

| <b>Consolidated County Budget and Long Term Plan - Cash Basis</b> |                           |                       |  |   |  |                                  |                  |  |                                |                            |                                    |  |                       |                    |                                 |                                 |
|---|---------------------------|-----------------------|--|---|--|----------------------------------|------------------|--|--------------------------------|----------------------------|------------------------------------|--|-----------------------|--------------------|---------------------------------|---------------------------------|
| <b>Description</b>  | <b>Corporate Services</b> | <b>Communications</b> | <b>Community &amp; Social Services</b> | <b>Northumberland Community Housing Corporation</b> | <b>Economic Development/ Planning/ Tourism</b> | <b>Northumberland Paramedics</b> | <b>Finance</b>   | <b>Information Technology &amp; Records Management</b> | <b>CAO/Council/ Management</b> | <b>Golden Plough Lodge</b> | <b>Golden Plough Redevelopment</b> | <b>Facilities &amp; Major Capital Projects</b> | <b>Transportation</b> | <b>Waste</b>       | <b>2021 Budget Total County</b> | <b>2020 Budget Total County</b> |
| <b>Revenue</b>  |                           |                       |  |   |  |                                  |                  |  |                                |                            |                                    |  |                       |                    |                                 |                                 |
| Taxation  | 2,335,625                 | -                     | 7,328,868                              | 2,661,960   | 2,233,642                                      | 7,442,044                        | -                | -  | 4,298,077                      | 5,326,713                  | 1,355,248                          | 640,576  | 18,214,735            | 7,882,832          | 59,720,320                      | 58,272,441                      |
| Taxation - Dedicated Infrastructure                               | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | 587,363               | -                  | 587,363                         | 463,851                         |
| Other Taxation Revenue  | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | 100,000                        | -                          | -                                  | -  | -                     | -                  | 100,000                         | 100,000                         |
| Internal Chargebacks  | 1,644,594                 | 410,921               | 338,432                                | -   | 35,000   | -                                | 1,833,394        | 2,567,783  | 862,913                        | -                          | -                                  | 2,526,674                                      | 1,166,847             | -                  | 11,386,558                      | 10,488,998                      |
| Grants  | -                         | -                     | -                                      | 3,025,000   | 568,261  | -                                | -                | -  | 55,810                         | -                          | -                                  | -  | 2,949,055             | -                  | 6,598,126                       | 5,650,868                       |
| Subsidies   | -                         | -                     | 19,622,486                             | -   | 46,125   | 6,976,961                        | -                | -  | 415,424                        | 7,639,888                  | -                                  | -  | -                     | 1,630,000          | 36,330,883                      | 35,000,055                      |
| Licenses  | -                         | -                     | -                                      | -   | 40,000   | -                                | -                | -  | -                              | -                          | -                                  | -  | 30,000                | -                  | 70,000                          | 70,000                          |
| Interest Revenue  | -                         | -                     | -                                      | -   | -  | -                                | 1,074,796        | -  | -                              | -                          | -                                  | -  | -                     | -                  | 1,074,796                       | 1,077,583                       |
| Resident Revenue  | -                         | -                     | 175,000                                | -   | -  | -                                | -                | -  | -                              | 3,394,227                  | -                                  | -  | -                     | -                  | 3,569,227                       | 3,564,825                       |
| Social Housing Revenue  | -                         | -                     | -                                      | 1,567,000   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | 1,567,000                       | 1,567,000                       |
| County Revenue  | 24,500                    | -                     | -                                      | -   | 456,000  | -                                | 1,500,000        | -  | -                              | -                          | 442,180                            | -  | 1,456,900             | 6,514,625          | 10,394,205                      | 9,686,359                       |
| Other Revenue   | 163,021                   | -                     | 88,100                                 | 504,788   | 478,290  | 100,000                          | 20,000           | 381,242  | -                              | 105,200                    | -                                  | 971,236  | 252,199               | 88,468             | 3,152,544                       | 2,260,414                       |
