

Public Works

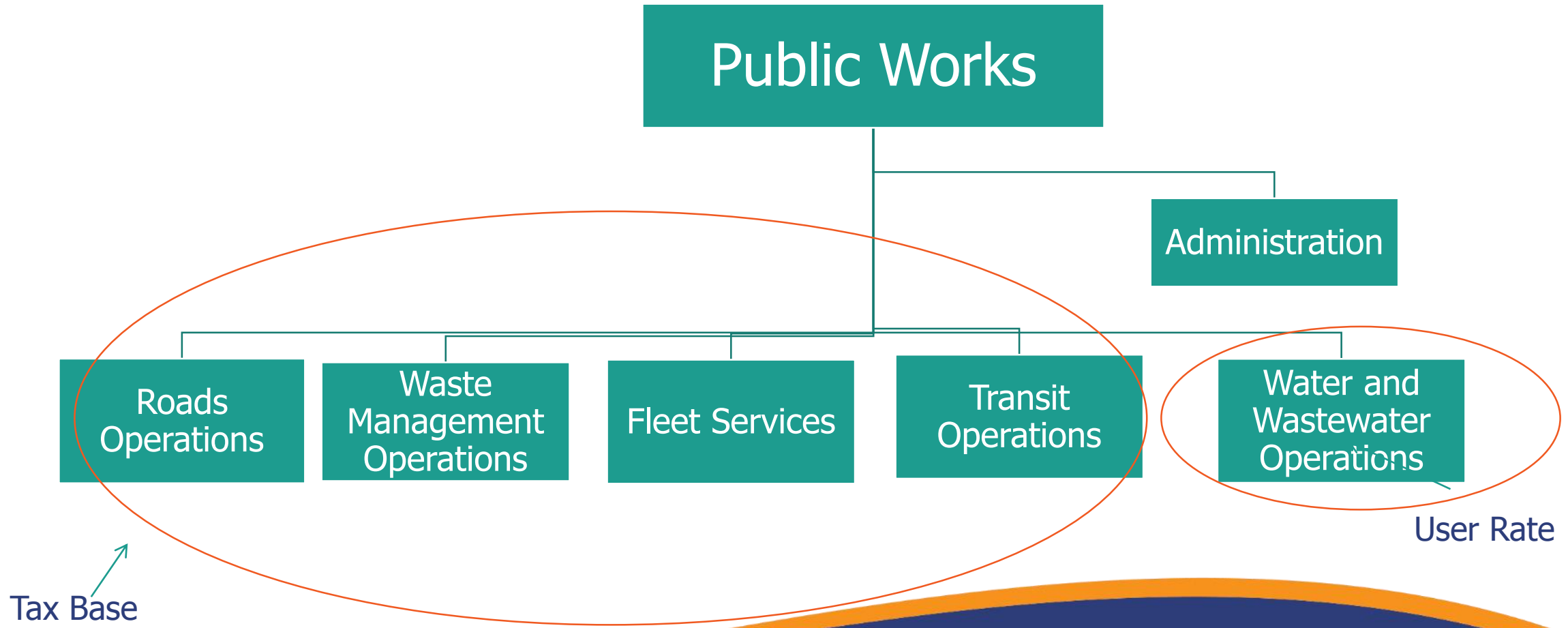
2026 Operating Budget Overview

September 29, 2025

Agenda

1. Organization Chart
2. Department Overview
3. Division Overview
4. Variance
5. Accomplishment and Priorities
6. 2026 Budget Pressures

Departmental Organizational Chart



Public Works Department Overview

- Provides oversight for Roads, Waste Management, Water, Wastewater, Fleet and Transit operational programming
- Significant focus on service and program delivery with focus on legislative compliance
- Aligns with strategic plan demonstrating continual improvement, responsible government, fiscal accountability, strategic implementation
- ~\$74M in operating budget expense (tax base and user rate)
- Administrates multiple, multi-million dollar operational contracts

