </tr> </table> <p>County Costs not included in the above _____</p>				<p><b>Costs</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Contract</td> <td style="width: 50%; text-align: right;">68,000</td> </tr> <tr> <td>Material</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Payroll</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">_____</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>68,000</b></td> </tr> </table>	Contract	68,000	Material	_____	Payroll	_____	Other	_____	<b>Total</b>	<b>68,000</b>	<p><b>Funding</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Levy</td> <td style="width: 50%; text-align: right;">_____</td> </tr> <tr> <td>Reserve</td> <td style="text-align: right;">68,000</td> </tr> <tr> <td>Dev Charges</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>68,000</b></td> </tr> </table>	Levy	_____	Reserve	68,000	Dev Charges	_____	Other:	_____	<b>Total</b>	<b>68,000</b>
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Dev Charges	_____																								
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**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b>
<b>Project Name:</b> GPS Data Collector (no radio)	
<b>Project Category</b>	Service Level <span style="float: right;">▼</span>
<b>Project in Asset Management Plan?</b>	No <span style="float: right;">▼</span>

**Project Description/Location/Map:**

As part of the industry-wide cellular upgrades to the Bell/Rogers networks, the existing GPS handheld controllers have become obsolete and will no longer function under the new 4G networks by end of 2025. A new GPS Data Collector is required to continue working with the two GNSS (Global Navigation Satellite System) rover units that the Engineering Department already employs. Despite the requirement for the upgrade due to network limitations, the new GPS Data Collectors would provide significant functional improvements to their predecessors, including a larger 7-inch touch display, improved ergonomics, and runs on Windows 10 Pro, enhancing usability and productivity compared to the TSC3's smaller screen and outdated operating system.

**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	Medium	▼
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**Reasons the project should be approved and the impact it will have on service levels**

This allows the Engineering Department to continue to provide in-house topographic survey services such as pre-design road reconstruction projects, QAQC of contracted work performed by external contracted organizations, as well as Town-owned assets and property condition assessments.



**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	11,000
Material	
Payroll	
Other	
<b>Total</b>	<b>11,000</b>

**Funding**

Levy	
Reserve	11,000
Dev Charges	
Other:	
<b>Total</b>	<b>11,000</b>

County Costs not included in the above Yes



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b>
<b>Project Name:</b> TS Data Collector (with radio)	
<b>Project Category</b>	<b>Service Level</b> ▼
<b>Project in Asset Management Plan?</b>	No ▼

**Project Description/Location/Map:**

As part of industry-wide cellular upgrades to the Bell/Rogers networks, the existing GPS handheld controllers have become obsolete and will no longer function under the new 4G networks by end of 2025. A new GPS Data Collector is required to continue working with the two GNSS (Global Navigation Satellite System) rover units that the Engineering Department already employs. Despite the requirement for the upgrade due to network limitations, the new GPS Data Collectors would provide significant functional improvements to their predecessors including a larger 7-inch touch display, improved ergonomics, and runs on Windows 10 Pro, enhancing usability and productivity compared to the TSC3's smaller screen and outdated operating system. This unit will also come with an added Bluetooth radio attachment to make it compatible with the Town's existing Robotic Total Station

**Long-term Financial Impact on Operating Budget:**

**Project Priority:** Medium ▼

**Reasons the project should be approved and the impact it will have on service levels**

This allows the Engineering Department to continue to provide in-house topographic survey services such as pre-design road reconstruction projects, QAQC of contracted work performed by external contracted organizations, as well as Town-owned assets and property condition assessments.



**Project Start Date: Spring 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	14,000
Material	
Payroll	
Other	
<b>Total</b>	<b>14,000</b>

**Funding**

Levy	
Reserve	14,000
Dev Charges	
Other:	
<b>Total</b>	<b>14,000</b>

County Costs not included in the above Yes

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Public Works	<b>Project Number</b>
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<b>Project Name:</b>	Single Axle Dump Truck	
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<b>Project Category</b>	Service Level	▼
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<b>Project in Asset Management Plan?</b>	Yes	▼
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**Project Description/Location/Map:**

Truck #3 is a 2016 model with 60,862km and 4,362 hours has reached its expected 10-year service level. Staff recommends replacement before a large repair expense is encountered, such as a motor rebuild at \$30,000, a transmission rebuild at \$20,000, replacing sander bearings, chains and hydraulic hoses that are cracking/fraying from age. Currently the hoist on the dump box needs to be replaced. This truck was one of the after hours on call trucks that service roads in the winter season. With approval of purchasing the new truck, staff would then sell our current truck #3.

**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	High	▼
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**Reasons the project should be approved and the impact it will have on service levels**

Replacement of Truck #3 will allow service levels to be maintained per O.Reg. 588/17 Minimum Maintenance Standards with reduced break downs for summer work and winter control.



**Project Start Date: Spring 2026**

**Project Completion Date: Spring 2026**

**Project Year:** 2026

**Costs**

Contract	350,000
Material	
Payroll	
Other	
<b>Total</b>	<b>350,000</b>

**Funding**

Levy	
Reserve	350,000
Dev Charges	
Other:	
<b>Total</b>	<b>350,000</b>

County Costs not included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Public Works	<b>Project Number</b>
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<b>Project Name:</b>	Yellow Carrier Trailer
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<b>Project Category</b>	Mandatory	▼
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<b>Project in Asset Management Plan?</b>	Yes	▼
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**Project Description/Location/Map:**

The existing Carrier trailer is a 1994 model and has been used for 31 years with very little maintenance required. Staff recommends to replace this trailer before the cross members, brakes and axles need to be repaired or replaced. With approval of purchasing, staff would then sell the existing trailer.

