

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Taxation &amp; General Revenue/Expenses</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Draw from Reserve	<b>1</b>	- 150,032	- 619,158	-100,000	519,158	-84%
Fees, Service Charges, and Rentals		- 12,670		0	-	
Fines and penalties		- 406,743	- 387,400	-387,400	-	0%
Grants & External Contributions		- 617,329	- 599,000	-599,000	-	0%
Interest and Investment Income		- 1,007,438	- 550,000	-550,000	-	0%
Taxation	<b>2</b>	- 27,177,887	- 29,100,556	-30,571,729	- 1,471,173	5%
<b>Revenue Total</b>		<b>-29,372,099</b>	<b>-31,256,114</b>	<b>-32,208,129</b>	<b>-952,015</b>	<b>3%</b>
<b>Expense</b>						
Salaries & Benefits					-	
Fines and penalties		178			-	
Fees Expense		6,558		0	-	
Insurance	<b>3</b>		- 50,000	-50,000	-	0%
Interdepartment Transfers - Corporate S&B			188,251	191,642	3,391	2%
Materials & Supplies		- 59			-	
Organizational Changes	<b>4</b>	321,474	300,000		- 300,000	-100%
Protective clothing, uniforms, subscriptions, and memberships	<b>5</b>			-20,000	- 20,000	
Rebates	<b>6</b>	13,489	18,000	22,000	4,000	22%
Support to BIA		109,403	175,000	175,000	-	0%
Training, travel, meetings, and conferences	<b>7</b>			-69,000	- 69,000	
Transfer to Reserve		1,900,247	1,113,129	831,435	- 281,694	-25%
Write-offs		- 38,237	100,000	100,000	-	0%
<b>Expense Total</b>		<b>2,313,053</b>	<b>1,844,380</b>	<b>1,181,077</b>	<b>-663,303</b>	<b>-36%</b>
<b>Net Revenue</b>		<b>-27,059,046</b>	<b>-29,411,734</b>	<b>-31,027,052</b>	<b>-1,615,318</b>	<b>5%</b>

\*2023 Actuals (\$) unaudited

**Note 1:** Draw from reserves is reduced by \$300,000, as Organizational Change budget removed in 2025. Costs of market/pay equity study continue to be phased-in over this term of Council.

**Note 2:** Includes Taxation increase required to balance base budget, net of assessment growth projection of 0.60% as reported by MPAC.

**Note 3:** Insurance savings based on 2025 anticipated premiums.

**Note 4:** Removed Organizational Change budget.

**Note 5:** General reduction applied to Protective clothing, uniforms, subscriptions, and memberships, based on overall Corporate spend.

**Note 6:** Increased Charity Rebate budget based on 2024 applications and relief granted to qualifying Not-For-Profit businesses.

**Note 7:** General reduction applied to Training, travel, meetings, and conferences, based on overall Corporate spend.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Council&amp;Committees Revenue/Expenses</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Draw from Reserve	<b>1</b>			-41,500	- 41,500	
Grants & External Contributions				-32,000	- 32,000	
Sales				-28,000	- 28,000	
<b>Revenue Total</b>		<b>0</b>	<b>0</b>	<b>-101,500</b>	<b>-101,500</b>	<b>#DIV/0!</b>
<b>Expense</b>						
Salaries & Benefits	<b>2</b>	311,528	329,775	342,338	12,563	4%
Fees Expense		18			-	
Grants & Donations	<b>3</b>	62,565	64,000	63,000	- 1,000	-2%
Insurance			16,610	16,610	-	0%
Interdepartment Transfers	<b>4</b>	24,811	81,069	89,952	8,883	11%
Interdepartment Transfers - Corporate S&B	<b>5</b>	758	61,628	51,841	- 9,787	
Materials & Supplies		525		0	-	
Printing, Advertising & Public Notices		236	1,000	1,000	-	0%
Professional & Contracted Services		20,362	52,500	52,500	-	0%
Program Costs		25		20,000	20,000	
Protective clothing, uniforms, subscriptions, and memberships	<b>6</b>	7,231	5,700	7,200	1,500	26%
Sundry Expense		1,510		0	-	
Telecommunications		5,028	6,225	6,225	-	0%
Training, travel, meetings, and conferences		16,165	40,500	40,500	-	0%
Transfer to Reserve		38,500	38,500	78,500	40,000	104%
<b>Expense Total</b>		<b>489,262</b>	<b>697,507</b>	<b>769,666</b>	<b>72,159</b>	<b>10%</b>
<b>Net Revenue</b>		<b>489,262</b>	<b>697,507</b>	<b>668,166</b>	<b>-29,341</b>	<b>-4%</b>

\*2023 Actuals (\$) unaudited

**Note 1:** Includes one-time funding generated from the 2024 Mayor's Golf Tournament.

**Note 2:** Includes 1.78% blended COLA consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current Council composition and benefit rates.

**Note 3:** Grants & Donations - Support for the Senior's Advisory Committee removed. Committee joined the County's program.

