

GENERAL FUND

General Fund	2024 Budget (\$000's)	2024 Actuals (\$000's)	2025 Budget (\$000's)	2025 Forecast (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	2028 Budget (\$000's)	Note
Revenue								
Taxation	37,858	37,933	40,433	40,425	43,572	47,213	51,327	
Taxes Allocated to Capital	(2,937)	(2,937)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	
Government Grants	664	2,449	1,661	1,679	977	816	816	
User Charges	9,099	10,221	9,460	9,989	9,917	10,090	10,288	
Investment Income	5,002	4,815	2,300	3,457	4,357	3,994	4,070	
Total Revenue	49,686	52,481	50,854	52,550	55,823	59,113	63,501	
Expenditures (By Department)								
General Government	16,637	16,981	17,635	18,232	19,523	18,978	19,801	
Community Services	13,365	12,110	15,586	16,428	17,796	18,581	19,349	
Planning & Development	2,557	1,952	3,141	2,674	3,316	3,437	3,604	
Public Safety	11,006	11,463	11,567	10,208	12,518	12,833	13,330	
Public Works & Engineering	9,348	9,601	10,269	10,045	10,601	10,803	11,289	
Amortization & Asset Retirement Obligations	7,867	7,703	8,173	8,241	9,569	8,463	8,766	
Total Expenditures	60,780	59,810	66,371	65,828	73,323	73,095	76,139	
Net Revenue (Expenditures)	(11,094)	(7,329)	(15,517)	(13,278)	(17,500)	(13,982)	(12,638)	
Interfund Transfers								
(To) From Water & Sewer Fund	1,170	(430)	1,104	1,104	1,528	1,605	1,685	
(To) From Solid Waste Management Fund	461	461	446	446	541	569	597	
(To) From Land Development Fund	818	(3,182)	742	742	4,774	813	853	
(To) From Reserve	31	51	56	56	56	56	56	
Total Interfund Transfers	2,480	(3,100)	2,348	2,348	6,899	3,043	3,191	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(8,614)	(10,429)	(13,169)	(10,930)	(10,601)	(10,939)	(9,447)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	7,867	7,703	8,173	8,207	9,569	8,463	8,766	
Change in Fund Balance	(747)	(2,726)	(4,996)	(2,723)	(1,032)	(2,476)	(681)	
Opening Balance	14,669	14,828	14,061	12,102	9,379	9,847	7,371	
Emerging Issues Reserve	-	-	-	-	1,500	-	-	(1)
Closing Balance	13,922	12,102	9,065	9,379	9,847	7,371	6,690	

Note:

(1) Funds earmarked for the Emerging Issues Reserve of \$1.5 million.

GENERAL FUND

General Fund - Expenditures by Division & Object	2024 Budget (\$000's)	2024 Actuals (\$000's)	2025 Budget (\$000's)	2025 Forecast (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	2028 Budget (\$000's)	Note
Expenditures (By Division)								
General Government								
Mayor & Council	1,574	1,494	1,618	1,530	1,603	1,666	1,736	
Administration	4,551	4,394	3,808	3,948	4,081	4,001	4,181	
Fiscal Services	387	1,063	439	751	631	462	462	
Corporate Services	8,376	7,927	8,678	8,279	9,019	9,127	9,534	
Economic Opportunities & Investments	1,749	2,103	1,752	2,288	2,307	2,343	2,448	
Governance & Legal Services	-	-	1,340	1,436	1,882	1,379	1,440	
Total General Government	16,637	16,981	17,635	18,232	19,523	18,978	19,801	
Community Services								
Directorate	1,709	1,319	1,624	1,507	1,822	1,865	1,954	
Arenas	3,023	2,890	3,243	3,453	3,279	3,411	3,560	
Library	1,525	1,481	1,655	1,520	1,690	1,754	1,834	
Parks	1,843	1,714	1,905	2,189	2,379	2,599	2,703	
Recreation	966	697	1,004	1,361	1,292	1,345	1,405	
Aquatic Centre	2,416	2,389	4,233	4,616	5,235	5,444	5,645	
Curling Club	167	107	175	202	184	189	195	
City Hall	819	716	804	741	834	859	897	
Wildcat Cafe	26	51	44	82	190	192	194	
Fieldhouse	871	746	899	757	891	923	962	
Total Community Services	13,365	12,110	15,586	16,428	17,796	18,581	19,349	
Planning & Development								
Directorate	672	704	805	835	1,025	1,075	1,131	
Planning & Environment (HAF)	-	25	367	358	286	301	317	
Planning & Environment	1,197	948	1,160	1,104	1,224	1,279	1,331	
Lands & Building Services	688	275	809	377	781	782	825	
Total Planning & Development	2,557	1,952	3,141	2,674	3,316	3,437	3,604	