**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	High	▼
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**Reasons the project should be approved and the impact it will have on service levels**

The trailer is a required piece of equipment to enable staff to move the asphalt roller and various other equipment to work sites safely and efficiently.



**Project Start Date: Spring 2026**

**Project Completion Date: Spring 2026**

**Project Year:** 2026

**Costs**

Contract	25,000
Material	
Payroll	
Other	
<b>Total</b>	<b>25,000</b>

**Funding**

Levy	
Reserve	25,000
Dev Charges	
Other:	
<b>Total</b>	<b>25,000</b>

County Costs not included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Public Works	<b>Project Number</b>
<b>Project Name:</b> Garage Door Replacement	
<b>Project Category</b>	Mandatory <input type="button" value="v"/>
<b>Project in Asset Management Plan?</b>	Yes <input type="button" value="v"/>

**Project Description/Location/Map:**

The large bay doors on the Public works shop buildings have reached the end of life, and have started failing with corrosion and require costly repairs. Four doors require replacement, which can be undertaken as a single project or spread over 4 years (1 door per year) to minimize financial impact.



**Long-term Financial Impact on Operating Budget:**

<b><u>Project Priority:</u></b>	High	<input type="button" value="v"/>
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**Reasons the project should be approved and the impact it will have on service levels**

Failure of the existing doors may result in the inability for staff to bring vehicles in and out of the shop in a safe manner. Further corrosion of the bay doors increases security risk.

**Project Start Date: Spring 2026**

**Project Completion Date: Spring 2029**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract	-	40,000	40,000	40,000	120,000
Material	-	-	-	-	-
Payroll	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	-	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>120,000</b>
<b>Funding</b>					
Levy	-	-	-	-	-
Reserves	-	40,000	40,000	40,000	120,000
Dev Charges	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	-	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>120,000</b>

County costs not included in the above

Town of Ingersoll			
2026 Capital Budget Project Sheet			
Department: Engineering		Project Number 3703	
Project Name: MURC - Facility Project Management			
Project Category		Service Level	€
Project in Asset Management Plan?		No	€
<b>Project Description/Location/Map:</b> The MURC project involves ongoing oversight and coordination and administration required to complete the MURC.			
<b>Long-term Financial Impact on Operating Budget:</b>			
<b>Project Priority:</b>		High	€
<b>Reasons the project should be approved and the impact it will have on service levels</b> Continued project management activities will ensure that all aspects of the project, including design and construction continue to move forward on the projected timeline.			
<b>Project Start Date: January 2026</b>		<b>Project Completion Date: December 2026</b>	
<b>Project Year: 2026</b>			
<b>Costs</b>		<b>Funding</b>	
Contract	250,000	Levy	
Material		Reserve	250,000
Payroll		Dev Charges	
Other		Other:	
Total	250,000	Total	250,000
County Costs not included in the above _____			



**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Engineering	<b>Project Number</b> 3703
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**Project Name:** MURC - Capital Campaign Coach

<b>Project Category</b>	Service Level	€	
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<b>Project in Asset Management Plan?</b>	No	€	
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**Project Description/Location/Map:**

A professional advisor who will guide the Town through the planning and execution of the MURC

**Long-term Financial Impact on Operating Budget:**

None

<b><u>Project Priority:</u></b>	High	€	
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**Reasons the project should be approved and the impact it will have on service levels**

The Capital Campaign Coach will help create a realistic timeline and develop a strategy.

**Project Start Date: January 2026**

**Project Completion Date: December 2026**

**Project Year:** 2026

**Costs**

Contract	50,000
Material	_____
Payroll	_____
Other	_____
<b>Total</b>	<b>50,000</b>

**Funding**

Levy	_____
Reserve	50,000
Dev Charges	_____
Other:	_____
<b>Total</b>	<b>50,000</b>

County Costs not  
included in the above \_\_\_\_\_

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	MURC - Clark Road Urbanization (Design and Construction)		
<b>Project Category</b>	Service Level	€	
<b>Project in Asset Management Plan?</b>	No	€	

**Project Description/Location/Map:**

The lands designated through the Town of Ingersoll Secondary Plan for the new Multi-Use Recreation Facility are currently unserved. The Secondary Plan indicated that servicing would be enabled through the extension of water and sanitary sewers from Walker Road. Through preliminary investigation it was determined that sufficient grade is not available to enable this servicing scheme, and instead, servicing is to be extended from Harris Street. To service the lands with sanitary sewer from Harris Street via gravity feed, approximately 3m± of fill is required in order to remove the existing sag in the road. This additional loading requires replacement of the existing culvert C16 on Clark Road, initially slated for replacement in the 2026-2030 time horizon. Thus the total scope of work on Clark Road to service the MURC lands includes: Water and Sanitary Servicing, Storm Sewers, addition of 1 eastbound lane (total 3 lanes), sidewalks (or Multi-Use Trail), Streetlighting.