**Note 4:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 5:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 6:** Clothing budget increased to allow for uniformed Council representation at conferences and public engagement events.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Administration (CAO, Clerks, Finance, Procurement, HR)</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Draw from Reserve	<b>1</b>		- 7,000	-147,181	- 140,181	2003%
Fees, Service Charges, and Rentals	<b>2</b>	- 92,169	- 72,350	-102,350	- 30,000	41%
Grants & External Contributions		- 17,392			-	
Interest and Investment Income		- 7,609		0	-	
Sundry Revenue		- 49			-	
Licenses and permits		- 27,303	- 39,500	-39,500	-	0%
<b>Revenue Total</b>		<b>- 144,522</b>	<b>- 118,850</b>	<b>-289,031</b>	<b>-170,181</b>	<b>143%</b>
<b>Expense</b>						
Salaries & Benefits	<b>3</b>	1,924,084	2,653,056	2,926,665	273,609	10%
Fines and penalties		- 178			-	
Insurance		66,064	72,660	72,660	-	0%
Interdepartment Transfers	<b>4</b>	14,090	- 373,448	-314,790	58,658	-16%
Interdepartment Transfers - Corporate S&B	<b>5</b>	- 119,105	- 1,932,125	-2,046,504	- 114,379	6%
Labour Relations	<b>6</b>	43,624	50,000	35,000	- 15,000	-30%
Materials & Supplies		39,520	67,450	68,450	1,000	1%
Printing, Advertising & Public Notices		18,853	17,700	17,700	-	0%
Professional & Contracted Services		137,822	100,500	97,500	- 3,000	-3%
Protective clothing, uniforms, subscriptions, and memberships		13,496	28,625	28,800	175	1%
Program Costs		66			-	
Purchases for resale		140			-	
Repairs & Maintenance		4,427	2,500	2,500	-	0%
Software Support & Licencing		102,358			-	
Security		4,101	4,000	4,000	-	0%
Sundry Expense	<b>7</b>	10,971	38,100	31,900	- 6,200	-16%
Telecommunications		4,490	4,950	5,400	450	9%
Training, travel, meetings, and conferences	<b>8</b>	110,143	156,750	199,050	42,300	27%
Transfer to Reserve		94,479	109,000	109,000	-	0%
<b>Expense Total</b>		<b>2,469,445</b>	<b>999,718</b>	<b>1,237,331</b>	<b>237,613</b>	<b>24%</b>
<b>Net Revenue</b>		<b>2,324,923</b>	<b>880,868</b>	<b>948,300</b>	<b>67,432</b>	<b>8%</b>

\*2023 Actuals (\$) unaudited

## **Administration**

**Note 1:** Includes one-time funding carried for 2024 annual service awards to be held in January 2025 and 2025 leadership training committed to in 2024.

**Note 2:** Increased revenue based on fees and charges for tax account related services.

**Note 3:** Includes reallocation of management position from Operations. 1.78% blended COLA, consistent with IBEW collective agreement. Statutory and group

**Note 4:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 5:** Interdepartmental transfers updated to allocate HR, Finance and Procurement S&B costs to service departments based on their proportionate share of the budget, net of costs allocated to CAO and Clerks.

**Note 6:** Reduced labour relations budget based on only one 2025 collective bargaining agreement up for renewal.

**Note 7:** Reduced service and recognition budget based on anticipated spend on 2025 events. Carried budget from 2024 for service recognition awards.

**Note 8:** Increased training budget as per staff training and development plan. Includes carry over for 2024 commitments.

Fire & Emergency Services	Notes	*2023 Actuals (\$)	2024 Approved Budget (\$)	2025 Approved Budget	2025 Approved Budget Change (\$)	2025 Approved Budget Change (%)
<b>Revenue</b>						
Draw from Reserve	<b>1</b>		- 230,010	-125,000	105,010	-46%
Fees, Service Charges, and Rentals		- 25,515	- 22,200	-22,200	-	0%
Grants & External Contributions		- 25,689		0	-	
Licenses and permits		- 32,720	- 30,000	-30,000	-	0%
<b>Revenue Total</b>		<b>- 83,924</b>	<b>- 282,210</b>	<b>-177,200</b>	<b>105,010</b>	<b>-37%</b>
<b>Expense</b>						
Salaries & Benefits	<b>2</b>	3,011,798	3,375,785	3,475,558	99,773	3%
Fees Expense		57,280	66,600	68,600	2,000	3%
Fines and penalties		246			-	
Fuel		19,931	20,500	20,500	-	0%
Insurance		104,254	113,600	113,600	-	0%
Interdepartment Transfers	<b>3</b>	70,625	322,003	317,762	- 4,241	-1%
Interdepartment Transfers - Corporate S&B		98	328,761	404,444	75,683	23%
Labour Relations		2,228		0	-	
Licenses expense		881	600	600	-	0%
Materials & Supplies		72,087	28,700	29,200	500	2%
Printing, Advertising & Public Notices		100	1,200	700	- 500	-42%
Professional & Contracted Services		21,120	16,700	16,300	- 400	-2%
Protective clothing, uniforms, subscriptions, and memberships	<b>4</b>	64,028	41,500	49,000	7,500	18%
Repairs & Maintenance	<b>5</b>	110,273	78,500	100,000	21,500	27%
Software Support & Licencing		3,454	3,500	4,000	500	14%
Sundry Expense		400	1,000	500	- 500	-50%
Telecommunications		3,955	4,000	2,500	- 1,500	-38%
Training, travel, meetings, and conferences	<b>6</b>	45,735	52,050	65,450	13,400	26%
Transfer to Reserve	<b>7</b>	415,500	451,500	564,690	113,190	25%
Utilities		25,829	24,111	25,611	1,500	6%
<b>Expense Total</b>		<b>4,029,822</b>	<b>4,930,610</b>	<b>5,259,015</b>	<b>328,405</b>	<b>7%</b>
<b>Net Revenue</b>		<b>3,945,898</b>	<b>4,648,400</b>	<b>5,081,815</b>	<b>433,415</b>	<b>9%</b>

\*2023 Actuals (\$) unaudited

**Note 1:** Draw from reserve of \$115k to continue phase-in of 4 new firefighters added in 2024. One-time \$10k carry-over of Emergency Management Program budget unspent funding from 2024.

