## Revenues

Property Taxes
Grants-In-Lieu \& Special Assessments
Sales of Services
Licences, Permits, Penalties \& Fines
Return on Investments
Government Grants \& Transfers
Other
Transfer from Operating Reserves
Transfer from Development Cost Charges Reserves
Transfer from Equity in Capital Assets

## Total Revenues

## Expenditures

General Government
Mayor and Council
Administration
Finance
Communications and Legislative Services
Human Resources
Information Technology
Municipal Facilities Operation and Maintenance

| 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 104,777,700 | 110,858,500 | 116,218,000 | 117,604,600 | 118,991,200 | 120,377,800 | 121,876,300 | 123,398,500 | 124,920,700 | 126,442,900 |
| 7,706,400 | 7,931,400 | 8,156,400 | 8,381,400 | 8,606,400 | 8,831,400 | 9,056,400 | 9,281,400 | 9,506,400 | 9,731,400 |
| 54,002,800 | 55,808,500 | 57,304,100 | 57,671,400 | 58,231,500 | 58,782,200 | 59,327,000 | 59,888,400 | 60,454,500 | 61,017,300 |
| 4,506,000 | 4,541,000 | 4,576,000 | 4,586,000 | 4,596,000 | 4,606,000 | 4,616,000 | 4,626,000 | 4,636,000 | 4,646,000 |
| 1,730,000 | 1,830,000 | 1,930,000 | 2,030,000 | 2,030,000 | 2,030,000 | 2,030,000 | 2,030,000 | 2,030,000 | 2,030,000 |
| 9,350,000 | 9,252,000 | 8,245,000 | 8,130,000 | 8,130,000 | 8,130,000 | 8,245,000 | 8,130,000 | 8,130,000 | 8,130,000 |
| 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 | 2,554,000 |
| 8,025,500 | 1,659,200 | 1,415,100 | 2,107,300 | 1,309,700 | 1,222,500 | 1,375,700 | 1,763,300 | 895,200 | 783,200 |
| 459,500 | 294,500 | 294,500 | 294,500 | 294,500 | 294,500 | 294,500 | 294,500 | 294,500 | 294,500 |
| 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |
| 216,111,900 | 217,729,100 | 223,693,100 | 226,359,200 | 227,743,300 | 229,828,400 | 232,374,900 | 234,966,100 | 236,421,300 | 238,629,300 |


| 756,000 | 776,000 | 796,000 | 796,000 | 796,000 | 796,000 | 796,000 | 796,000 | 796,000 | 796,000 |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $2,917,000$ | $2,807,000$ | $2,862,000$ | $2,862,000$ | $2,862,000$ | $2,862,000$ | $2,862,000$ | $2,862,000$ | $2,862,000$ | $2,862,000$ |
| $2,789,300$ | $2,880,300$ | $2,975,300$ | $2,975,300$ | $3,060,300$ | $3,060,300$ | $3,060,300$ | $3,060,300$ | $3,060,300$ | $3,060,300$ |
| $1,365,200$ | $1,370,200$ | $1,635,200$ | $1,520,200$ | $1,490,200$ | $1,580,200$ | $1,810,200$ | $1,580,200$ | $1,580,200$ | $1,580,200$ |
| 887,200 | 917,200 | 947,200 | 947,200 | $1,032,200$ | $1,032,200$ | $1,032,200$ | $1,032,200$ | $1,032,200$ | $1,032,200$ |
| $4,600,250$ | $4,325,250$ | $4,510,250$ | $4,720,250$ | $4,820,250$ | $4,820,250$ | $4,820,250$ | $4,820,250$ | $4,820,250$ | $4,820,250$ |
| $3,445,400$ | $2,745,900$ | $2,903,900$ | $3,821,900$ | $3,033,900$ | $2,853,900$ | $2,713,900$ | $3,238,900$ | $2,813,900$ | $3,638,900$ |
| $16,760,350$ | $15,821,850$ | $16,629,850$ | $17,642,850$ | $17,094,850$ | $17,004,850$ | $17,094,850$ | $17,389,850$ | $16,964,850$ | $17,789,850$ |