A Class D (±20% accuracy) enabling works estimate was provided by Dillon Consulting amounting to \$12,700,000. This estimate may reasonably be reduced to \$8,500,000 though further design considerations relating to Hydraulic Conductivity of Halls Creek, and subsequent Geotechnical Investigation to confirm subgrade adequacy for structural footing design. Additional to this work will include the engineering design and contract administration estimated at 10% of construction value from the Class D estimate.

**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The servicing component is a required enabling work for completion of the Multi-Use Recreational Complex and subdivision lands.

**Project Start Date: Summer 2025**

**Project Completion Date: Summer 2028**

<b>Financial</b>	<b>Prior Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
<b>Costs</b>					
Contract	160,000	257,000	7,040,000	2,000,000	9,457,000
Material	-	-	-	-	-
Payroll	3,000	5,000	-	-	8,000
Other	-	-	-	-	-
<b>Total</b>	<b>163,000</b>	<b>262,000</b>	<b>7,040,000</b>	<b>2,000,000</b>	<b>9,465,000</b>
<b>Funding</b>					
Debenture	-	-	7,040,000	-	7,040,000
Reserves	163,000	-	-	-	163,000
Dev Charges	-	-	-	-	-
Land Sale Proceeds	-	262,000	-	2,000,000	2,262,000
<b>Total</b>	<b>163,000</b>	<b>262,000</b>	<b>7,040,000</b>	<b>2,000,000</b>	<b>9,465,000</b>

County costs not included in the above

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	MURC - Internal Land Servicing & Stormwater Management		
<b>Project Category</b>	Critical		
<b>Project in Asset Management Plan?</b>	Yes		

**Project Description/Location/Map:**

Through completion of the Clark Road Urbanization and service extensions, water and sanitary sewer will be available to the designated MURC lands. Internal grading and servicing design will allow in-progress institutional development for a long-term care facility, new elementary school, and the MURC to be completed and leave a balance of 20±acres for residential development. The scope of work for the internal grading and servicing will include topsoil stripping for the impacted lands, earth cut and fill, water, sanitary and storm sewer construction, and was all road building, streetlighting and sidewalks constructed to the MURC facility. Grading works will allow the MURC to commence construction while Clark Road is being reconstructed. Servicing and internal road-building can take place following Clark Road reconstruction and before the MURC grand opening. A Class D (±20% accuracy) estimate was provided by Dillon Consulting amounting to a constructed value of \$8,323,405. Additional to this work will include the engineering design and contract administration estimated at 10% of construction value from the Class D estimate.

**Long-term Financial Impact on Operating Budget:**

N/A

**Project Priority:**

High

**Reasons the project should be approved and the impact it will have on service levels.**

The servicing component is a required enabling work for completion of the Multi-Use Recreational Complex and subdivision lands.

**Project Start Date: Summer 2025**

**Project Completion Date: Summer 2028**

<b>Financial</b>	<b>Prior Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
<b>Costs</b>					
Contract	250,000	8,424,000	655,000		9,329,000
Material	-	-	-		-
Payroll	3,000		-		3,000
Other	-	-	-		-
<b>Total</b>	<b>253,000</b>	<b>8,424,000</b>	<b>655,000</b>	<b>-</b>	<b>9,332,000</b>
<b>Funding</b>					
Debenture	-	-	655,000	-	655,000
Reserves	253,000	5,309,000			5,562,000
Land Sale Proceeds	-	645,000	-	-	645,000
Grant	-	2,470,000	-	-	2,470,000
<b>Total</b>	<b>253,000</b>	<b>8,424,000</b>	<b>655,000</b>	<b>-</b>	<b>9,332,000</b>

County costs not included in the above

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b>	Engineering	<b>Project Number</b>	
<b>Project Name:</b>	MURC - Construction		
<b>Project Category</b>	Service Level	€	
<b>Project in Asset Management Plan?</b>	No	€	

**Project Description/Location/Map:**

This project represents the construction phase of the MURC. The scope of this work includes full construction of the MURC. This includes structural, mechanical, electrical systems, interior and exterior finishes.

**Long-term Financial Impact on Operating Budget:**

**Project Priority:**

High

€

**Reasons the project should be approved and the impact it will have on service levels**

The MURC will provide an inclusive and accessible recreational and social facility for all residents. The MURC will promote health, wellness and engagement throughout the community.

**Project Start Date: Summer 2025**

**Project Completion Date: Summer 2028**

Financial	Prior Year	2026	2027	2028	Total
<b>Costs</b>					
Contract		22,850,000	15,150,000		38,000,000
Material	-	-	-		-
Payroll			-		-
Other	-	-	-		-
Total	-	22,850,000	15,150,000	-	38,000,000
<b>Funding</b>					
Donations	-	3,000,000	-	-	3,000,000
Reserves / Reserve Funds		13,342,000	150,000		13,492,000
Debtenture	-	-	8,200,000	-	8,200,000
Land Sale Proceeds	-	6,508,000	6,800,000		13,308,000
Total	-	22,850,000	15,150,000	-	38,000,000