**Note 2:** Salaries & Benefits increased for new CLAC agreement with Volunteer Firefighters and grid progression of Career staff. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 3:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 4:** Protective clothing budget updated to reflect the annual cost of uniforms & PPE required.

**Note 5:** Repairs and Maintenance budget increased to reflect anticipated maintenance costs in 2025, as equipment age

**Note 6:** One-time \$10k carry-over of Emergency Management Program budget unspent from 2024.

**Note 7:** Transfer to Capital Infrastructure Reserves increased in accordance with recommendations of the 2024 AMP. Additional year-end surplus transfers will be required to achieve the recommended 3% annual increase to tax-supported reserves.

Digital Government and Customer Service	Notes	*2023 Actuals (\$)	2024 Approved Budget (\$)	2025 Approved Budget (\$)	2025 Approved Budget Change (\$)	2025 Approved Budget Change (%)
<b>Revenue</b>						
Draw from Reserve	<b>1</b>	- 355,000	- 330,000	-305,000	25,000	-8%
Fees, Service Charges, and Rentals		- 62,419	- 31,500	-31,500	-	0%
Fines and penalties				-98,100	- 98,100	
Sundry Revenue				0	-	
<b>Revenue Total</b>		<b>-417,419</b>	<b>-361,500</b>	<b>-434,600</b>	<b>-73,100</b>	<b>20%</b>
<b>Expense</b>						
Salaries & Benefits	<b>2</b>	720,950	1,062,744	1,223,977	161,233	15%
Fines and penalties		93		0	-	
Insurance		150,857	149,870	149,870	-	0%
Interdepartment Transfers	<b>3</b>	5,483	- 903,199	-1,011,049	- 107,850	12%
Interdepartment Transfers - Corporate S&B	<b>4</b>	- 96,981	- 1,062,745	-1,210,256	- 147,511	14%
Materials & Supplies		5,595	500	500	-	0%
Printing, Advertising & Public Notices		59,474	70,000	77,000	7,000	10%
Professional & Contracted Services	<b>5</b>	321,555	436,000	476,000	40,000	9%
Program Costs				29,378	29,378	
Protective clothing, uniforms, subscriptions, and memberships		3,728	10,080	10,830	750	7%
Repairs & Maintenance	<b>6</b>	8,035	12,000	8,500	- 3,500	-29%
Software Support & Licencing	<b>7</b>	220,204	423,000	460,300	37,300	9%
Sundry Expense		896	1,000	1,000	-	0%
Telecommunications	<b>8</b>	47,707	78,260	84,560	6,300	8%
Training, travel, meetings, and conferences		15,004	38,490	38,490	-	0%
Transfer to Reserve		35,000	45,500	95,500	50,000	110%
<b>Expense Total</b>		<b>1,497,600</b>	<b>361,500</b>	<b>434,600</b>	<b>73,100</b>	<b>20%</b>
<b>Net Revenue</b>		<b>1,080,181</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\*2023 Actuals (\$) unaudited

Includes Information Technology, Customer Experience and Communications, Legal and Risk Management

**Note 1:** Reduced reliance on I.T. operating transfer to allow for funding to be put towards capital requirements identified in 10-Year Plan.

**Note 2:** Updated non-union grids adopted in 2024. Includes a 1.78% blended COLA, consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 3:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 4:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 5:** Budget for property appraisals moved under risk management (previously under Operations - Corporate Assets) to better reflect responsibility over task and use of information (insurance-related). Increase to negotiated MSP contract.

**Note 6:** Repairs and Maintenance budget decreased to reflect decommissioning of end of life servers in early 2025.

**Note 7:** Software support and licencing costs for the organization continue to be consolidated. Increases related to various contracts for maintenance and support.

**Note 8:** Improved emergency telecommunications service at Town facilities.



NSSRC	Notes	*2023 Actuals (\$)	2024 Approved Budget (\$)	2025 Approved Budget (\$)	2025 Approved Budget Change (\$)	2025 Approved Budget Change (%)
<b>Revenue</b>						
Advertising Revenue	1	- 47,518	- 38,000	-50,000	- 12,000	32%
Draw from Reserve	2	- 451,720	- 443,246		443,246	-100%
Fees, Service Charges, and Rentals	3	- 911,696	- 848,033	-906,933	- 58,900	7%
Interest and Investment Income			- 200	-200	-	0%
Sales		- 11,300	- 10,500	-10,500	-	0%
Sundry Revenue		- 9,887	- 7,500	-7,500	-	0%
<b>Revenue Total</b>		<b>- 1,432,121</b>	<b>- 1,347,479</b>	<b>-975,133</b>	<b>372,346</b>	<b>-28%</b>
<b>Expense</b>						
Salaries & Benefits	4	1,125,185	1,157,880	1,285,272	127,392	11%
Debt Servicing	5	451,720	443,246	0	- 443,246	-100%
Fees Expense		9,503	13,200	13,200	-	0%
Fines and penalties		963			-	
Fuel		1,572	2,200	2,200	-	0%
Grants & Donations		65,723	70,922	70,922	-	0%
Grounds Maintenance		1,560	2,750	2,750	-	0%
Insurance		80,314	92,720	92,720	-	0%
Interdepartment Transfers	6		127,141	128,879	1,738	1%
Interdepartment Transfers - Corporate S&B	7	- 1,387	308,701	210,912	- 97,789	-32%
Licenses expense		741	2,250	2,250	-	0%
Materials & Supplies		23,803	21,400	21,400	-	0%
Professional & Contracted Services		26,461	29,000	29,000	-	0%
Protective clothing, uniforms, subscriptions, and memberships		5,742	6,500	6,500	-	0%
Purchases for resale		6,652	7,500	7,500	-	0%
Repairs & Maintenance		190,186	188,700	188,700	-	0%
Security			900	900	-	0%
Sundry Expense		6,002	6,000	6,000	-	0%
Telecommunications		2,176	2,200	2,200	-	0%
Training, travel, meetings, and conferences		6,255	7,050	7,050	-	0%
Transfer to Reserve	8	186,700	244,500	303,790	59,290	24%
Utilities	9	320,667	303,989	321,329	17,340	6%
Vehicle, Equipment, and Facility Rentals		60,808	60,808	60,808	-	0%
Write-offs		299			-	
<b>Expense Total</b>		<b>2,571,645</b>	<b>3,099,557</b>	<b>2,764,282</b>	<b>- 335,275</b>	<b>-11%</b>
<b>Net Revenue</b>		<b>1,139,524</b>	<b>1,752,078</b>	<b>1,789,149</b>	<b>37,071</b>	<b>2%</b>