Protection to Persons and Property
Public Safety and Social Developmen
Bylaw Enforcement
Fire
Search and Rescue
Emergency Planning
Building Inspection

| $45,262,250$ | $47,333,250$ | $48,585,250$ | $50,040,250$ | $50,095,250$ | $50,850,250$ | $51,605,250$ | $53,060,250$ | $53,115,250$ | $53,870,250$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $1,453,500$ | $1,619,500$ | $1,674,500$ | $1,674,500$ | $1,674,500$ | $1,774,500$ | $1,774,500$ | $1,774,500$ | $1,869,500$ | $1,869,500$ |
| $11,104,100$ | $11,117,200$ | $11,389,200$ | $11,774,200$ | $11,759,200$ | $11,459,200$ | $11,459,200$ | $11,459,200$ | $11,544,200$ | $11,544,200$ |
| 51,550 | 51,850 | 52,150 | 52,150 | 52,150 | 52,150 | 52,150 | 52,150 | 52,150 | 52,150 |
| 77,400 | 77,400 | 77,400 | 77,400 | 77,400 | 77,400 | 77,400 | 77,400 | 77,400 | 77,400 |
| $1,537,000$ | $1,597,000$ | $1,789,500$ | $1,789,500$ | $1,789,500$ | $1,789,500$ | $1,789,500$ | $1,789,500$ | $1,789,500$ | $1,789,500$ |
| $59,485,800$ | $61,796,200$ | $63,568,000$ | $65,408,000$ | $65,448,000$ | $66,003,000$ | $66,758,000$ | $68,213,000$ | $68,448,000$ | $69,203,000$ |

## Transportation and Public Works

Administration and Engineering Studies
River Management
Equipment Replacement Reserve
Road Rehabilitation Repaving
Roads Crack Sealing
Special Projects
Special Events
Unscheduled Works
Recoverable Services
Road Maintenance
Road Shouldering Maintenance
Right-of-way Maintenance

|  |  |  |  |  |  |  |  |  |  |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $3,270,400$ | $2,937,900$ | $2,937,900$ | $2,937,900$ | $2,937,900$ | $2,937,900$ | $3,052,900$ | $3,052,900$ | $3,052,900$ | $3,052,900$ |
| 360,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 |
| $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ | $(2,150,000)$ |
| $6,890,000$ | $3,945,000$ | $3,945,000$ | $3,945,000$ | $4,245,000$ | $4,245,000$ | $4,545,000$ | $4,545,000$ | $4,845,000$ | $4,845,000$ |
| 28,800 | 29,800 | 30,800 | 30,800 | 30,800 | 30,800 | 30,800 | 30,800 | 30,800 | 30,800 |
| 210,000 | 155,000 | 155,000 | 155,000 | 155,000 | 155,000 | 155,000 | 155,000 | 155,000 | 155,000 |
| 101,000 | 103,500 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 |
| 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| $1,400,000$ | $1,430,000$ | $1,460,000$ | $1,545,000$ | $1,545,000$ | $1,545,000$ | $1,545,000$ | $1,545,000$ | $1,545,000$ | $1,640,000$ |
| 489,000 | 496,000 | 503,000 | 503,000 | 503,000 | 503,000 | 503,000 | 503,000 | 503,000 | 503,000 |
| 903,600 | 970,600 | 987,600 | 987,600 | 987,600 | $1,072,600$ | $1,072,600$ | $1,072,600$ | $1,072,600$ | $1,072,600$ |

Bridge Maintenance
Open Drainage Systems Maintenance
Storm Drainage and Culvert Replacement Sanitation and Street Sweeping
Winter Maintenance
Airport
Street Lighting
Traffic Signals and Systems Maintenance
Dyke Maintenance
Public Transit

## Environmental Services

Environmental Services, Landfill and Curbside

## Water and Sewe

Water Utility Services
Sewer Utility Services

## Parks, Recreation and Cultural Service

Administration and Programs
Recreational Facilities Operation and Maintenance
Parks and Greenspace Services and Maintenance
Library Operation