GENERAL FUND

General Fund - Expenditures by Division & Object	2024	2024	2025	2025	2026	2027	2028	
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Public Safety								
Directorate	924	2,606	892	755	908	950	970	
Fire	8,475	7,287	8,903	7,640	9,132	9,440	9,753	
Municipal Enforcement	1,607	1,501	1,728	1,610	2,100	2,235	2,390	
Emergency Preparedness	-	69	44	203	378	208	217	
Total Public Safety	11,006	11,463	11,567	10,208	12,518	12,833	13,330	
Public Works & Engineering								
Directorate	1,050	1,053	1,264	1,178	1,300	1,364	1,421	
City Garage	883	1,346	972	957	1,027	1,062	1,112	
Public Transit	3,009	2,955	3,344	3,349	3,373	3,466	3,644	
Roads & Sidewalks	4,406	4,247	4,653	4,540	4,864	4,874	5,075	
Environmental & Regulatory	-	-	36	21	37	37	37	
Total Public Works & Engineering	9,348	9,601	10,269	10,045	10,601	10,803	11,289	
Total Expenditures	52,913	52,107	58,198	57,587	63,754	64,632	67,373	
Details of All O&M								
Wages & Benefits	32,373	30,487	35,367	34,162	38,708	40,112	41,968	
General Services	9,317	10,543	10,195	10,418	11,453	10,859	11,387	
Materials	2,945	2,412	3,260	3,272	3,476	3,516	3,570	
Maintenance	2,096	1,801	2,089	2,108	2,677	2,732	2,843	
Utility - Fuel	1,036	841	1,374	1,322	1,390	1,416	1,460	
Utility - Power	2,362	2,296	2,910	2,918	2,952	3,040	3,132	
Vehicle Operations & Maintenance	749	1,350	896	875	777	776	802	
Others (Insurance, grants & bad debts)	2,035	2,377	2,107	2,512	2,321	2,181	2,211	
Amortization	7,867	7,669	8,173	8,207	9,569	8,463	8,766	
Total Details of O&M	60,780	59,776	66,371	65,794	73,323	73,095	76,139	

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General Fund	2024 Budget (\$000's)	2024 Actuals (\$000's)	2025 Budget (\$000's)	2025 Forecast (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	2028 Budget (\$000's)	Note
Revenue								
Taxation	37,858	37,933	40,433	40,425	42,216	45,857	49,971	
Taxes Allocated to Capital	(2,937)	(2,937)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	
Government Grants	664	2,449	1,661	2,093	977	816	816	
User Charges	9,099	10,221	9,460	9,989	10,070	10,245	10,445	
Investment Income	5,002	4,815	2,300	3,457	4,357	3,994	4,070	
Total Revenue	49,686	52,481	50,854	52,964	54,620	57,912	62,302	
Expenditures (By Department)								
General Government	16,637	16,981	17,635	18,232	19,779	19,215	20,042	
Community Services	13,365	12,110	15,586	16,428	17,002	17,622	18,344	
Planning & Development	2,557	1,952	3,141	2,674	3,316	3,437	3,604	
Public Safety	11,006	11,463	11,567	10,208	12,448	12,821	13,314	
Public Works & Engineering	9,348	9,601	10,269	10,045	10,601	10,803	11,289	
Amortization & Asset Retirement Obligations	7,867	7,703	8,173	8,241	9,569	8,463	8,766	
Total Expenditures	60,780	59,810	66,371	65,828	72,715	72,361	75,359	
Net Revenue (Expenditures)	(11,094)	(7,329)	(15,517)	(12,864)	(18,095)	(14,449)	(13,057)	
Interfund Transfers								
(To) From Water & Sewer Fund	1,170	(430)	1,104	1,104	1,528	1,605	1,685	
(To) From Solid Waste Management Fund	461	461	446	446	541	569	597	
(To) From Land Development Fund	818	(3,182)	742	742	4,774	813	853	
(To) From Reserve	31	51	56	56	(194)	(194)	(194)	
Total Interfund Transfers	2,480	(3,100)	2,348	2,348	6,649	2,793	2,941	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(8,614)	(10,429)	(13,169)	(10,516)	(11,446)	(11,656)	(10,116)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	7,867	7,703	8,173	8,207	9,569	8,463	8,766	
Change in Fund Balance	(747)	(2,726)	(4,996)	(2,309)	(1,877)	(3,193)	(1,350)	
Opening Balance	14,669	14,828	14,061	12,102	9,793	7,916	4,723	
Closing Balance	13,922	12,102	9,065	9,793	7,916	4,723	3,373	(1)

Note:

(1) Closing balances of 2026, 2027 and 2028 include \$1 million earmarked for the Emerging Issues Reserve.