\*2023 Actuals (\$) unaudited

## **Recreation - NSSRC**

**Note 1:** Increased advertising revenue based on 2023 actuals.

**Note 2:** Removed draw from Development Charges Reserve, as debt payments on the 2003 arena expansion have been fully paid.

**Note 3:** Increased rental revenue from operations based on actuals. Rate increases under Fees and Charges By-law have not been included.

**Note 4:** Includes a 2.25% blended OPSEU COLA per collective, and a non-union increase of 1.78% consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates. Facility staff reassigned back to home department.

**Note 5:** Debt servicing costs on the 2003 arena expansion fully paid in 2024.

**Note 6:** Removed interdepartmental allocation for space occupied at Town Hall. Town Hall expenses shown under Operations - Corporate Assets.

**Note 7:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 8:** Transfer to Capital Infrastructure Reserve increased in accordance with recommendations of the 2024 AMP. Additional year-end surplus transfers will be required to achieve the recommended 3% annual tax increase to tax-supported reserves.

**Note 9:** Increased hydro and natural gas budgets based on 2023 actuals.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Planning Services</b>						
<b>Revenue</b>						
Draw from Reserve	<b>1</b>	- 144,988	- 380,589	-209,500	171,089	-45%
Fees, Service Charges, and Rentals	<b>2</b>	- 241,333	- 376,453	-323,493	52,960	-14%
Sales			- 1,000	0	1,000	-100%
<b>Revenue Total</b>		<b>- 386,321</b>	<b>- 758,042</b>	<b>-532,993</b>	<b>225,049</b>	<b>-30%</b>
<b>Expense</b>						
Salaries & Benefits	<b>3</b>	498,561	620,935	691,674	70,739	11%
Insurance		13,914	15,300	15,300	-	0%
Interdepartment Transfers	<b>4</b>	12,431	95,367	83,942	- 11,425	-12%
Interdepartment Transfers - Corporate S&B	<b>5</b>		72,616	46,510	- 26,106	-36%
Materials & Supplies		2,723	2,350	5,050	2,700	115%
Printing, Advertising & Public Notices		2,031	7,550	5,850	- 1,700	-23%
Professional & Contracted Services	<b>6</b>	247,683	320,000	316,000	- 4,000	-1%
Protective clothing, uniforms, subscriptions, and memberships		3,410	7,230	7,230	-	0%
Program Costs	<b>7</b>		51,600	1,600	- 50,000	-97%
Telecommunications		671	1,500	1,500	-	0%
Training, travel, meetings, and conferences	<b>8</b>	7,167	18,350	21,500	3,150	17%
Transfer to Reserve	<b>9</b>	53,500	189,339	58,750	- 130,589	-69%
<b>Expense Total</b>		<b>842,091</b>	<b>1,402,137</b>	<b>1,254,906</b>	<b>-147,231</b>	<b>-11%</b>
<b>Net Revenue</b>		<b>455,770</b>	<b>644,095</b>	<b>721,913</b>	<b>77,818</b>	<b>12%</b>

\*2023 Actuals (\$) unaudited

**Note 1 :** Removed draw from reserve related to the uncertainty of revenue recognition surrounding Bill 109. Reserve draw remains for estimated appeal costs on legacy files.

**Note 2:** Following the results for the Service Delivery and Fee Review, revenue collected by Planning on development applications is reduced . A portion of this revenue is now recognized under Engineering for their contribution to the development process.

**Note 3:** Includes 1.78% blended COLA consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 4:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 5:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 6:** Estimated legal costs to resolve appeals on legacy files reduced.