## Planning and Development

Planning
Development
Economic Development
Business Improvement Association

## Amortization

Amortization of Capital Assets
Fiscal Services and Transfers
Interest and Other
Operating Reserves
Capital Funds
Equipment Replacement Reserve
General Capital Reserve

| $\mathbf{2 0 2 4}$ | $\mathbf{2 0 2 5}$ | $\mathbf{2 0 2 6}$ | $\mathbf{2 0 2 7}$ | $\mathbf{2 0 2 8}$ | $\mathbf{2 0 2 9}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 3 1}$ | $\mathbf{2 0 3 2}$ | $\mathbf{2 0 3 3}$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $1,018,000$ | 230,000 | 235,000 | 235,000 | 235,000 | 235,000 | 235,000 | 235,000 | 235,000 | 235,000 |
| $2,091,000$ | $2,137,000$ | $2,268,000$ | $2,268,000$ | $2,268,000$ | $2,268,000$ | $2,268,000$ | $2,353,000$ | $2,353,000$ | $2,353,000$ |
| $1,487,000$ | $1,077,000$ | $1,127,000$ | $1,352,000$ | $1,352,000$ | $1,352,000$ | $1,502,000$ | $1,502,000$ | $1,502,000$ | $1,502,000$ |
| 855,000 | 872,000 | 889,000 | 889,000 | 889,000 | 889,000 | 889,000 | 889,000 | 889,000 | 889,000 |
| $1,550,000$ | $1,600,000$ | $1,650,000$ | $1,650,000$ | $1,650,000$ | $1,650,000$ | $1,650,000$ | $1,650,000$ | $1,650,000$ | $1,650,000$ |
| 17,000 | 17,500 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| $1,040,000$ | $1,050,000$ | $1,060,000$ | $1,060,000$ | $1,060,000$ | $1,060,000$ | $1,060,000$ | $1,060,000$ | $1,060,000$ | $1,060,000$ |
| $1,375,000$ | $1,410,000$ | $1,462,000$ | $1,462,000$ | $1,462,000$ | $1,462,000$ | $1,462,000$ | $1,462,000$ | $1,462,000$ | $1,462,000$ |
| $1,320,000$ | $1,335,000$ | $1,350,000$ | $1,350,000$ | $1,350,000$ | $1,350,000$ | $1,350,000$ | $1,350,000$ | $1,350,000$ | $1,350,000$ |
| $4,170,000$ | $4,210,000$ | $4,690,000$ | $4,980,000$ | $4,980,000$ | $5,280,000$ | $5,280,000$ | $5,280,000$ | $5,580,000$ | $5,580,000$ |
| $26,895,800$ | $22,486,300$ | $23,354,300$ | $23,954,300$ | $24,254,300$ | $24,639,300$ | $25,204,300$ | $25,289,300$ | $25,889,300$ | $25,984,300$ |


| $16,292,400$ | $17,220,400$ | $17,256,400$ | $17,321,400$ | $17,437,400$ | $17,555,400$ | $17,925,400$ | $17,846,400$ | $17,918,400$ | $18,043,200$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  |  |  |  |  |  |  |  |  |
|  | $8,485,500$ | $8,592,500$ | $8,765,500$ | $8,765,500$ | $8,765,500$ | $8,765,500$ | $8,915,500$ | $8,765,500$ | $8,765,500$ |
| $11,308,500$ | $10,721,500$ | $10,885,500$ | $11,655,500$ | $10,805,500$ | $10,935,500$ | $10,805,500$ | $10,990,500$ | $11,740,500$ | $11,340,500$ |
| $19,794,000$ | $19,314,000$ | $19,651,000$ | $20,421,000$ | $19,571,000$ | $19,701,000$ | $19,721,000$ | $19,756,000$ | $20,506,000$ | $20,106,000$ |