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General Fund - Expenditures by Division & Object	2024 Budget (\$000's)	2024 Actuals (\$000's)	2025 Budget (\$000's)	2025 Forecast (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	2028 Budget (\$000's)	Note
Expenditures (By Division)								
General Government								
Mayor & Council	1,574	1,494	1,618	1,530	1,655	1,718	1,787	
Administration	4,551	4,394	3,808	3,948	4,081	4,001	4,181	
Fiscal Services	387	1,063	439	751	631	462	462	
Corporate Services	8,376	7,927	8,678	8,279	9,019	9,127	9,534	
Economic Opportunities & Investments	1,749	2,103	1,752	2,288	2,511	2,528	2,638	
Governance & Legal Services	-	-	1,340	1,436	1,882	1,379	1,440	
Total General Government	16,637	16,981	17,635	18,232	19,779	19,215	20,042	
Community Services								
Directorate	1,709	1,319	1,624	1,507	1,682	1,725	1,814	
Arenas	3,023	2,890	3,243	3,453	3,204	3,330	3,473	
Library	1,525	1,481	1,655	1,520	1,690	1,754	1,834	
Parks	1,843	1,714	1,905	2,189	2,060	2,128	2,208	
Recreation	966	697	1,004	1,361	1,065	1,107	1,152	
Aquatic Centre	2,416	2,389	4,233	4,616	5,186	5,392	5,591	
Curling Club	167	107	175	202	184	189	195	
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Wildcat Cafe	26	51	44	82	190	192	194	
Fieldhouse	871	746	899	757	907	946	986	
Total Community Services	13,365	12,110	15,586	16,428	17,002	17,622	18,344	
Planning & Development								
Directorate	672	704	805	835	1,025	1,075	1,131	
Planning & Environment (HAF)	-	25	367	358	286	301	317	
Planning & Environment	1,197	948	1,160	1,104	1,224	1,279	1,331	
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Total Planning & Development	2,557	1,952	3,141	2,674	3,316	3,437	3,604	



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	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Public Safety								
Directorate	924	2,606	892	755	908	950	970	
Fire	8,475	7,287	8,903	7,640	7,766	8,001	8,234	
Municipal Enforcement	1,607	1,501	1,728	1,610	2,100	2,235	2,390	
Emergency Preparedness	-	69	44	203	1,674	1,635	1,720	
Total Public Safety	11,006	11,463	11,567	10,208	12,448	12,821	13,314	
Public Works & Engineering								
Directorate	1,050	1,053	1,264	1,178	1,300	1,364	1,421	
City Garage	883	1,346	972	957	1,027	1,062	1,112	
Public Transit	3,009	2,955	3,344	3,349	3,373	3,466	3,644	
Roads & Sidewalks	4,406	4,247	4,653	4,540	4,864	4,874	5,075	
Environmental & Regulatory	-	-	36	21	37	37	37	
Total Public Works & Engineering	9,348	9,601	10,269	10,045	10,601	10,803	11,289	
Total Expenditures	52,913	52,107	58,198	57,587	63,146	63,898	66,593	
Details of All O&M								
Wages & Benefits	32,373	30,487	35,367	34,162	38,094	39,398	41,209	
General Services	9,317	10,543	10,195	10,418	11,413	10,793	11,390	
Materials	2,945	2,412	3,260	3,272	3,476	3,516	3,570	
Maintenance	2,096	1,801	2,089	2,108	2,677	2,732	2,843	
Utility - Fuel	1,036	841	1,374	1,322	1,390	1,416	1,460	
Utility - Power	2,362	2,296	2,910	2,918	2,952	3,040	3,132	
Vehicle Operations & Maintenance	749	1,350	896	875	777	776	802	
Others (Insurance, grants & bad debts)	2,035	2,377	2,107	2,512	2,367	2,227	2,257	
Amortization	7,867	7,669	8,173	8,207	9,569	8,463	8,766	
Total Details of O&M	60,780	59,776	66,371	65,794	72,715	72,361	75,359	

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