**Note 7:** Budget removed for Heritage Committee CIP. Program expired.

**Note 8 :** Increased training budget as per staff training and development plan.

**Note 9 :** Offsetting transfer to reserve related to Bill 109 removed. No net impact to tax-rate.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Building Services</b>						
<b>Revenue</b>						
Draw from Reserve	<b>1</b>	- 232,465	- 155,365	-202,516	- 47,151	30%
Fees, Service Charges, and Rentals	<b>2</b>	- 11,136	- 90,101	-32,101	58,000	-64%
Grants & External Contributions	<b>3</b>	- 137,050	- 175,000	-194,716	19,716	11%
Licenses and permits	<b>4</b>	- 154,150	- 300,000	-335,000	35,000	12%
<b>Revenue Total</b>		<b>- 534,801</b>	<b>- 720,466</b>	<b>-764,333</b>	<b>-43,867</b>	<b>6%</b>
<b>Expense</b>						
Salaries & Benefits	<b>5</b>	374,258	502,130	512,062	9,932	2%
Fees Expense		1,750		0	-	
Fuel		1,487	2,200	2,500	300	14%
Insurance		14,854	16,340	16,340	-	0%
Interdepartment Transfers	<b>6</b>	50,520	56,646	62,736	6,090	11%
Interdepartment Transfers - Corporate S&B	<b>7</b>	10,311	51,840	75,150	23,310	45%
Materials & Supplies		383	360	360	-	0%
Printing, Advertising & Public Notices		284			-	
Professional & Contracted Services			45,000	45,000	-	0%
Protective clothing, uniforms, subscriptions, and memberships		2,575	4,450	4,450	-	0%
Repairs & Maintenance		339	1,000	1,000	-	0%
Software Support & Licencing		25,440			-	
Telecommunications		1,489	3,000	3,000	-	0%
Training, travel, meetings, and conferences		9,292	11,500	12,500	1,000	9%
Transfer to Reserve	<b>8</b>	54,250	26,000	29,234	3,234	12%
<b>Expense Total</b>		<b>547,232</b>	<b>720,466</b>	<b>764,332</b>	<b>43,866</b>	<b>6%</b>
<b>Net Revenue</b>		<b>12,431</b>	<b>-</b>	<b>-1</b>	<b>-1</b>	

\*2023 Actuals (\$) unaudited

**Note 1:** Transfer from Building Reserve Fund to balance budget to \$0 with no impact to tax-rate.

**Note 2:** Decrease in expected file maintenance fees, based on # of permits under review in given year.

**Note 3:** Increase in recovery corresponding to year 2 cost estimates provided for in the Building Services Agreement with Penetanguishene.

**Note 4:** Estimated increase in permit revenue over 2024 as market recovers.

**Note 5:** Includes 1.78% blended COLA consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 6:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 7:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 8:** Transfer to Capital Infrastructure Reserve increased in accordance with recommendations of the 2024 AMP.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>By-law and Parking Enforcement</b>						
<b>Revenue</b>						
Fees, Service Charges, and Rentals		- 105,726	- 25,000	-23,000	2,000	-8%
Fines and penalties		- 75,984	- 2,500	-2,500	-	0%
Licenses and permits		- 12,138	- 14,000	-15,000	- 1,000	7%
<b>Revenue Total</b>		<b>-193,848</b>	<b>-41,500</b>	<b>-40,500</b>	<b>1,000</b>	<b>-2%</b>
<b>Expense</b>						
Salaries & Benefits	<b>1</b>	248,922	330,362	337,170	6,808	2%
Fees Expense		3,851	2,500	2,500	-	0%
Fuel		3,111	3,000	3,000	-	0%
Grounds Maintenance		10,802	10,000	10,000	-	0%
Insurance		12,315	13,550	13,550	-	0%
Interdepartment Transfers	<b>2</b>	2,999	58,900	52,389	- 6,511	-11%
Interdepartment Transfers - Corporate S&B	<b>3</b>	43,434	136,576	139,469	2,893	2%
Licenses expense		194	470	470	-	0%
Materials & Supplies		20,174	20,800	20,800	-	0%
Printing, Advertising & Public Notices		574	2,700	3,100	400	15%
Professional & Contracted Services	<b>4</b>	78,176	99,250	103,084	3,834	4%
Protective clothing, uniforms, subscriptions, and memberships		2,750	2,950	3,650	700	24%
Repairs & Maintenance		19,498	3,000	3,000	-	0%
Software Support & Licencing		90,771		0	-	
Taxes		54,417	51,816	51,816	-	0%
Telecommunications		1,432	1,600	1,600	-	0%
Town Equipment Rental		57,000	57,000	57,000	-	0%
Training, travel, meetings, and conferences	<b>5</b>	3,768	8,900	11,600	2,700	30%
Transfer to Reserve	<b>6</b>	120,000	129,500	159,684	30,184	23%
<b>Expense Total</b>		<b>774,188</b>	<b>932,874</b>	<b>973,882</b>	<b>41,008</b>	<b>4%</b>
<b>Net Revenue</b>		<b>580,340</b>	<b>891,374</b>	<b>933,382</b>	<b>42,008</b>	<b>5%</b>

\*2023 Actuals (\$) unaudited

**Note 1:** Includes 1.78% blended COLA consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 2:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 3:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 4:** Increase as per Animal Control contract.

