



**2025 Financial Plan  
Multiyear Budget Summary**

	2024	2025	Variance	Variance	2026	%	2027	%	2028	%
	Budget	Total Budget	\$	%	Budget	Variance	Budget	Variance	Budget	Variance
<b>Budget Requirements</b>										
Council	546,483	411,284	-135,199	(24.74%)	461,765	0.12%	431,143	(6.63%)	438,623	1.73%
Financial Services	75,473	136,251	60,778	80.53%	137,895	1.21%	157,013	13.86%	164,031	4.47%
Office of CAO		1,215,751	1,215,751	#DIV/0!	1,330,633	9.45%	1,350,044	1.46%	1,369,544	1.44%
Corporate Services	2,148,546	1,260,920	-887,626	(41.31%)	1,446,880	14.75%	1,623,583	12.21%	1,709,545	5.29%
Customer Services	-101,420	65,496	166,916	(164.58%)	69,839	6.63%	74,122	6.13%	76,860	3.69%
Fleet Services	66,547	25,577	-40,970	(61.57%)	28,211	10.30%	31,174	10.50%	34,466	10.56%
THI	-140,000	-140,000			-127,256	(9.10%)	-103,885	(18.37%)	-68,530	(34.03%)
Enterprise Services	-285,000	-275,000	10,000	(3.51%)	-275,000		-275,000		-275,000	
Fire Services	1,656,351	1,611,727	-44,624	(2.69%)	1,749,159	8.53%	1,797,904	2.79%	1,860,731	3.49%
Police Services	3,399,611	4,205,006	805,395	23.69%	4,316,971	2.66%	4,429,435	2.61%	4,539,263	2.48%
Protection/Bylaw	504,681	558,507	53,826	10.67%	586,961	5.09%	608,744	3.71%	628,423	3.23%
Building				#DIV/0!						
OPS Admin	241,141	257,613	16,472	6.83%	265,308	2.99%	273,198	2.97%	279,941	2.47%
Engineering	530,114	581,926	51,812	9.77%	643,919	10.65%	672,543	4.45%	734,903	9.27%
Public Works	4,995,895	6,042,174	1,046,279	20.94%	6,178,314	2.25%	6,294,198	1.88%	6,405,177	1.76%
Parking									-2,000	
Airport	34,167	-11,062	-45,229	(132.38%)	-8,603	(22.23%)	-6,000	(30.26%)	-4,176	(30.40%)
Waste Management	33,747	68,376	34,629	102.61%	72,133	5.49%	76,004	5.37%	76,768	1.01%
Cemetery	201,169	190,738	-10,431	(5.19%)	202,721	6.28%	215,735	6.42%	228,439	5.89%
Parks	1,143,844	1,305,181	161,337	14.10%	1,336,526	2.40%	1,370,019	2.51%	1,407,247	2.72%
Community Events	125,720	128,351	2,631	2.09%	130,014	1.30%	131,685	1.29%	133,352	1.27%
Recreation - Programs	1,022,822	1,234,879	212,057	20.73%	1,272,874	3.08%	1,311,192	3.01%	1,351,268	3.06%
Recreation - Facilities	4,119,693	4,678,756	559,063	13.57%	4,550,813	(2.73%)	4,616,331	1.44%	4,665,977	1.08%
Elliott Fairbairn Centre	-27,579	-28,031	-452	1.64%	-34,636	23.56%	-35,279	1.86%	-34,887	(1.11%)
Museum	396,743	518,403	121,660	30.66%	468,375	(9.65%)	482,634	3.04%	494,178	2.39%
Transit Services	89,203	61,004	-28,199	(31.61%)	153,235	151.19%	157,787	2.97%	156,341	(0.92%)
Development & Communication Services	-47,500	-60,000	-12,500	26.32%	-25,000	(58.33%)	-25,000		-25,000	
Economic Development	425,243	575,437	150,194	35.32%	527,367	(8.35%)	536,047	1.65%	543,858	1.46%
Municipal Taxes	-397,000	-397,000			-397,000		-397,000		-397,000	
<b>Consolidated Budget Requirement</b>	<b>20,758,694</b>	<b>24,222,264</b>	<b>3,463,570</b>	<b>16.68%</b>	<b>25,294,878</b>	<b>4.43%</b>	<b>26,749,246</b>	<b>5.75%</b>	<b>27,690,473</b>	<b>3.52%</b>
<b>Operating Plan</b>										
Council	546,483	411,284	-135,199	(24.74%)	461,765	12.27%	431,143	(6.63%)	438,623	1.73%
Financial Services	75,473	136,251	60,778	80.53%	137,895	1.21%	157,013	13.86%	164,031	4.47%
Corporate Services	2,133,546	1,260,920	-872,626	(40.90%)	1,446,880	14.75%	1,623,583	12.21%	1,709,545	5.29%
Office of CAO		1,215,751	1,215,751	#DIV/0!	1,330,633	9.45%	1,350,044	1.46%	1,369,544	1.44%
Customer Services	-101,420	65,496	166,916	(164.58%)	69,839	6.63%	74,122	6.13%	76,860	3.69%
Fleet Services	347	25,577	25,230	7,270.89%	28,211	10.30%	31,174	10.50%	34,466	10.56%
THI	-140,000	-140,000			-127,256	(9.10%)	-103,885	(18.37%)	-68,530	(34.03%)
Enterprise Services	-285,000	-275,000	10,000	(3.51%)	-275,000		-275,000		-275,000	



