



**2023 Financial Plan**  
Multiyear Budget Summary

	2022	2022	2023	Variance	Variance	2024	%	2025	%	2026	%
	Budget	Year End Forecast	Total Budget	\$	%	Budget	Variance	Budget	Variance	Budget	Variance
<b>Budget Requirements</b>											
Council	334,900	260,751	449,642	114,742	34.26%	455,082	0.01%	464,360	2.04%	514,693	10.84%
Financial Services	(38,000)	(277,361)	12,012	50,012	(131.61%)	19,662	63.69%	42,734	117.34%	68,424	60.12%
Corporate Services	1,673,900	1,352,676	1,736,210	62,310	3.72%	2,093,016	20.55%	2,162,348	3.31%	2,210,217	2.21%
Customer Services	(120,500)	(145,629)	(110,502)	9,998	(8.30%)	(104,054)	(5.84%)	(98,170)	(5.65%)	(92,162)	(6.12%)
Fleet Services	59,700	(159,794)	55,000	(4,700)	(7.87%)	63,400	15.27%	63,400		63,400	
THI	(140,000)	995,714	(141,400)	(1,400)	1.00%	332,623	(335.24%)	328,946	(1.11%)	328,908	(0.01%)
Enterprise Services	(200,000)	(199,185)	(198,600)	1,400	(0.70%)	(198,564)	(0.02%)	(198,527)	(0.02%)	(198,489)	(0.02%)
Fire Services	1,454,500	1,277,804	1,560,764	106,264	7.31%	1,486,603	(4.75%)	1,532,279	3.07%	1,580,777	3.17%
Police Services	3,188,675	3,222,076	3,277,437	88,762	2.78%	3,356,173	2.40%	3,434,611	2.34%	3,513,133	2.29%
Protection/Bylaw	265,300	242,675	299,551	34,251	12.91%	303,298	1.25%	314,665	3.75%	323,569	2.83%
Building	1,325	17,195		(1,325)	(100.00%)						
OPS Admin	261,800	258,139	370,891	109,091	41.67%	276,505	(25.45%)	285,549	3.27%	294,760	3.23%
Engineering	597,500	264,440	482,468	(115,032)	(19.25%)	525,776	8.99%	539,914	2.69%	511,450	(5.27%)
Public Works	3,945,054	3,782,057	4,361,736	416,682	10.56%	4,461,720	2.29%	4,536,177	1.67%	4,604,131	1.50%
Parking											
Airport	40,000	85,028	57,348	17,348	43.37%	59,089	3.04%	60,748	2.81%	62,446	2.80%
Waste Management	203,500	290,684	107,159	(96,341)	(47.34%)	213,684	99.41%	216,815	1.47%	220,555	1.72%
Cemetery	178,700	149,848	209,573	30,873	17.28%	215,256	2.71%	220,653	2.51%	226,272	2.55%
Parks	904,100	755,291	1,168,742	264,642	29.27%	1,395,316	19.39%	1,632,084	16.97%	1,869,418	14.54%
Community Events	106,800	43,269	100,430	(6,370)	(5.96%)	105,872	5.42%	109,516	3.44%	113,593	3.72%
Recreation - Programs	1,152,400	860,404	955,215	(197,185)	(17.11%)	976,363	2.21%	1,065,388	9.12%	1,097,232	2.99%
Recreation - Facilities	3,044,899	2,638,885	3,793,579	748,680	24.59%	4,411,977	16.30%	4,750,634	7.68%	5,080,576	6.95%
Elliott Fairbairn Centre	(47,900)	(49,192)	(26,786)	21,114	(44.08%)	(27,475)	2.57%	(28,342)	3.16%	(35,143)	24.00%
Museum	445,200	436,033	397,799	(47,401)	(10.65%)	442,202	11.16%	470,295	6.35%	470,298	
Transit Services	148,700	(47,883)	194,865	46,165	31.05%	200,882	3.09%	206,889	2.99%	281,987	36.30%
Development & Communication Services	(41,300)	(41,300)	(11,000)	30,300	(73.37%)	(15,000)	36.36%	(15,000)		(15,000)	
Economic Development	427,100	404,166	422,050	(5,050)	(1.18%)	442,039	4.74%	472,972	7.00%	490,322	3.67%
Municipal Taxes	(255,000)	(143,478)	(376,600)	(121,600)	47.69%	(289,600)	(23.10%)	(289,600)		(289,600)	
<b>Consolidated Budget Requirement</b>	<b>17,591,353</b>	<b>16,273,313</b>	<b>19,147,583</b>	<b>1,556,230</b>	<b>8.85%</b>	<b>21,201,845</b>	<b>10.73%</b>	<b>22,281,338</b>	<b>5.09%</b>	<b>23,295,767</b>	<b>4.55%</b>
<b>Operating Plan</b>											
Council	334,900	260,751	449,642	114,742	34.26%	455,082	1.21%	464,360	2.04%	514,693	10.84%
Financial Services	(38,000)	(277,361)	12,012	50,012	(131.61%)	19,662	63.69%	42,734	117.34%	68,424	60.12%
Corporate Services	1,673,900	1,352,676	1,736,210	62,310	3.72%	2,093,016	20.55%	2,162,348	3.31%	2,210,217	2.21%
Customer Services	(120,500)	(145,629)	(110,502)	9,998	(8.30%)	(104,054)	(5.84%)	(98,170)	(5.65%)	(92,162)	(6.12%)
Fleet Services	(28,300)	(245,926)	28,300	(100.00%)	8,400		8,400		8,400		