County costs not included in the above

<b>Town of Ingersoll</b> <b>2026 Capital Budget Project Sheet</b>																																			
<b>Department:</b>		Community Services																																	
<b>Project Name:</b>		Downtown Garden Upgrades																																	
<b>Project Category</b>	Mandatory	€																																	
<b>Project in Asset Management Plan?</b>	No	€																																	
<b><u>Project Description/Location/Map:</u></b> <p>This budget request is to remove/upgrade the former Community in Blooms gardens in the downtown core. Although Ingersoll was successful with Communities in Blooms in the past, we are no longer active in the program. The three gardens that we are proposing upgrades on are all overgrown and are difficult to maintain. Some of them could even pose safety issues, specifically the Foodland garden where it's hard to see traffic coming out of the parking lot. This proposal includes the following three gardens: Foodland - remove plant material from both gardens and replace with topsoil and sod. McDonalds/Shoppers - remove plant material and replace with topsoil and sod. Regis - remove plant material, replace with A gravel and pour concrete. We will then install one new bench, one new bike rack and three new planter boxes (final plans subject to change) Once complete the lawncare responsibilities for Regis and Shoppers would fall on the business/plaza owners.</p>																																			
<b><u>Long-term Financial Impact on Operating Budget:</u></b> None outside of maintenance and repairs																																			
<b><u>Project Priority:</u></b>	High	€																																	
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> <p>Staff feel this project should be approved because it will enhance the visual appeal of the downtown core. The current gardens are overgrown and require significant work to maintain properly. The current gardens are unsightly and we feel it is time for upgrades in these areas.</p>																																			
<b><u>Project Start Date: Spring 2026</u></b>		<b><u>Project Completion Date: Spring 2026</u></b>																																	
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b></td> <td colspan="2">2026</td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td><b>Costs</b></td> <td></td> <td><b>Funding</b></td> <td></td> </tr> <tr> <td>Contract</td> <td style="text-align: right;">30,000</td> <td>Levy</td> <td></td> </tr> <tr> <td>Material</td> <td></td> <td>Reserve</td> <td style="text-align: right;">30,000</td> </tr> <tr> <td>Payroll</td> <td></td> <td>Dev Charges</td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td>Other:</td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">30,000</td> <td>Total</td> <td style="text-align: right;">30,000</td> </tr> </table>				<b><u>Project Year:</u></b>		2026		 				<b>Costs</b>		<b>Funding</b>		Contract	30,000	Levy		Material		Reserve	30,000	Payroll		Dev Charges		Other		Other:		Total	30,000	Total	30,000
<b><u>Project Year:</u></b>		2026																																	
<b>Costs</b>		<b>Funding</b>																																	
Contract	30,000	Levy																																	
Material		Reserve	30,000																																
Payroll		Dev Charges																																	
Other		Other:																																	
Total	30,000	Total	30,000																																
County Costs not included in the above _____																																			



<b>Town of Ingersoll</b> <b>2026 Capital Budget Project Sheet</b>																																											
<b>Department:</b>		Community Services	<b>Project Number</b>																																								
<b>Project Name:</b>		VPCC Playground Rubber Surface Repairs																																									
<b>Project Category</b>	Mandatory	€																																									
<b>Project in Asset Management Plan?</b>	No	€																																									
<b><u>Project Description/Location/Map:</u></b> <p>This project is being proposed in 2026 to replace the GE #2 Diamond conversion to clay project. The GE conversion project will be moved to the 2027 budget year. There are multiple spots on the current rubber surface that are either cracked or missing. The product only has an expected useful life of 10 years and we have reached the 10 year mark, which also includes drop testing. Since the 10 year mark has been reached for the drop test, the area could be considered unsafe if someone fell. Between that and the cracking and missing spots, this area could be deemed unsafe for play.</p>																																											
<b><u>Long-term Financial Impact on Operating Budget:</u></b> <p>This is an extremely expensive product given its life expectancy. By replacing it we shouldn't have any additional costs for the next 10 years.</p>																																											
<b><u>Project Priority:</u></b>		Medium	€																																								
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> <p>This should be approved for safety reasons. There would be minimal impact on service levels if we get the work done before parks season begins</p>																																											
<b><u>Project Start Date: Spring 2026</u></b>		<b><u>Project Completion Date: Spring 2026</u></b>																																									
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b></td> <td colspan="2">2026</td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td><b>Costs</b></td> <td></td> <td><b>Funding</b></td> <td></td> </tr> <tr> <td>Contract</td> <td style="text-align: right;">50,000</td> <td>Levy</td> <td></td> </tr> <tr> <td>Material</td> <td style="text-align: right;">_____</td> <td>Reserve</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td>Payroll</td> <td style="text-align: right;">_____</td> <td>Dev Charges</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">_____</td> <td>Other:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">50,000</td> <td>Total</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td colspan="4">           County Costs not included in the above _____         </td> </tr> </table>				<b><u>Project Year:</u></b>		2026		 				<b>Costs</b>		<b>Funding</b>		Contract	50,000	Levy		Material	_____	Reserve	50,000	Payroll	_____	Dev Charges	_____	Other	_____	Other:	_____	Total	50,000	Total	50,000	 				County Costs not included in the above _____			
<b><u>Project Year:</u></b>		2026																																									
<b>Costs</b>		<b>Funding</b>																																									
Contract	50,000	Levy																																									
Material	_____	Reserve	50,000																																								
Payroll	_____	Dev Charges	_____																																								
Other	_____	Other:	_____																																								
Total	50,000	Total	50,000																																								
County Costs not included in the above _____																																											