**Note 5:** Increased training budget as per staff training and development plan.

**Note 6:** Transfer to Capital Infrastructure Reserve increased in accordance with recommendations of the 2024 AMP. Additional year-end surplus transfers will be required to achieve the recommended 3% annual tax increase to tax-supported reserves.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Culture, Tourism</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Draw from Reserve	<b>1</b>	-	-	-136,640	- 136,640	
Fees, Service Charges, and Rentals	<b>2</b>	- 77,298	- 260,856	-308,056	- 47,200	18%
Grants & External Contributions	<b>3</b>	- 109,340	- 106,000	-166,000	- 60,000	57%
Sales	<b>4</b>	- 10,914	- 9,700	-12,700	- 3,000	31%
Sundry Revenue		- 2,753	- 5,740	-5,740	-	0%
<b>Revenue Total</b>		<b>- 200,305</b>	<b>- 382,296</b>	<b>-629,136</b>	<b>-246,840</b>	<b>65%</b>
<b>Expense</b>						
Salaries & Benefits	<b>5</b>	358,651	343,614	400,859	57,245	17%
Fees Expense		240	1,000	1,000	-	0%
Fines and penalties		- 1	-		-	
Grants & Donations	<b>6</b>	11,824	3,000	5,000	2,000	67%
Insurance		12,425	11,480	11,480	-	0%
Interdepartment Transfers	<b>7</b>	14,013	92,029	102,923	10,894	12%
Interdepartment Transfers - Corporate S&B	<b>8</b>	28,359	134,732	158,411	23,679	18%
Materials & Supplies	<b>9</b>	6,595	7,040	15,640	8,600	122%
Printing, Advertising & Public Notices	<b>10</b>	53,851	58,430	82,580	24,150	41%
Professional & Contracted Services	<b>11</b>	27,526	76,600	116,550	39,950	52%
Program Costs	<b>12</b>	124,776	258,078	414,818	156,740	61%
Protective clothing, uniforms, subscriptions, and memberships		5,682	6,700	7,425	725	11%
Security		15,638	10,000	10,000	-	0%
Sundry Expense		1,292	1,500	1,500	-	0%
Telecommunications		510	1,800	1,800	-	0%
Training, travel, meetings, and conferences		13,276	14,100	14,600	500	4%
Transfer to Reserve		60,113	139,777	134,777	- 5,000	-4%
Utilities		585	7,300	6,400	- 900	-12%
Vehicle, Equipment, and Facility Rentals	<b>13</b>	28,094	32,500	46,000	13,500	42%
<b>Expense Total</b>		<b>763,449</b>	<b>1,199,680</b>	<b>1,531,763</b>	<b>332,083</b>	<b>28%</b>
<b>Net Revenue</b>		<b>563,144</b>	<b>817,384</b>	<b>902,627</b>	<b>85,243</b>	<b>10%</b>

\*2023 Actuals (\$) unaudited

## **Culture & Tourism Notes**

**Note 1:** Draw from Events Reserve for 2025 Tall Ships. Event takes place every 3 years, contribution to event is made annually.

**Note 2:** Includes estimated user (admission) fees for Tall Ships Event. Removed port passenger fees not implemented in 2024.

**Note 3:** Includes grant applications in process for Tall Ships Event.

**Note 4:** Estimated increase in sales revenue for Canada Day and Butterscotch Festival.

**Note 5:** Includes new Event Coordinator position and 1.78% blended COLA consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 6:** Includes annual support to BIA's Tree Lighting Ceremony. Support provided for has been provided for a few years, budget has been updated accordingly.

**Note 7:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 8:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 9:** Includes cost estimates for Tall Ships Event.

**Note 10:** Includes cost estimates for Tall Ships Event.

**Note 11:** Includes cost estimates for Tall Ships Event.

**Note 12:** Includes cost estimates for Tall Ships Event.

**Note 13:** Includes cost to rent vehicle barricades for Butterscotch Festival.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Harbour</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Draw from Reserve	<b>1</b>			-30,000	- 30,000	
Fees, Service Charges, and Rentals		- 257,652	- 219,893	-216,603	3,290	-1%
Sales		- 2,875	- 2,450	-2,450	-	0%
Sundry Revenue		- 312		0	-	
<b>Revenue Total</b>		<b>- 260,839</b>	<b>- 222,343</b>	<b>- 249,053</b>	<b>- 26,710</b>	<b>12%</b>
<b>Expense</b>						
Salaries & Benefits	<b>2</b>	112,845	105,836	127,857	22,021	21%
Fees Expense		4,121	3,900	3,900	-	0%
Fuel			900	1,000	100	11%
Grounds Maintenance		7,664	8,500	8,500	-	0%
Insurance		22,074	24,280	24,280	-	0%
Interdepartment Transfers			13,659	13,659	-	0%
Interdepartment Transfers - Corporate S&B		- 6,669	48,870	49,277	407	1%
Licenses expense		47	100	100	-	0%
Materials & Supplies		4,293	3,000	4,000	1,000	33%
Printing, Advertising & Public Notices		2,401	3,400	3,400	-	0%
Professional & Contracted Services		726	4,000	4,000	-	0%
Protective clothing, uniforms, subscriptions, and memberships		1,448	2,400	2,400	-	0%
Purchases for resale		1,328	1,200	1,200	-	0%
Repairs & Maintenance		17,820	16,350	16,850	500	3%
Security	<b>3</b>	411	500	30,500	30,000	6000%
Telecommunications		281	600	600	-	0%
Training, travel, meetings, and conferences		89	300	350	50	17%
Transfer to Reserve	<b>4</b>	100,500	105,500	131,103	25,603	24%
Utilities		17,495	11,988	11,988	-	0%
<b>Expense Total</b>		<b>286,874</b>	<b>355,283</b>	<b>434,964</b>	<b>79,681</b>	<b>22%</b>
<b>Net Revenue</b>		<b>26,035</b>	<b>132,940</b>	<b>185,911</b>	<b>52,971</b>	<b>40%</b>

\*2023 Actuals (\$) unaudited

#### Harbour Notes

**Note 1:** Draw from Reserve for pilot Security Program.

**Note 2:** Updated non-union grids adopted in 2024. Includes 1.78% blended COLA consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 3:** Includes cost for pilot Security Program.

**Note 4:** Transfer to Capital Infrastructure Reserve increased in accordance with recommendations of the 2024 AMP. Additional year-end surplus transfers will be required to achieve the recommended 3% annual tax increase to tax-supported reserves.