| Proceeds From Disposition   | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | -                               | -                               |
| <b>Total Revenue</b>  | <b>4,167,740</b>          | <b>410,921</b>        | <b>27,552,887</b>                      | <b>7,758,748</b>                                    | <b>3,857,318</b>                               | <b>14,519,005</b>                | <b>4,428,190</b> | <b>2,949,025</b>                                       | <b>5,732,224</b>               | <b>16,466,028</b>          | <b>1,797,428</b>                   | <b>4,138,486</b>                               | <b>24,657,098</b>     | <b>16,115,925</b>  | <b>134,551,023</b>              | <b>128,202,394</b>              |
| <b>Expenditures</b>   |                           |                       |  |   |  |                                  |                  |  |                                |                            |                                    |  |                       |                    |                                 |                                 |
| Salaries and Wages  | 1,792,725                 | 265,833               | 2,776,176                              | -   | 1,368,322                                      | 8,666,591                        | 1,702,358        | 1,172,975  | 241,506                        | 9,551,973                  | 300,367                            | 726,134  | 3,652,869             | 3,120,173          | 35,338,002                      | 34,712,757                      |
| Benefits  | 436,604                   | 69,343                | 814,688                                | -   | 349,155  | 2,521,908                        | 478,764          | 282,304  | 119,479                        | 3,039,154                  | 108,064                            | 205,405  | 980,663               | 958,546            | 10,364,077                      | 9,669,485                       |
| Travel and Training   | 327,284                   | 9,800                 | 99,859                                 | -   | 78,400   | 142,825                          | 49,200           | 34,365   | 91,100                         | 49,000                     | 5,900                              | 16,750   | 50,000                | 26,100             | 980,583                         | 910,991                         |
| Materials and Supplies  | 138,384                   | 31,632                | 60,700                                 | 13,750  | 404,350  | 93,523                           | 31,400           | 11,540   | 59,000                         | 64,850                     | -                                  | 44,196   | 112,300               | 165,000            | 1,230,625                       | 1,258,072                       |
| EMS Supplies  | 32,000                    | -                     | -                                      | -   | -  | 307,180                          | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | 339,180                         | 379,240                         |
| Raw Food  | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | 531,309                    | -                                  | -  | -                     | -                  | 531,309                         | 535,312                         |
| LTC Supplies  | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | 436,800                    | -                                  | -  | -                     | -                  | 436,800                         | 401,900                         |
| Transportation Supplies   | -                         | -                     | 1,000                                  | -   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | 2,970,700             | -                  | 2,971,700                       | 2,972,100                       |
| Insurance   | -                         | -                     | 13,092                                 | 68,292  | 9,100  | 36,421                           | -                | 19,000   | 220,500                        | 110,000                    | -                                  | -  | 203,500               | 47,000             | 726,905                         | 721,655                         |
| Licences  | -                         | -                     | 1,520                                  | -   | -  | 7,065                            | -                | -  | -                              | -                          | -                                  | 900  | 54,900                | 6,000              | 70,385                          | 62,565                          |
| Telecommunications  | 10,661                    | 1,200                 | 15,125                                 | 15,475  | 17,940   | 53,945                           | 10,500           | 674,825  | 14,000                         | 27,200                     | 1,800                              | 36,963   | 31,400                | 20,350             | 931,384                         | 821,017                         |
| External Services   | 920,674                   | 18,020                | 250,654                                | 54,000  | 820,002  | 47,224                           | 473,700          | 52,408   | 4,990,749                      | 340,350                    | -                                  | 4,200  | 4,470,333             | 6,118,000          | 18,560,314                      | 17,914,230                      |
| Utilities   | 4,000                     | -                     | 4,200                                  | 657,039   | 8,800  | 220,000                          | -                | -  | -                              | 316,100                    | -                                  | 523,444  | 628,400               | 357,500            | 2,719,483                       | 2,680,004                       |