Department Financial Summary



	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(466)	(59)	(161)	(119)	42	(26%)
Recovery-Other Municipalities	(216)	(112)	(218)	(220)	(2)	1%
Other Revenues	(1,166)	(445)	(1,143)	(883)	260	(23%)
User Fees, Licenses and Fines	(4,794)	(1,923)	(4,239)	(4,607)	(369)	9%
Total - Revenue	(6,642)	(2,539)	(5,761)	(5,829)	(69)	1%
Expenses						
Salaries, Wages and Benefits	15,904	9,239	16,807	19,263	2,455	15%
Materials, Training, Services	8,802	5,858	9,335	9,424	89	1%
Contracted Services	17,839	10,227	17,607	19,217	1,610	9%
Rents and Insurance	0	0	0	120	120	
Debt, Lease and Financial	48	22	35	35	0	1%
Interfunctional Adjustments	3,432	2,100	3,438	4,423	984	29%
Total - Expenses	46,026	27,445	47,222	52,481	5,259	11%
Grand Total	39,383	24,906	41,461	46,652	5,191	13%

Note : Amounts shown are in thousands of dollars (000s).

Preliminary Department 2025 to 2026 Budget Variance

Account	Draft Budget 2026	Budget 2025	Budget Variance (Favourable) / Unfavourable	Budget Variance
Revenue				
Other Revenues	(883,000)	(1,143,000)	260,000	(23%)
User Fees, Licenses and Fines	(4,650,450)	(4,238,750)	(368,700)	9%
Expenses				
Contracted Services	19,216,891	17,605,590	1,601,301	9%
Rents and Insurance	120,000	0	120,000	
Interfunctional Adjustments	4,422,692	3,438,293	984,399	29%

Administration Overview

Provides administrative support oversight for the implementation of Roads, Waste Management, Water and Wastewater activity. Responsible for payroll, financial support, customer service, records management, permitting, uniforms/clothing, procurement card reconciliation, etc.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
User Fees, Licenses and Fines	0	(23)	0	0	0	
Total - Revenue	0	(23)	0	0	0	
Expenses						
Salaries, Wages and Benefits	330	211	352	355	3	1%
Materials, Training, Services	12	5	22	20	(3)	(12%)
Contracted Services	0	0	0	0	0	
Total - Expenses	343	216	374	375	0	0%
Grand Total	343	193	374	375	0	0%

Note : Amounts shown are in thousands of dollars (000s).

Roads Operations Overview

- Roads operations provides day to day maintenance of the City's road network per Council directed level of service. Such activities include winter maintenance, brushing, dust control, street sweeping and ditching.
- City wide operational programs, locates, traffic/streetlights and storm water infrastructure maintenance.
- Maintenance agreements, permits (entrance, road occupancy, road closure, oversize loads)

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Recovery-Other Municipalities	(216)	(112)	(218)	(220)	(2)	1%
User Fees, Licenses and Fines	(229)	(75)	(258)	(277)	(19)	7%
Total - Revenue	(445)	(187)	(476)	(497)	(21)	4%
Expenses						
Salaries, Wages and Benefits	10,946	6,291	11,451	12,961	1,510	13%
Materials, Training, Services	5,009	3,633	5,164	5,408	244	5%
Contracted Services	8,283	5,140	8,186	9,144	957	12%
Debt, Lease and Financial	2	0	0	0	0	
Interfunctional Adjustments	9,198	4,813	9,435	9,110	(325)	(3%)
Total - Expenses	33,439	19,877	34,237	36,623	2,386	7%
Grand Total	32,994	19,690	33,760	36,126	2,365	7%

Note : Amounts shown are in thousands of dollars (000s).

Highlight of Winter Control*



	2026 Budget	2025 Budget	% Increase	2025 Actuals	2024 Budget	2024 Actuals
Snow Removal	524,950	529,800	-0.92%	1,030,551	388,500	109,941
Snow Fence	7,200	7,050	2.13%	415	2,250	2,006
Plow, Sand & Salt	8,895,457	8,472,813	4.99%	9,413,973	8,452,184	8,128,860
Winter Drainage	196,045	207,550	-5.54%	280,541	283,500	26,358
Winter Patrol	762,827	676,635	12.74%	571,358	614,785	649,676
Sidewalk Sand & Salt	1,019,200	1,060,600	-3.90%	1,083,896	1,085,900	730,689
	11,405,679	10,954,448	4.12%	12,380,734	10,827,119	9,647,530