<b>Town of Ingersoll</b> <b>2026 Capital Budget Project Sheet</b>													
<b>Department:</b>		Community Services											
<b>Project Name:</b>		VPCC Elevator Modernization Project											
<b>Project Category</b>	Mandatory	€											
<b>Project in Asset Management Plan?</b>	No	€											
<b><u>Project Description/Location/Map:</u></b> <p>This item was identified in the Facility Condition Assessment that was completed in 2024. This item has also been identified as required by our current elevator service contractor. The elevator at VPCC is original to the building and has vastly exceeded its useful life with the current operating system, parts are no longer available, therefore any major breakdown could see the end of the current elevators lifespan. Once again we would use an elevator consultant to determine the correct repairs needed so we can tender the project accordingly.</p>													
<b><u>Long-term Financial Impact on Operating Budget:</u></b> <p>Budget impact would be minimal as long as we continue with our preventative maintenance program. There could be some costs later in the elevators life due to repairs.</p>													
<b><u>Project Priority:</u></b>	High	€											
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> <p>The project should be approved so we don't risk breakdowns that could cause long term service delays. The elevator will be down for a period of time during modernization as well but the downtime would be insignificant compared to unexpected breakdown where we couldn't get parts.</p>													
<b><u>Project Start Date: Spring 2026</u></b>		<b><u>Project Completion Date: Summer 2026</u></b>											
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b></td> <td colspan="2">2026</td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> <b>Costs</b>  <div style="display: flex; justify-content: space-between;"> <div>Contract</div> <div style="border-bottom: 1px solid black; width: 100px; text-align: right;">250,000</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Material</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Payroll</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Other</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Total</div> <div style="border-bottom: 3px double black; width: 100px; text-align: right;">250,000</div> </div> </td> <td style="width: 50%; vertical-align: top;"> <b>Funding</b>  <div style="display: flex; justify-content: space-between;"> <div>Levy</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Reserve Fund</div> <div style="border-bottom: 1px solid black; width: 100px; text-align: right;">250,000</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Dev Charges</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Other:</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Total</div> <div style="border-bottom: 3px double black; width: 100px; text-align: right;">250,000</div> </div> </td> </tr> </table>				<b><u>Project Year:</u></b>		2026		 				<b>Costs</b> <div style="display: flex; justify-content: space-between;"> <div>Contract</div> <div style="border-bottom: 1px solid black; width: 100px; text-align: right;">250,000</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Material</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Payroll</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Other</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Total</div> <div style="border-bottom: 3px double black; width: 100px; text-align: right;">250,000</div> </div>	<b>Funding</b> <div style="display: flex; justify-content: space-between;"> <div>Levy</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Reserve Fund</div> <div style="border-bottom: 1px solid black; width: 100px; text-align: right;">250,000</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Dev Charges</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Other:</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Total</div> <div style="border-bottom: 3px double black; width: 100px; text-align: right;">250,000</div> </div>
<b><u>Project Year:</u></b>		2026											
<b>Costs</b> <div style="display: flex; justify-content: space-between;"> <div>Contract</div> <div style="border-bottom: 1px solid black; width: 100px; text-align: right;">250,000</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Material</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Payroll</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Other</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Total</div> <div style="border-bottom: 3px double black; width: 100px; text-align: right;">250,000</div> </div>	<b>Funding</b> <div style="display: flex; justify-content: space-between;"> <div>Levy</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Reserve Fund</div> <div style="border-bottom: 1px solid black; width: 100px; text-align: right;">250,000</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Dev Charges</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Other:</div> <div style="border-bottom: 1px solid black; width: 100px;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div>Total</div> <div style="border-bottom: 3px double black; width: 100px; text-align: right;">250,000</div> </div>												
County Costs not included in the above _____													

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Community Services	<b>Project Number</b>
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<b>Project Name:</b> VPCC Fire Panel Replacement Project	
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<b>Project Category</b>	Mandatory	€	
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<b>Project in Asset Management Plan?</b>	No	€	
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**Project Description/Location/Map:**

This item was identified in the Facility Condition Assessment that was completed in 2024. This item has also been identified as required by our current service contractor. Similar to the VPCC elevator, the fire panel is original to the building and parts are no longer available. The fire panel is a critical component in fire and building safety and controls almost all the fire components in the building. Without a properly working fire panel, staff would be required to perform fire watch on an hourly basis to determine the building was free from fire, where this is essentially what the fire panel does.

**Long-term Financial Impact on Operating Budget:**

Budget impact would be minimal with some costs likely later in its useful life due to breakdowns that may require repair

<b><u>Project Priority:</u></b>	High	€	
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**Reasons the project should be approved and the impact it will have on service levels**

This project should be approved to prevent any long term or unexpected delays. We basically cannot get by on a day by day basis without a properly working fire panel so replacement need to be addressed in the 2026 budget

**Project Start Date: Summer 2026**

**Project Completion Date: Fall 2026**

**Project Year:** 2026

**Costs**

Contract	71,000
Material	_____
Payroll	_____
Other	_____
<b>Total</b>	<b>71,000</b>

**Funding**

Levy	_____
Reserve	71,000
Dev Charges	_____
Other:	_____
<b>Total</b>	<b>71,000</b>