| Rent  | -                         | -                     | -                                      | 514,597   | -  | 23,130                           | -                | -  | -                              | -                          | -                                  | 1,550  | 14,000                | 146,500            | 699,777                         | 695,432                         |
| Repairs and Maintenance   | 67,432                    | -                     | 10,300                                 | 772,130   | 50,805   | 155,052                          | 8,000            | 1,020  | -                              | 415,600                    | -                                  | 941,084  | 267,700               | 681,500            | 3,370,623                       | 3,885,338                       |
| TCA's under Threshold   | 4,590                     | 204                   | 141,400                                | 725,000   | 17,000   | 130,220                          | -                | 410,000  | -                              | 53,100                     | -                                  | 34,398   | -                     | 10,500             | 1,526,412                       | 1,350,734                       |
| Waste Expenses  | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | 1,243,000          | 1,243,000                       | 1,417,525                       |
| Internal Chargebacks  | 357,281                   | 14,889                | 1,713,056                              | 1,443,628   | 562,670  | 1,358,921                        | 558,972          | 39,860   | 143,107                        | 1,317,614                  | 86,721                             | 857,886  | 1,996,101             | 935,851            | 11,386,558                      | 10,488,998                      |
| External Transfers  | -                         | -                     | -                                      | -   | 166,000  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | 166,000                         | 430,000                         |
| Financial Services  | -                         | -                     | 3,000                                  | 145,048   | -  | 140,944                          | 97,000           | -  | -                              | 73,978                     | 214,139                            | 640,576  | -                     | 1,101,039          | 2,415,724                       | 2,124,108                       |
| SS Program Expenses   | -                         | -                     | 21,631,121                             | 8,000   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | 21,639,121                      | 20,788,000                      |
| <b>Total Expenditures</b>   | <b>4,091,636</b>          | <b>410,921</b>        | <b>27,535,891</b>                      | <b>4,416,960</b>                                    | <b>3,852,544</b>                               | <b>13,904,949</b>                | <b>3,409,894</b> | <b>2,698,297</b>                                       | <b>5,879,441</b>               | <b>16,327,028</b>          | <b>716,991</b>                     | <b>4,033,486</b>                               | <b>15,432,866</b>     | <b>14,937,059</b>  | <b>117,647,961</b>              | <b>114,219,462</b>              |
| <b>Investments</b>  |                           |                       |  |   |  |                                  |                  |  |                                |                            |                                    |  |                       |                    |                                 |                                 |
| Investments   | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | -                               | -                               |
| TCA's over Threshold  | -                         | -                     | -                                      | 5,097,001   | -  | 505,000                          | -                | 160,729  | -                              | 184,000                    | 58,646,575                         | 55,000   | 9,252,869             | 1,400,000          | 75,301,174                      | 29,981,922                      |
| Transfers to Reserves   | 171,416                   | -                     | 242,814                                | 150,000   | 180,539  | 795,000                          | 1,024,296        | 150,000  | 70,000                         | -                          | 1,260,827                          | 50,000   | 997,363               | 1,678,137          | 6,770,391                       | 6,731,348                       |
| <b>Total Investments</b>  | <b>171,416</b>            | <b>-</b>              | <b>242,814</b>                         | <b>5,247,001</b>                                    | <b>180,539</b>                                 | <b>1,300,000</b>                 | <b>1,024,296</b> | <b>310,729</b>   | <b>70,000</b>                  | <b>184,000</b>             | <b>59,907,402</b>                  | <b>105,000</b>                                 | <b>10,250,232</b>     | <b>3,078,137</b>   | <b>82,071,565</b>               | <b>36,713,270</b>               |
| <b>Financing</b>  |                           |                       |  |   |  |                                  |                  |  |                                |                            |                                    |  |                       |                    |                                 |                                 |
| Short Term Debt   | -                         | -                     | -                                      | -   | -  | -                                | -                | -  | -                              | -                          | -                                  | -  | -                     | -                  | -                               | -                               |