		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Engineering Services</b>						
<b>Revenue</b>						
Fees, Service Charges, and Rentals	<b>1</b>	- 216,920	- 133,960	-228,515	- 94,555	71%
Grants & External Contributions		- 2,167			-	
Licenses and permits		- 1,220	- 800	-800	-	0%
<b>Revenue Total</b>		<b>-220,307</b>	<b>-134,760</b>	<b>-229,315</b>	<b>-94,555</b>	<b>70%</b>
<b>Expense</b>						
Salaries & Benefits	<b>2</b>	479,350	939,718	941,427	1,709	0%
Insurance		20,871	22,960	22,960	-	0%
Interdepartment Transfers	<b>3</b>	5,167	61,558	50,222	- 11,336	-18%
Interdepartment Transfers - Corporate S&B	<b>4</b>	- 71	- 345,413	-305,858	39,555	-11%
Materials & Supplies		3,991	4,050	3,250	- 800	-20%
Professional & Contracted Services		2,387	43,000	43,000	-	0%
Protective clothing, uniforms, subscriptions, and memberships	<b>5</b>	15,035	15,590	12,090	- 3,500	-22%
Software Support & Licencing			18,500	18,500	-	0%
Telecommunications		1,995	5,850	5,850	-	0%
Training, travel, meetings, and conferences		13,630	27,500	27,500	-	0%
Transfer to Reserve		27,750	26,000	26,000	-	0%
<b>Expense Total</b>		<b>570,105</b>	<b>819,313</b>	<b>844,941</b>	<b>25,628</b>	<b>3%</b>
<b>Net Revenue</b>		<b>349,798</b>	<b>684,553</b>	<b>615,626</b>	<b>-68,927</b>	<b>-10%</b>

\*2023 Actuals (\$) unaudited

**Note 1:** Following the results for the Service Delivery and Fee Review, revenue collected by Planning on development applications is now recognized under Engineering for their contribution to the development process.

**Note 2:** Updated non-union grids adopted in 2024. Includes a 1.78% blended COLA, consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 3:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 4:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 5:** AutoCAD licencing costs transferred to Digital Government and Customer Service to reflect the corporate management of this program.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Operations</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Advertising Revenue			- 750	-750	-	0%
Draw from Reserve		- 314,077	- 368,044	-368,044	-	0%
Fees, Service Charges, and Rentals		- 561,812	- 441,219	-441,219	-	0%
Gain/Loss on Sale of Assets		- 250			-	
Grants & External Contributions		- 45,114	- 35,000	-35,000	-	0%
Sundry Revenue					-	
<b>Revenue Total</b>		<b>- 921,253</b>	<b>- 845,013</b>	<b>-845,013</b>	<b>0</b>	<b>0%</b>
<b>Expense</b>						
Salaries & Benefits	<b>1</b>	3,344,403	3,610,751	3,691,611	80,860	2%
Debt Servicing		872,430	1,307,423	1,307,423	-	0%
Fees Expense		28,394	43,800	43,800	-	0%
Fines and penalties		1,411			-	
Fuel	<b>2</b>	213,850	265,000	222,100	- 42,900	-16%
Grants & Donations		9,437	9,500	9,500	-	0%
Grounds Maintenance		38,044	92,900	92,900	-	0%
Insurance		266,488	303,340	303,340	-	0%
Interdepartment Transfers	<b>3</b>	- 142,001	271,801	334,833	63,032	23%
Interdepartment Transfers - Corporate S&B	<b>4</b>	- 36,768	736,488	946,572	210,084	29%
Licenses expense		33,195	42,550	42,550	-	0%
Materials & Supplies	<b>5</b>	510,952	545,418	535,918	- 9,500	-2%
Printing, Advertising & Public Notices		80	500	500	-	0%
Professional & Contracted Services	<b>6</b>	879,753	1,030,850	993,850	- 37,000	-4%
Protective clothing, uniforms, subscriptions, and memberships		29,591	38,510	38,510	-	0%
Repairs & Maintenance		444,794	474,400	474,400	-	0%
Security		9,096	11,000	11,000	-	0%
Software Support & Licencing		1,148			-	
Taxes		38,166	46,746	46,746	-	0%
Telecommunications		4,761	5,800	5,800	-	0%
Town Equipment Rental		- 57,000	- 57,000	-57,000	-	0%
Training, travel, meetings, and conferences		17,856	33,200	33,200	-	0%
Transfer to Reserve	<b>7</b>	1,777,013	2,224,862	2,739,334	514,472	23%
Utilities	<b>8</b>	347,975	375,271	365,271	- 10,000	-3%
Vehicle, Equipment, and Facility Rentals		17,229	21,000	21,000	-	0%
<b>Expense Total</b>		<b>8,650,297</b>	<b>11,434,110</b>	<b>12,203,158</b>	<b>769,048</b>	<b>7%</b>
<b>Net Revenue</b>		<b>7,729,044</b>	<b>10,589,097</b>	<b>11,358,145</b>	<b>769,048</b>	<b>7%</b>

\*2023 Actuals (\$) unaudited

## **Operations**

Includes Roads, Parks, Public Works, and Corporate Assets

**Note 1:** Includes a 2.25% blended OPSEU COLA per collective, and a non-union increase of 1.78% consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 2:** Fuel budget adjusted based on prior year actuals and expected 2025 pricing.

**Note 3:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 4:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 5:** Materials and Supplies budget adjusted based on prior years actual spend.

**Note 5:** Materials and Supplies budget adjusted based on prior years actual spend.

**Note 7:** Transfer to Capital Infrastructure Reserve increased in accordance with recommendations of the 2024 AMP. Additional year-end surplus transfers will be required to achieve the recommended 3% annual tax increase to tax-supported reserves.