County Costs not included in the above \_\_\_\_\_

Town of Ingersoll			
2026 Capital Budget Project Sheet			
Department: Community Services		Project Number	
Project Name: VPCC Replace Whirlpool Pump			
Project Category		Mandatory	€
Project in Asset Management Plan?		No	€
<b>Project Description/Location/Map:</b> This item was identified in the Facility Condition Assessment that was completed in 2024. This item has also been identified as required by our current service contractor. This pump is 15+ years old and has reached the end of its useful life. While the pump still works its expected to fail in the near future. With the amount of condensation through the pool over the years, the pump is rusted significantly on the exterior. The pump also runs extremely loud which would indicate bearing failure.			
<b>Long-term Financial Impact on Operating Budget:</b>			
Project Priority:		High	€
<b>Reasons the project should be approved and the impact it will have on service levels</b> This project should be approved to ensure we have a property working whirlpool going forward. If the pump fails we would have to take the whirlpool out of commission which would impact service levels because the whirlpool wouldn't be available to use.			
<b>Project Start Date: Spring 2026</b>		<b>Project Completion Date: Spring 2026</b>	
<b>Project Year: 2026</b>			
<b>Costs</b>		<b>Funding</b>	
Contract	10,000	Levy	
Material		Reserve	10,000
Payroll		Dev Charges	
Other		Other:	
Total	10,000	Total	10,000
County Costs not included in the above _____			

<b>Town of Ingersoll</b> <b>2026 Capital Budget Project Sheet</b>																															
<b>Department:</b>	Community Services	<b>Project Number</b>																													
<b>Project Name:</b>	Fusion - Replace Heating Units x 4																														
<b>Project Category</b>	Mandatory	€																													
<b>Project in Asset Management Plan?</b>	No	€																													
<b><u>Project Description/Location/Map:</u></b> <p>This project was identified in the Facility Condition Assessment that was completed in 2020. Furnaces of this type typically have a useful life of 15 to 20 years and we are now at the 20 year mark. While the furnaces still work fine, parts will become harder and harder to find in the future. At this point if a furnace were to break down, we would likely be looking at replacing it anyway. Fusion has 4 furnaces that are basically all the same, this budget amount is to replace all 4 of them.</p>																															
<b><u>Long-term Financial Impact on Operating Budget:</u></b>																															
<b><u>Project Priority:</u></b>	High	€																													
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> <p>This project should be approved based on the recommendation on the 2020 FCA. Service levels could be disrupted if one of the units broke down and repairs couldn't be made immediately.</p>																															
<b><u>Project Start Date: Spring 2026</u></b>		<b><u>Project Completion Date: Summer 2026</u></b>																													
<table style="width: 100%; border: none;"> <tr> <td colspan="2" style="width: 50%; vertical-align: top;"> <b><u>Project Year:</u></b>                      <b>2026</b> </td> <td colspan="2" style="width: 50%;"></td> </tr> <tr> <td colspan="2" style="vertical-align: top;"> <b>Costs</b> </td> <td colspan="2" style="vertical-align: top;"> <b>Funding</b> </td> </tr> <tr> <td style="width: 40%;">Contract</td> <td style="width: 10%; text-align: right;">70,000</td> <td style="width: 40%;">Levy</td> <td style="width: 10%;"></td> </tr> <tr> <td>Material</td> <td></td> <td>Reserve</td> <td style="text-align: right;">70,000</td> </tr> <tr> <td>Payroll</td> <td></td> <td>Dev Charges</td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td>Other:</td> <td></td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">70,000</td> <td><b>Total</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">70,000</td> </tr> </table>				<b><u>Project Year:</u></b> <b>2026</b>				<b>Costs</b>		<b>Funding</b>		Contract	70,000	Levy		Material		Reserve	70,000	Payroll		Dev Charges		Other		Other:		<b>Total</b>	70,000	<b>Total</b>	70,000
<b><u>Project Year:</u></b> <b>2026</b>																															
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Material		Reserve	70,000																												
Payroll		Dev Charges																													
Other		Other:																													
<b>Total</b>	70,000	<b>Total</b>	70,000																												
County Costs not included in the above _____																															



Town of Ingersoll			
2026 Capital Budget Project Sheet			
Department: Community Services		Project Number	
Project Name: Seniors Centre - Replace Hydronic Piping, Circulation Pump and Valves			
Project Category		Mandatory	€
Project in Asset Management Plan?		No	€
<b>Project Description/Location/Map:</b> This project was identified in the Facility Condition Assessment that was performed in 2024. These items were noted for replacement due to their age and condition. It was noted in the assessment that the valves and piping are currently out of services due to cracks in the piping and leaking valves.			
<b>Long-term Financial Impact on Operating Budget:</b> No long term impacts outside of some minor repairs likely being required in future years			
<b>Project Priority:</b>		High	€
<b>Reasons the project should be approved and the impact it will have on service levels</b> This project should be approved to get these items back in service. There would be no impact on service levels.			
<b>Project Start Date: Summer 2026</b>		<b>Project Completion Date: Summer 2026</b>	
<b>Project Year: 2026</b>			
<b>Costs</b>		<b>Funding</b>	
Contract	30,000	Levy	
Material		Reserve	30,000
Payroll		Dev Charges	
Other		Other:	
Total	30,000	Total	30,000
County Costs not included in the above _____			