| $1,337,300$ | $1,377,300$ | $1,427,300$ | $1,677,300$ | $1,427,300$ | $1,427,300$ | $1,427,300$ | $1,427,300$ | $1,427,300$ | $1,427,300$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $17,562,200$ | $17,573,400$ | $17,143,300$ | $17,249,300$ | $17,212,300$ | $17,331,300$ | $17,197,300$ | $17,679,300$ | $17,024,300$ | $16,969,300$ |
| $6,486,000$ | $6,431,000$ | $6,636,000$ | $6,546,000$ | $6,586,000$ | $6,641,000$ | $6,661,000$ | $6,696,000$ | $6,736,000$ | $6,816,000$ |
| $4,500,500$ | $4,662,600$ | $4,824,000$ | $4,824,000$ | $4,824,000$ | $4,824,000$ | $4,824,000$ | $4,824,000$ | $4,824,000$ | $4,824,000$ |
| $29,886,000$ | $30,044,300$ | $30,030,600$ | $30,296,600$ | $30,049,600$ | $30,223,600$ | $30,109,600$ | $30,626,600$ | $30,011,600$ | $30,036,600$ |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| $2,379,350$ | $2,318,850$ | $2,503,850$ | $2,553,850$ | $2,653,850$ | $2,583,850$ | $2,483,850$ | $2,588,850$ | $2,588,850$ | $2,588,850$ |
| $1,295,300$ | $1,405,300$ | $1,525,300$ | $1,525,300$ | $1,525,300$ | $1,640,300$ | $1,640,300$ | $1,640,300$ | $1,760,300$ | $1,760,300$ |
| 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 |
| 369,900 | 369,900 | 369,900 | 369,900 | 369,900 | 369,900 | 369,900 | 369,900 | 369,900 | 369,900 |
| $4,844,550$ | $4,894,050$ | $5,199,050$ | $5,249,050$ | $5,349,050$ | $5,394,050$ | $5,294,050$ | $5,399,050$ | $5,519,050$ | $5,519,050$ |


| $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ | $23,000,000$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  |  |  |  |  |  |  |  |  |
|  | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 |
| 325,000 | $3,282,000$ | $5,928,900$ | $6,191,000$ | $7,645,100$ | $10,592,700$ | $6,657,700$ | $7,990,900$ | $13,076,600$ | $17,044,800$ |
| $2,944,500$ | $1,52,000$ | $11,325,000$ | $12,344,000$ | $10,164,500$ | $14,760,000$ | $13,605,000$ | $9,237,500$ | $6,052,500$ |  |
| $11,137,500$ | $12,720,000$ | $13,52,000$ | 2,000 | $2,675,000$ | $2,675,000$ | $2,675,000$ |  |  |  |
| $2,596,000$ | $2,675,000$ | $2,675,000$ | $2,675,000$ | $2,675,000$ | $2,675,000$ | $2,675,000$ | 2,675 |  |  |
| $2,150,000$ | $2,150,000$ | $2,550,000$ | $2,550,000$ | $2,550,000$ | $2,550,000$ | $2,850,000$ | $2,850,000$ | $2,850,000$ | $2,850,000$ |
| $19,153,000$ | $23,152,000$ | $25,003,900$ | $23,066,000$ | $25,539,100$ | $26,307,200$ | $27,267,700$ | $27,445,900$ | $28,164,100$ | $28,947,300$ |
| $\mathbf{2 1 6 , 1 1 1 , 9 0 0}$ | $\mathbf{2 1 7 , 7 2 9 , 1 0 0}$ | $\mathbf{2 2 3 , 6 9 3 , 1 0 0}$ | $\mathbf{2 2 6 , 3 5 9 , 2 0 0}$ | $\mathbf{2 2 7 , 7 4 3 , 3 0 0}$ | $\mathbf{2 2 9 , 8 2 8 , 4 0 0}$ | $\mathbf{2 3 2 , 3 7 4 , 9 0 0}$ | $\mathbf{2 3 4 , 9 6 6 , 1 0 0}$ | $\mathbf{2 3 6 , 4 2 1 , \mathbf { 3 0 0 }}$ | $\mathbf{2 3 8 , 6 2 9 , 3 0 0}$ |

## Total Expenditures

Annual Surplus