**2025 Financial Plan  
Multiyear Budget Summary**

	2024	2025								
	Budget	Total Budget	Variance \$	Variance %	2026 Budget	% Variance	2027 Budget	% Variance	2028 Budget	% Variance
Fire Services	1,632,251	1,611,727	-20,524	(1.26%)	1,749,159	8.53%	1,797,904	2.79%	1,860,731	3.49%
Police Services	3,399,611	4,205,006	805,395	23.69%	4,316,971	2.66%	4,429,435	2.61%	4,539,263	2.48%
Protection/Bylaw	504,681	558,507	53,826	10.67%	586,961	5.09%	608,744	3.71%	628,423	3.23%
Building										
OPS Admin	241,141	257,613	16,472	6.83%	265,308	2.99%	273,198	2.97%	279,941	2.47%
Engineering	530,114	581,926	51,812	9.77%	643,919	10.65%	672,543	4.45%	734,903	9.27%
Public Works	3,314,395	3,834,574	520,179	15.69%	3,970,714	3.55%	4,086,598	2.92%	4,197,577	2.72%
Parking							-		-2,000	
Airport	-15,533	-11,062	4,471	(28.78%)	-8,603	(22.23%)	-6,000	(30.26%)	-4,176	(30.40%)
Waste Management	33,747	68,376	34,629	102.61%	72,133	5.49%	76,004	5.37%	76,768	1.01%
Cemetery	201,169	190,738	-10,431	(5.19%)	202,721	6.28%	215,735	6.42%	228,439	5.89%
Parks	951,444	1,063,481	112,037	11.78%	1,094,826	2.95%	1,128,319	3.06%	1,165,547	3.30%
Community Events	125,720	128,351	2,631	2.09%	130,014	1.30%	131,685	1.29%	133,352	1.27%
Recreation - Programs	1,022,822	1,234,879	212,057	20.73%	1,272,874	3.08%	1,311,192	3.01%	1,351,268	3.06%
Recreation - Facilities	3,066,093	3,422,756	356,663	11.63%	3,294,813	(3.74%)	3,360,331	1.99%	3,409,977	1.48%
Elliott Fairbairn Centre	-27,579	-28,031	-452	1.64%	-34,636	23.56%	-35,279	1.86%	-34,887	(1.11%)
Museum	396,743	518,403	121,660	30.66%	468,375	(9.65%)	482,634	3.04%	494,178	2.39%
Transit Services	89,203	61,004	-28,199	(31.61%)	153,235	151.19%	157,787	2.97%	156,341	(0.92%)
Development & Communication Services	-47,500	-60,000	-12,500	26.32%	-25,000	(58.33%)	-25,000		-25,000	
Economic Development	425,243	575,437	150,194	35.32%	527,367	(8.35%)	536,047	1.65%	543,858	1.46%
Municipal Taxes	-397,000	-397,000			-397,000		-397,000		-397,000	
<b>Total Operating Budget</b>	<b>17,676,194</b>	<b>20,516,964</b>	<b>2,840,770</b>	<b>16.07%</b>	<b>21,357,118</b>	<b>4.09%</b>	<b>22,093,071</b>	<b>3.45%</b>	<b>22,787,042</b>	<b>3.14%</b>
<b>Capital Plan</b>										
Corporate Services	15,000		-15,000	(100.00%)						
Fleet Services	66,200		-66,200	(100.00%)						
Fire Services	24,100		-24,100	(100.00%)						
Engineering										
Public Works	1,681,500	2,207,600	526,100	31.29%	2,346,050	6.27%	2,774,069	18.24%	2,921,380	5.31%
Airport	49,700		-49,700	(100.00%)						
Parks	192,400	241,700	49,300	25.62%	256,893	6.29%	303,761	18.24%	319,892	5.31%
Recreation - Facilities	1,053,600	1,256,000	202,400	19.21%	1,334,817	6.28%	1,578,345	18.24%	1,662,159	5.31%
Museum										
Development & Communication Services										
Economic Development										
<b>Total Capital Plan</b>	<b>3,082,500</b>	<b>3,705,300</b>	<b>622,800</b>	<b>20.20%</b>	<b>3,937,760</b>	<b>6.27%</b>	<b>4,656,175</b>	<b>18.24%</b>	<b>4,903,431</b>	<b>5.31%</b>