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Economical Development		<b>Project Number</b>																							
<b>Project Name:</b> Museum Repairs - Roof																									
<b>Project Category</b>	Mandatory	€																							
<b>Project in Asset Management Plan?</b>	Yes	€																							
<p><b><u>Project Description/Location/Map:</u></b></p> <p>Main Building - This project addresses critical roofing and drainage failures in the museum's main building that are causing significant water damage, mold growth and pest infestation. A full roof system replacement is required due to extensive deterioration as recommended by roofing professionals. Key components include removal of the existing damaged roof system, installation of new plywood sheathing, application of a waterproof membrane, addition of insulation for improved energy efficiency, installation of new durable metal roof.</p>																									
<p><b><u>Long-term Financial Impact on Operating Budget:</u></b></p> <p>Completing these essential repairs in a timely and property manner will ensure a minimal long term financial impact on the Town</p>																									
<b><u>Project Priority:</u></b>	High	€																							
<p><b><u>Reasons the project should be approved and the impact it will have on service levels</u></b></p> <p>This project is urgent in the continued operation of the Ingersoll Cheese and Agricultural Museum, which plays a key role in preserving the community's cultural heritage. It builds on significant prior planning and Council approved work, reflecting the Town's long term commitment to the Museum. The repairs align with the Museum Enhancement Plan and will protect valuable artifacts by ensuring proper storage conditions, helping prevent service disruptions or potential closure.</p>																									
<b><u>Project Start Date: January 2026</u></b>		<b><u>Project Completion Date: December 2026</u></b>																							
<p><b><u>Project Year:</u></b> 2026</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><b>Costs</b></p> <table style="width: 100%; border: none;"> <tr><td>Contract</td><td style="text-align: right;">120,000</td></tr> <tr><td>Material</td><td style="text-align: right;">_____</td></tr> <tr><td>Payroll</td><td style="text-align: right;">_____</td></tr> <tr><td>Other</td><td style="text-align: right;">_____</td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b>120,000</b></td></tr> </table> </td> <td style="width: 50%; vertical-align: top;"> <p><b>Funding</b></p> <table style="width: 100%; border: none;"> <tr><td>Levy</td><td style="text-align: right;">_____</td></tr> <tr><td>Reserve Fund</td><td style="text-align: right;">120,000</td></tr> <tr><td>Dev Charges</td><td style="text-align: right;">_____</td></tr> <tr><td>Other:</td><td style="text-align: right;">_____</td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b>120,000</b></td></tr> </table> </td> </tr> </table> <div style="background-color: yellow; padding: 10px; margin-top: 20px; text-align: center;"> <p><b>Funding: The Museum has applied to the ROD grant- pending results</b></p> </div>				<p><b>Costs</b></p> <table style="width: 100%; border: none;"> <tr><td>Contract</td><td style="text-align: right;">120,000</td></tr> <tr><td>Material</td><td style="text-align: right;">_____</td></tr> <tr><td>Payroll</td><td style="text-align: right;">_____</td></tr> <tr><td>Other</td><td style="text-align: right;">_____</td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b>120,000</b></td></tr> </table>	Contract	120,000	Material	_____	Payroll	_____	Other	_____	<b>Total</b>	<b>120,000</b>	<p><b>Funding</b></p> <table style="width: 100%; border: none;"> <tr><td>Levy</td><td style="text-align: right;">_____</td></tr> <tr><td>Reserve Fund</td><td style="text-align: right;">120,000</td></tr> <tr><td>Dev Charges</td><td style="text-align: right;">_____</td></tr> <tr><td>Other:</td><td style="text-align: right;">_____</td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b>120,000</b></td></tr> </table>	Levy	_____	Reserve Fund	120,000	Dev Charges	_____	Other:	_____	<b>Total</b>	<b>120,000</b>
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<b>Total</b>	<b>120,000</b>																								

Town of Ingersoll			
2026 Capital Budget Project Sheet			
Department: Economic Development		Project Number	
Project Name: Museum Repairs - Main Building - Exterior Siding			
Project Category		Mandatory	€
Project in Asset Management Plan?		Yes	€
<b>Project Description/Location/Map:</b> Main Building - This project involves a comprehensive restoration and upgrade of the main buildings exterior envelope to prevent water intrusion, eliminate pest infestation and improve thermal performance for artifact preservation.			
<b>Long-term Financial Impact on Operating Budget:</b> Completing these essential repairs in a timely and proper manner will ensure a minimal long-term financial impact on the Town.			
<b>Project Priority:</b>		High	€
<b>Reasons the project should be approved and the impact it will have on service levels</b> This project is urgent in the continued operation of the Ingersoll Cheese and Agricultural Museum, which plays a key role in preserving the community's cultural heritage. It builds on significant prior planning and Council approved work, reflecting the Town's long term commitment to the Museum. The repairs align with the Museum Enhancement Plan and will protect valuable artifacts by ensuring proper storage conditions, helping prevent service disruptions or potential closure.			
<b>Project Start Date: January 2026</b>		<b>Project Completion Date: December 2026</b>	
<b>Project Year: 2026</b>			
<b>Costs</b>		<b>Funding</b>	
Contract	127,000	Levy	
Material		Reserve	127,000
Payroll		Dev Charges	
Other		Other:	
Total	127,000	Total	127,000
Funding: The Museum has applied to the ROD grant- pending results			