**Note 8:** Decreased hydro and natural gas budgets based on 2023 actuals.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Transit Services</b>						
<b>Revenue</b>						
Advertising Revenue		- 7,233	- 45,000	-45,000	-	0%
Draw from Reserve	<b>1</b>	- 240,400	- 255,400	-355,400	- 100,000	39%
Fees, Service Charges, and Rentals		- 190,165	- 150,600	-149,900	700	0%
Grants & External Contributions		- 365,757	- 429,200	-429,200	-	0%
<b>Revenue Total</b>		<b>-803,555</b>	<b>-880,200</b>	<b>-979,500</b>	<b>-99,300</b>	<b>11%</b>
<b>Expense</b>						
Salaries & Benefits	<b>2</b>	390,927	346,220	351,788	5,568	2%
Fees Expense		1,654	1,500	1,500	-	0%
Fees, Service Charges, and Rentals		61,757	25,000	25,000	-	0%
Fuel		126,740	138,000	138,000	-	0%
Insurance		83,844	92,300	92,300	-	0%
Interdepartment Transfers	<b>3</b>		88,990	76,983	- 12,007	-13%
Interdepartment Transfers - Corporate S&B	<b>4</b>		293,765	248,116	- 45,649	-16%
Labour Relations					-	
Licenses expense		90	5,500	5,500	-	0%
Materials & Supplies		251	1,600	1,600	-	0%
Printing, Advertising & Public Notices			2,650	2,650	-	0%
Professional & Contracted Services	<b>5</b>	265,077	333,400	328,400	- 5,000	-1%
Protective clothing, uniforms, subscriptions, and memberships		1,096	3,000	3,000	-	0%
Repairs & Maintenance		206,244	204,000	203,000	- 1,000	0%
Software Support & Licencing		20,654	20,000	20,000	-	0%
Sundry Expense		4,820	4,820	4,820	-	0%
Telecommunications		834	700	1,500	800	114%
Training, travel, meetings, and conferences			3,000	3,000	-	0%
Transfer to Reserve	<b>6</b>	55,000	58,500	73,323	14,823	25%
Utilities	<b>7</b>		5,100		- 5,100	-100%
<b>Expense Total</b>		<b>1,218,988</b>	<b>1,628,045</b>	<b>1,580,480</b>	<b>-47,565</b>	<b>-3%</b>
<b>Net Revenue</b>		<b>415,433</b>	<b>747,845</b>	<b>600,980</b>	<b>-146,865</b>	<b>-20%</b>

\*2023 Actuals (\$) unaudited

**Note 1:** Increased reliance on Provincial Gas Tax funding for operations. Annual funding is approximately \$185k. Draw on reserve is utilizing unspent funds from prior years.

**Note 2:** Includes a 1.78% blended COLA, consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 3:** Removed interdepartmental allocation for space occupied at Town Hall. Town Hall expenses shown under Operations - Corporate Assets.

**Note 4:** Adjusted interdepartmental allocation for corporate services, based on proportional share of the annual budget.

**Note 5:** Removed the Balm Beach Bus Pilot Program from the 2025 budget, as per Council direction.

**Note 6:** Transfer to Capital Infrastructure Reserve increased in accordance with recommendations of the 2024 AMP. Additional year-end surplus transfers will be required to achieve the recommended 3% annual tax increase to tax-supported reserves.

**Note 7:** Utilities budget reallocated, costs shared with Operations.

		<b>*2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
<b>Police Services</b>	<b>Notes</b>	<b>Actuals (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget (\$)</b>	<b>Approved Budget Change (\$)</b>	<b>Approved Budget Change (%)</b>
<b>Revenue</b>						
Draw from Reserve	<b>1</b>	- 162,822		-107,044	- 107,044	
Fees, Service Charges, and Rentals		- 28,510		0	-	
Grants & External Contributions		- 264,743	- 142,823	-142,823	-	0%
<b>Revenue Total</b>		<b>-456,075</b>	<b>-142,823</b>	<b>-249,867</b>	<b>-107,044</b>	<b>75%</b>
<b>Expense</b>						
Salaries & Benefits		160,288		0	0	
Fees Expense		20			0	
Fines and penalties		59			0	
Interdepartment Transfers		7,320	28,304	28,026	-278	-1%
Interdepartment Transfers - Corporate S&B			18,792	18,792	0	0%
Printing, Advertising & Public Notices		641			0	
Materials & Supplies		2,286	3,000	3,000	0	0%
Professional & Contracted Services	<b>2</b>	4,731,954	4,751,259	5,162,018	410,759	9%
Repairs & Maintenance		9,976	9,000	9,000	0	0%
Security		932	600	600	0	0%
Settlement Expense		160,540			0	
Telecommunications			1,000		-1,000	-100%
Transfer to Reserve		183,500	180,000	180,000	0	0%
Utilities		25,978	24,390	25,390	1,000	4%
<b>Expense Total</b>		<b>5,283,494</b>	<b>5,016,345</b>	<b>5,426,826</b>	<b>410,481</b>	<b>8%</b>
<b>Net Revenue</b>		<b>4,827,419</b>	<b>4,873,522</b>	<b>5,176,959</b>	<b>303,437</b>	<b>6%</b>

\*2023 Actuals (\$) unaudited

## Police Services

**Note 1:** Draw from reserve of \$383k to pay the 2023 OPP reconciliation costs. Funding from 2023 operating surplus transferred to reserve for this purpose.

**Note 2:** 2025 budget based on OPP Annual billing statement. \$383k related to 2023 reconciliation of unbilled costs.