*Financials included in Roads Operation

Waste Management Overview



- Responsible for oversight of all landfill operations at the five (5) active and eleven (11) closed landfill sites
- Waste collection and diversion programs
- Associated regulatory compliance.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Grants	(466)	(59)	(161)	(119)	42	(26%)
Other Revenues	(386)	(152)	(293)	(33)	260	(89%)
User Fees, Licenses and Fines	(4,189)	(1,652)	(3,698)	(3,982)	(284)	8%
Total - Revenue	(5,041)	(1,862)	(4,152)	(4,134)	18	(0%)
Expenses						
Salaries, Wages and Benefits	1,798	963	1,835	2,126	291	16%
Materials, Training, Services	271	124	269	305	36	14%
Contracted Services	6,531	3,022	6,815	7,562	747	11%
Debt, Lease and Financial	46	22	35	35	0	1%
Interfunctional Adjustments	1,132	633	721	1,037	316	44%
Total - Expenses	9,777	4,763	9,675	11,066	1,391	14%
Grand Total	4,736	2,901	5,524	6,932	1,409	26%

Note : Amounts shown are in thousands of dollars (000s).

Fleet Services Overview



Fleet Services is responsible for maintenance, repair, fuel management and procurement / disposition of all non-emergency vehicles and equipment in alignment with Council Policy and the Non-Emergency Fleet MD.

- Capital and operating budgets for existing fleet.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
User Fees, Licenses and Fines	(144)	(78)	(73)	(82)	(9)	12%
Total - Revenue	(144)	(78)	(73)	(82)	(9)	12%
Expenses						
Salaries, Wages and Benefits	1,476	980	1,770	2,086	316	18%
Materials, Training, Services	3,463	2,086	3,801	3,640	(161)	(4%)
Contracted Services	2,936	2,022	2,431	2,416	(16)	(1%)
Rents and Insurance	0	0	0	120	120	
Interfunctional Adjustments	(7,779)	(3,972)	(7,804)	(7,079)	725	(9%)
Total - Expenses	97	1,116	198	1,183	985	496%
Grand Total	(47)	1,038	125	1,101	976	778%

Note : Amounts shown are in thousands of dollars (000s).

Transit Operations Overview



Transit Operations is responsible for providing safe, reliable, cost-effective transit services including conventional and limited mobility (LIMO) while meeting customer service demands.

- Charter services.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Other Revenues	(779)	(539)	(850)	(850)	0	
User Fees, Licenses and Fines	(233)	(96)	(210)	(267)	(57)	27%
Total - Revenue	(1,012)	(635)	(1,060)	(1,117)	(57)	5%
Expenses						
Salaries, Wages and Benefits	1,354	795	1,398	1,734	335	24%
Materials, Training, Services	46	9	79	51	(28)	(36%)
Contracted Services	89	43	174	96	(79)	(45%)
Debt, Lease and Financial	0	0	0	0	0	
Interfunctional Adjustments	880	626	1,086	1,355	269	25%
Total - Expenses	2,370	1,473	2,737	3,235	498	18%
Grand Total	1,358	839	1,678	2,119	441	26%

Note : Amounts shown are in thousands of dollars (000s).

Water & Wastewater Overview



- Water and Wastewater is responsible for day-to-day operational maintenance of the City's twenty-one (21) water and six (6) wastewater systems. This includes the associated pumping stations, water distribution and wastewater collection systems.
- Program includes adherence to Drinking Water Quality Management Standard, bulk water systems, sewer surcharge agreements and the back water valve subsidy.
- Support community facility wells.

	Actuals 2024	Preliminary Actuals 6/30/2025	Budget 2025	Proposed Budget 2026	Budget Variance	Budget % Variance
Revenue						
Tax Revenues	(311)	(139)	(260)	(249)	12	(4%)
Other Revenues	(2,244)	(915)	(1,661)	(1,684)	(23)	1%
User Fees, Licenses and Fines	(24,770)	(12,504)	(25,523)	(27,596)	(2,073)	8%
Total - Revenue	(27,326)	(13,558)	(27,445)	(29,529)	(2,084)	8%
Expenses						
Salaries, Wages and Benefits	2,477	1,160	2,522	2,756	234	9%
Materials, Training, Services	1,524	683	1,524	1,545	21	1%
Contracted Services	10,158	4,823	10,207	11,431	1,224	12%
Interest on Long Term Debt	1,843	869	1,928	1,747	(180)	(9%)
Debt, Lease and Financial	5,129	2,367	4,838	4,891	53	1%
Interfunctional Adjustments	6,192	3,620	6,426	7,158	733	11%
Total - Expenses	27,323	13,521	27,445	29,529	2,084	8%
Grand Total	(3)	(37)	0	0	0	

Note : Amounts shown are in thousands of dollars (000s).