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Museum	<b>Project Number</b>				
<b>Project Name:</b> Museum Repairs - Main Building - HVAC					
<b>Project Category</b>	Mandatory €				
<b>Project in Asset Management Plan?</b>	Yes €				
<b><u>Project Description/Location/Map:</u></b> Main Building - This project is essential for artifact preservation and will involve a comprehensive upgrade to the main buildings heating and ventilation and air conditioning (HVAC) system to establish stable, controlled environmental conditions.					
<b><u>Long-term Financial Impact on Operating Budget:</u></b> Completing these essential repairs in a timely and proper manner will ensure a minimal long-term financial impact on the Town.					
<b><u>Project Priority:</u></b>	High €				
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> This project is urgent in the continued operation of the Ingersoll Cheese and Agricultural Museum, which plays a key role in preserving the community's cultural heritage. It builds on significant prior planning and Council approved work, reflecting the Town's long term commitment to the Museum. The repairs align with the Museum Enhancement Plan and will protect valuable artifacts by ensuring proper storage conditions, helping prevent service disruptions or potential closure.					
<b><u>Project Start Date: January 2026</u></b> <span style="float: right;"><b><u>Project Completion Date: December 2026</u></b></span>					
<table style="width: 100%;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> <b>Costs</b>            Contract <span style="float: right;">22,000</span>            Material <span style="float: right;">_____</span>            Payroll <span style="float: right;">_____</span>            Other <span style="float: right;">_____</span>            Total <span style="float: right;">22,000</span> </td> <td style="width: 50%; vertical-align: top;"> <b>Funding</b>            Levy <span style="float: right;">_____</span>            Reserve <span style="float: right;">22,000</span>            Dev Charges <span style="float: right;">_____</span>            Other: <span style="float: right;">_____</span>            Total <span style="float: right;">22,000</span> </td> </tr> </table>		<b><u>Project Year:</u></b> 2026		<b>Costs</b> Contract <span style="float: right;">22,000</span> Material <span style="float: right;">_____</span> Payroll <span style="float: right;">_____</span> Other <span style="float: right;">_____</span> Total <span style="float: right;">22,000</span>	<b>Funding</b> Levy <span style="float: right;">_____</span> Reserve <span style="float: right;">22,000</span> Dev Charges <span style="float: right;">_____</span> Other: <span style="float: right;">_____</span> Total <span style="float: right;">22,000</span>
<b><u>Project Year:</u></b> 2026					
<b>Costs</b> Contract <span style="float: right;">22,000</span> Material <span style="float: right;">_____</span> Payroll <span style="float: right;">_____</span> Other <span style="float: right;">_____</span> Total <span style="float: right;">22,000</span>	<b>Funding</b> Levy <span style="float: right;">_____</span> Reserve <span style="float: right;">22,000</span> Dev Charges <span style="float: right;">_____</span> Other: <span style="float: right;">_____</span> Total <span style="float: right;">22,000</span>				
<b>Funding: The Museum has applied to the ROD grant- pending results</b>					
County Costs not included in the above _____					

**Town of Ingersoll  
2026 Capital Budget Project Sheet**

<b>Department:</b> Museum		<b>Project Number</b>					
<b>Project Name:</b> Museum Repairs - Main Building - Interior Repair							
<b>Project Category</b>	Mandatory	€					
<b>Project in Asset Management Plan?</b>	Yes	€					
<b><u>Project Description/Location/Map:</u></b> Main Building - This project focuses on the critical repair and restoration of interior surfaces within the main building that have sustained damage from water infiltration and mold growth. The primary objective is to ensure long-term structural integrity and safe occupancy of the space.							
<b><u>Long-term Financial Impact on Operating Budget:</u></b> Completing these essential repairs in a timely and proper manner will ensure a minimal long-term financial impact on the Town.							
<b><u>Project Priority:</u></b>	High	€					
<b><u>Reasons the project should be approved and the impact it will have on service levels</u></b> This project is urgent in the continued operation of the Ingersoll Cheese and Agricultural Museum, which plays a key role in preserving the community's cultural heritage. It builds on significant prior planning and Council approved work, reflecting the Town's long term commitment to the Museum. The repairs align with the Museum Enhancement Plan and will protect valuable artifacts by ensuring proper storage conditions, helping prevent service disruptions or potential closure.							
<b><u>Project Start Date: January 2026</u></b>		<b><u>Project Completion Date: December 2026</u></b>					
<table style="width: 100%; border: none;"> <tr> <td colspan="2"><b><u>Project Year:</u></b> 2026</td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> <b>Costs</b>            Contract                      68,000            Material                        _____            Payroll                          _____            Other                              _____            Total                              68,000         </td> <td style="width: 50%; vertical-align: top;"> <b>Funding</b>            Levy                              _____            Reserve                         68,000            Dev Charges                    _____            Other:                            _____            Total                              68,000         </td> </tr> </table>				<b><u>Project Year:</u></b> 2026		<b>Costs</b> Contract                      68,000 Material                        _____ Payroll                          _____ Other                              _____ Total                              68,000	<b>Funding</b> Levy                              _____ Reserve                         68,000 Dev Charges                    _____ Other:                            _____ Total                              68,000
<b><u>Project Year:</u></b> 2026							
<b>Costs</b> Contract                      68,000 Material                        _____ Payroll                          _____ Other                              _____ Total                              68,000	<b>Funding</b> Levy                              _____ Reserve                         68,000 Dev Charges                    _____ Other:                            _____ Total                              68,000						
<b>Funding: The Museum has applied to the ROD grant- pending results</b>							
County Costs not included in the above _____							