| Long Term Debt  | -                         | -                     | -                                      | (1,655,213)   | -  | -                                | -                | -  | -                              | -                          | (58,612,826)                       | -  | -                     | -                  | (60,268,039)                    | (8,824,005)                     |
| Transfers From Reserves   | (95,312)                  | -                     | (225,818)                              | (250,000)   | (175,765)                                      | (685,944)                        | (6,000)          | (60,000)   | (217,217)                      | (45,000)                   | (214,139)                          | -  | (1,026,000)           | (1,899,270)        | (4,900,464)                     | (13,906,334)                    |
| <b>Total Financing</b>  | <b>(95,312)</b>           | <b>-</b>              | <b>(225,818)</b>                       | <b>(1,905,213)</b>                                  | <b>(175,765)</b>                               | <b>(685,944)</b>                 | <b>(6,000)</b>   | <b>(60,000)</b>  | <b>(217,217)</b>               | <b>(45,000)</b>            | <b>(58,826,965)</b>                | <b>-</b>                                       | <b>(1,026,000)</b>    | <b>(1,899,270)</b> | <b>(65,168,503)</b>             | <b>(22,730,339)</b>             |
| <b>Surplus / (Deficit)</b>  | <b>-</b>                  | <b>-</b>              | <b>-</b>                               | <b>-</b>  | <b>0.00</b>                                    | <b>0.00</b>                      | <b>-</b>         | <b>(0.00)</b>  | <b>0.00</b>                    | <b>-</b>                   | <b>(0.00)</b>                      | <b>-</b>                                       | <b>(0.00)</b>         | <b>0.00</b>        | <b>(0.00)</b>                   | <b>-</b>                        |

| Consolidated County Budget and Long Term Plan - Cash Basis |                     |                     |                     |                    |                     |                     |                    |                    |                    |                    |
|--|---------------------|---------------------|---------------------|--------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| Description  | 2021 Total County   | 2022 Total County   | 2023 Total County   | 2024 Total County  | 2025 Total County   | 2026 Total County   | 2027 Total County  | 2028 Total County  | 2029 Total County  | 2030 Total County  |
| <b>Revenue</b>   |                     |                     |                     |                    |                     |                     |                    |                    |                    |                    |
| Taxation   | 59,720,320          | 62,530,879          | 65,281,542          | 68,088,189         | 71,119,972          | 74,295,493          | 77,624,604         | 80,993,577         | 84,456,718         | 88,023,888         |
| Taxation - Dedicated Infrastructure                        | 587,363             | 603,077             | 631,340             | 659,129            | 687,473             | 718,074             | 750,136            | 783,747            | 817,773            | 852,745            |
| Other Taxation Revenue                                     | 100,000             | 100,000             | 100,000             | 100,000            | 100,000             | 100,000             | 100,000            | 100,000            | 100,000            | 100,000            |
| Internal Chargebacks                                       | 11,386,558          | 12,209,658          | 12,287,527          | 12,497,938         | 12,749,412          | 12,994,510          | 13,499,506         | 13,810,453         | 13,856,996         | 14,227,902         |
| Grants   | 6,598,126           | 10,463,880          | 5,976,012           | 2,955,387          | 7,863,938           | 5,972,675           | 2,981,603          | 2,990,726          | 3,000,050          | 3,009,577          |
| Subsidies  | 36,330,883          | 35,714,274          | 38,840,111          | 38,916,060         | 37,948,603          | 38,175,283          | 38,722,183         | 39,229,708         | 39,757,744         | 40,298,240         |
| Licenses   | 70,000              | 70,800              | 71,616              | 72,448             | 73,297              | 74,163              | 75,047             | 75,947             | 76,867             | 77,806             |
| Interest Revenue   | 1,074,796           | 1,084,698           | 1,095,021           | 1,116,921          | 1,139,260           | 1,162,045           | 1,185,286          | 1,208,992          | 1,233,171          | 1,257,835          |
| Resident Revenue   | 3,569,227           | 3,637,100           | 4,384,600           | 4,468,700          | 4,554,600           | 4,642,200           | 4,731,600          | 4,822,700          | 4,915,700          | 5,010,400          |
| Social Housing Revenue                                     | 1,567,000           | 1,582,670           | 1,598,497           | 1,822,882          | 1,841,110           | 1,859,522           | 1,878,117          | 1,896,898          | 1,915,867          | 1,935,026          |
| County Revenue   | 10,394,205          | 10,628,058          | 10,596,514          | 10,730,785         | 10,000,829          | 10,198,886          | 10,401,059         | 10,607,202         | 10,817,369         | 11,026,643         |
| Other Revenue  | 3,152,544           | 3,070,499           | 4,993,535           | 2,947,381          | 5,058,371           | 4,763,030           | 5,054,000          | 3,422,776          | 3,615,158          | 3,621,499          |
| Proceeds From Disposition                                  | -                   | -                   | -                   | -                  | -                   | -                   | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>                                       | <b>134,551,023</b>  | <b>141,695,593</b>  | <b>145,856,314</b>  | <b>144,375,820</b> | <b>153,136,866</b>  | <b>154,955,881</b>  | <b>157,003,139</b> | <b>159,942,727</b> | <b>164,563,415</b> | <b>169,441,560</b> |