THI	(140,000)	995,714	(141,400)	(1,400)	1.00%	332,623	(335.24%)	328,946	(1.11%)	328,908	(0.01%)
Enterprise Services	(200,000)	(199,185)	(198,600)	1,400	(0.70%)	(198,564)	(0.02%)	(198,527)	(0.02%)	(198,489)	(0.02%)
Fire Services	1,423,400	1,247,851	1,540,764	117,364	8.25%	1,466,603	(4.81%)	1,512,279	3.11%	1,560,777	3.21%
Police Services	3,188,675	3,222,076	3,277,437	88,762	2.78%	3,356,173	2.40%	3,434,611	2.34%	3,513,133	2.29%
Protection/Bylaw	265,300	242,675	299,551	34,251	12.91%	303,298	1.25%	314,665	3.75%	323,569	2.83%
Building	1,325	17,195		(1,325)	(100.00%)						
OPS Admin	261,800	258,139	370,891	109,091	41.67%	276,505	(25.45%)	285,549	3.27%	294,760	3.23%
Engineering	356,500	(46,560)	399,468	42,968	12.05%	442,776	10.84%	456,914	3.19%	428,450	(6.23%)
Public Works	2,967,654	2,800,583	3,047,236	79,582	2.68%	3,147,220	3.28%	3,221,677	2.37%	3,289,631	2.11%
Parking											
Airport	40,000	85,028	57,348	17,348	43.37%	59,089	3.04%	60,748	2.81%	62,446	2.80%
Waste Management	203,500	290,684	107,159	(96,341)	(47.34%)	213,684	99.41%	216,815	1.47%	220,555	1.72%
Cemetery	178,700	148,469	209,573	30,873	17.28%	215,256	2.71%	220,653	2.51%	226,272	2.55%
Parks	839,100	690,578	918,242	79,142	9.43%	931,816	1.48%	945,584	1.48%	959,918	1.52%
Community Events	106,800	43,269	100,430	(6,370)	(5.96%)	105,872	5.42%	109,516	3.44%	113,593	3.72%
Recreation - Programs	1,152,400	860,404	955,215	(197,185)	(17.11%)	976,363	2.21%	1,065,388	9.12%	1,097,232	2.99%
Recreation - Facilities	2,844,899	2,331,405	3,008,579	163,680	5.75%	3,076,977	2.27%	3,130,634	1.74%	3,170,576	1.28%
Elliott Fairbairn Centre	(47,900)	(49,192)	(26,786)	21,114	(44.08%)	(27,475)	2.57%	(28,342)	3.16%	(35,143)	24.00%
Museum	352,300	343,133	397,799	45,499	12.91%	442,202	11.16%	470,295	6.35%	470,298	
Transit Services	148,700	(47,883)	194,865	46,165	31.05%	200,882	3.09%	206,889	2.99%	281,987	36.30%
Development & Communication Services	(41,300)	(48,300)	(11,000)	30,300	(73.37%)	(15,000)	36.36%	(15,000)		(15,000)	
Economic Development	373,500	350,566	422,050	48,550	13.00%	442,039	4.74%	472,972	7.00%	490,322	3.67%
Municipal Taxes	(255,000)	(143,478)	(376,600)	(121,600)	47.69%	(289,600)	(23.10%)	(289,600)		(289,600)	
<b>Total Operating Budget</b>	<b>15,842,353</b>	<b>14,337,682</b>	<b>16,639,583</b>	<b>797,230</b>	<b>5.03%</b>	<b>17,930,845</b>	<b>7.76%</b>	<b>18,502,338</b>	<b>3.19%</b>	<b>19,003,767</b>	<b>2.71%</b>
<b>Capital Plan</b>											
Corporate Services											
Fleet Services	88,000	86,132	55,000	(33,000)	(37.50%)	55,000		55,000		55,000	
Fire Services	31,100	29,953	20,000	(11,100)	(35.69%)	20,000		20,000		20,000	
Engineering	241,000	311,000	83,000	(158,000)	(65.56%)	83,000		83,000		83,000	
Public Works	977,400	981,474	1,314,500	337,100	34.49%	1,314,500		1,314,500		1,314,500	
Airport											
Cemetery		1,379									
Parks	65,000	64,713	250,500	185,500	285.38%	463,500	85.03%	686,500	48.11%	909,500	32.48%
Recreation - Programs											
Recreation - Facilities	200,000	307,480	785,000	585,000	292.50%	1,335,000	70.06%	1,620,000	21.35%	1,910,000	17.90%
Museum	92,900	92,900		(92,900)	(100.00%)						



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Multiyear Budget Summary

	2022 Budget	2022 Year End Forecast	2023 Total Budget	Variance \$	Variance %	2024 Budget	% Variance	2025 Budget	% Variance	2026 Budget	% Variance
Development & Communication Services		7,000									
Economic Development	53,600	53,600		(53,600)	(100.00%)						
<b>Total Capital Plan</b>	<b>1,749,000</b>	<b>1,935,631</b>	<b>2,508,000</b>	<b>759,000</b>	<b>43.40%</b>	<b>3,271,000</b>	<b>30.42%</b>	<b>3,779,000</b>	<b>15.53%</b>	<b>4,292,000</b>	<b>13.58%</b>