INDEX	2024 Opening Balance January 1	Interest Income collected for 2024	2024 Transfers In (Inc. 2023 YE surplus)	2024 Sub-total	Commitments 2024	2024 Balance @ December 31	2025 Transfers In	Commitments New 2025	Prior Years' Commitments	Commitments from CFWD in 2025	Projected Ending Balance before Land Sales	2025 Potential Land sales	Estimated Ending Balance for 2025
<b>Operating Reserves</b>													
Council Reserve	3,424	1	32	3,457	-	3,457					3,457		3,457
Election Reserve	24,471	8	15,224	39,703	-	39,703	17,500				57,203		57,203
Transit Reserve	0	0	-	0	-	0					0		0
Physician Recruitment Reserve	49,236	21	87,859	137,116	35,000	102,116		96,750			5,366		5,366
Tax Rate Stabilization Reserve	1,131,368	406	776,720	1,908,494	1,072,758	835,735		55,000	518,975		261,760		261,760
Insurance Reserve	128,027	43	1,174	129,243	-	129,243					129,243		129,243
Fire Dept. Labour Reserve	-	0	7,893	7,893	-	7,893					7,893		7,893
Police Reserve	56,182	20	27,964	84,166	-	84,166					84,166		84,166
Police Service Board Reserve	38,617	13	580	39,210	1,700	37,510					37,510		37,510
Winter Maint. Reserve	-	-	-	-	-	-					0		-
Cemetery Reserve	6,562	4	86,012	92,579	-	92,579	31,200				123,779		123,779
Econ Development Reserve	1,219,406	358	1,010,104	2,229,868	217,610	2,012,258		57,900		965,000	989,358		989,358
<b>Operating Total</b>	<b>2,657,294</b>	<b>875</b>	<b>2,013,561</b>	<b>4,671,730</b>	<b>1,327,068</b>	<b>3,344,662</b>	<b>48,700</b>	<b>209,650</b>	<b>518,975</b>	<b>965,000</b>	<b>1,699,737</b>	<b>-</b>	<b>1,699,737</b>
<b>Capital Reserves</b>													
IT Equipment Reserve	207,572	74	96,992	304,638	105,000	199,638	84,000	160,000			123,638		123,638
Asset Management reserve	822,197	327	393,759	1,216,283	148,000	1,068,283	442,956	957,956			553,283		553,283
Fleet & Equipment Reserve	1,035,112	353	248,914	1,284,379	424,362	860,017		259,600		370,000	230,417		230,417
Fire Dept. Equipment Reserve	160,181	64	422,524	582,769	40,900	541,869	90,000	72,500			559,369		559,369
Engineering Reserve	311,132	106	47,307	358,545	132,100	226,445		140,000			86,445		86,445
Development Remediation Reserve	29,089	9	251	29,350	-	29,350					29,350		29,350
Linear Infrastructure Reserve	1,371,289	458	448,937	1,820,685	678,400	1,142,285		773,900		74,400	293,985		293,985
Airport Reserve	37,936	13	57,379	95,328	-	95,328				49,700	45,628		45,628
Waste Mangement Reserve	1,972	1	18	1,990	-	1,990					1,990		1,990
RCP Reserve	734,108	279	206,324	940,711	326,508	614,203	38,300	129,300		10,000	513,203		513,203
Facility Infrastructure Reserve	1,989,723	706	460,520	2,450,949	1,513,620	937,329	12,500	61,500		319,390	568,939		568,939
Downtown Parking Reserve	453,221	152	-	457,528	-	457,528	742				458,270		458,270
<b>Capital Total</b>	<b>7,153,532</b>	<b>2,541</b>	<b>2,382,926</b>	<b>9,543,155</b>	<b>3,368,890</b>	<b>6,174,265</b>	<b>668,498</b>	<b>2,554,756</b>	<b>-</b>	<b>823,490</b>	<b>3,464,517</b>	<b>-</b>	<b>3,464,517</b>
<b>Total</b>	<b>9,810,826</b>	<b>3,417</b>	<b>4,396,487</b>	<b>14,214,885</b>	<b>4,695,958</b>	<b>9,518,927</b>	<b>717,198</b>	<b>2,764,406</b>	<b>518,975</b>	<b>1,788,490</b>	<b>5,164,254</b>	<b>-</b>	<b>5,164,254</b>