Accomplishment and Priorities - Roads

2025 Accomplishments

- Roads – Effective management and completion of the ice storm phase I and III cleanup and supporting the Fire Dept. during the wildfires
- Implementation of Road Patrol Software – Currently in the testing phase; Collaboration with People Services to enhance Staff Development
- Creation and implementation of GIS field inventory system for the recording of roadside infrastructure. Guiderail having been inspected and inventoried throughout the municipality as a test of the system and ground proofing of existing inventory
- Creation of storm water management pond maintenance plan and proposed improvements as the volume of inventory increases due to growth

2026 Priorities

- Roads – Focus on operational efficiency, Depot plan implementation, assess growth needs, transition to digital technology (patrol, circle checks and Hours of Service)

Accomplishment and Priorities - Fleet

2025 Accomplishments

- Fleet – Successfully met all legislated inspection requirements while implementing the new provincially legislated program (Drive-On)
- Mitigated cost increases through improved scheduling, vendor management, and expansion of in-house service capacity
- Addressed supply chain pressures by maintaining strategic parts inventories, securing alternate suppliers, and leveraging cooperative purchasing opportunities
- Successful implementation of the Fleet Shunter position has generated cost savings by internalizing truck shunting and equipment moves using internal resources. This, combined with the use of the new float and truck for operational purposes, has reduced road travel time and improved efficiency, as units are now floated over longer distances rather than being driven.

2026 Priorities

- Fleet – Continue the strategic implementation of new technologies within Fleet, such as fleet management software, to improve workflow efficiency, cost accounting, and controls, while providing better data to inform fleet decisions and initiatives.
- In addition, advance the multi-year digitization of legislated Ministry of Transportation (MTO) requirements, including circle checks and hours-of-service tracking, by leveraging the City's Automatic Vehicle Location (AVL) technology.

Accomplishment and Priorities Continued – Transit & Waste

2025 Accomplishments	2026 Priorities
<ul style="list-style-type: none">• Transit – Transit Master Plan is currently underway – targeted completion for spring 2026 for Council approval• GO Transit/Meterolinx connection plan in progress – details and agreements being finalized, plans are in place pending funding, grant applications and provincial approval.	<ul style="list-style-type: none">• Transit – Present the Transit Master Plan and work towards implementation• Budgeting and strategic alignment of the Transit division with the plan will be prioritized – initial goal of launching a rural micro-transit, or on-demand service to provide connection links between urban centers (Bobcaygeon, Fenelon Falls, and Omemee), and rural areas to Lindsay.
<ul style="list-style-type: none">• Waste – Implement SSO program, finalize the Waste Management Strategy Update, manage service agreements looking to future, and develop plans for post transition blue box services.	<ul style="list-style-type: none">• Waste – planning for implementation of Waste Management Strategy initiatives, optimize SSO program, corporate waste reduction, waste program monitoring and development.

Accomplishment and Priorities Continued – WWW & Admin

2025 Accomplishments	2026 Priorities
<ul style="list-style-type: none">Water and Wastewater – Successfully digitized regulatory logbooks, Completion of Phase 1 of 5 for City wide Supervisory, Control and Data Acquisition (SCADA) system upgrade.	<ul style="list-style-type: none">Water and Wastewater – Continue implementation of Supervisory, Control and Data Acquisition (SCADA) system upgrades, renewal of all twenty-one drinking water system's Municipal Drinking Water Licenses.
<ul style="list-style-type: none">Administration – Enhanced customer service response (internal and external); Implemented cross divisional support and on-going; Improved clothing/uniform order process.	<ul style="list-style-type: none">Administration – Continued development of business process documentation; Focus on employee knowledge base and training.

2026 Budget Pressures

Roads

- Material and Contractual increases, assumption of facilities and infrastructure
- Reducing the backlog of maintenance, while retaining MMS compliance

Fleet

- Increased costs for parts and contracted resources
- Decrease in fleet charge out rates, offset by a reduction in each department allocated non-emergency equipment

Transit

- Additional staff and equipment resources required to meet ESA requirements

2026 Budget Pressures Continued

Waste

- Blue Box Program Changes – loss in revenue (lease payments and funding), and cost of depot recycling services
- Contractual increases

Water and Wastewater

- Contractual increases above CPI

Administration

- No significant operating budget pressures

Questions?