| <b>Expenditures</b>  |                     |                     |                     |                    |                     |                     |                    |                    |                    |                    |
| Salaries and Wages   | 35,338,002          | 36,036,265          | 38,126,123          | 38,890,013         | 38,265,812          | 39,033,950          | 39,817,292         | 40,616,514         | 41,431,490         | 42,262,993         |
| Benefits   | 10,364,077          | 10,673,937          | 11,408,922          | 11,749,034         | 11,508,691          | 11,852,327          | 12,206,569         | 12,571,073         | 12,946,315         | 13,332,572         |
| Travel and Training  | 980,583             | 966,288             | 986,856             | 1,006,150          | 1,012,113           | 1,031,757           | 1,051,918          | 1,072,404          | 1,093,219          | 1,114,471          |
| Materials and Supplies                                     | 1,230,625           | 1,280,690           | 1,317,553           | 1,344,184          | 1,320,628           | 1,346,745           | 1,371,458          | 1,397,683          | 1,424,418          | 1,451,320          |
| EMS Supplies   | 339,180             | 345,964             | 352,884             | 359,940            | 367,138             | 374,480             | 381,968            | 389,608            | 397,401            | 405,350            |
| Raw Food   | 531,309             | 541,900             | 658,900             | 672,100            | 685,500             | 699,200             | 713,200            | 727,500            | 742,100            | 756,900            |
| LTC Supplies   | 436,800             | 445,500             | 523,600             | 533,900            | 544,400             | 555,000             | 566,000            | 577,400            | 588,900            | 600,700            |
| Transportation Supplies                                    | 2,971,700           | 2,979,020           | 3,038,540           | 3,099,261          | 3,161,082           | 3,224,004           | 3,288,426          | 3,353,774          | 3,420,886          | 3,489,298          |
| Insurance  | 726,905             | 748,869             | 791,991             | 814,899            | 809,526             | 832,019             | 855,163            | 878,964            | 903,425            | 928,552            |
| Licences   | 70,385              | 70,366              | 71,753              | 73,146             | 74,545              | 76,050              | 77,560             | 79,077             | 80,602             | 82,132             |
| Telecommunications   | 931,384             | 914,546             | 935,754             | 953,928            | 962,791             | 981,544             | 1,086,779          | 1,108,050          | 1,129,709          | 1,151,767          |
| External Services  | 18,560,314          | 16,985,443          | 16,637,932          | 17,572,976         | 19,653,400          | 18,007,788          | 19,174,924         | 18,581,108         | 20,421,741         | 20,492,131         |
| Utilities  | 2,719,483           | 2,798,557           | 2,976,142           | 3,194,050          | 3,086,997           | 3,204,912           | 3,335,461          | 3,468,679          | 3,603,603          | 3,745,987          |
| Rent   | 699,777             | 699,521             | 713,540             | 719,811            | 680,117             | 693,751             | 707,657            | 721,843            | 736,314            | 747,755            |
| Repairs and Maintenance                                    | 3,370,623           | 3,745,198           | 3,835,597           | 3,932,062          | 3,626,855           | 3,686,611           | 3,934,291          | 3,733,161          | 3,822,355          | 3,908,992          |
| TCA's under Threshold                                      | 1,526,412           | 1,341,886           | 1,363,013           | 1,321,426          | 1,404,927           | 1,173,946           | 1,264,985          | 1,348,924          | 1,364,185          | 1,345,328          |
| Waste Expenses   | 1,243,000           | 1,267,860           | 1,293,217           | 1,319,081          | 1,302,166           | 1,328,209           | 1,354,773          | 1,381,868          | 1,409,505          | 1,437,696          |
| Internal Chargebacks                                       | 11,386,558          | 12,251,666          | 12,325,350          | 12,536,507         | 12,793,806          | 13,039,814          | 13,545,953         | 13,857,879         | 13,905,335         | 14,277,192         |
| External Transfers   | 166,000             | 108,060             | 110,161             | 112,304            | 114,491             | 116,720             | 118,995            | 121,315            | 123,681            | 126,095            |
| Financial Services   | 2,415,724           | 2,613,636           | 4,360,458           | 7,703,251          | 8,353,499           | 9,003,784           | 9,647,675          | 9,422,973          | 9,335,433          | 8,718,826          |
| SS Program Expenses  | 21,639,121          | 20,716,975          | 20,739,392          | 20,821,007         | 20,983,286          | 21,148,811          | 21,317,645         | 21,489,857         | 21,665,512         | 21,846,047         |
| <b>Total Expenditures</b>                                  | <b>117,647,961</b>  | <b>117,532,149</b>  | <b>122,567,680</b>  | <b>128,729,031</b> | <b>130,711,769</b>  | <b>131,411,421</b>  | <b>135,818,694</b> | <b>136,899,655</b> | <b>140,546,128</b> | <b>142,222,104</b> |
| <b>Investments</b>   |                     |                     |                     |                    |                     |                     |                    |                    |                    |                    |
| Investments  | -                   | -                   | -                   | -                  | -                   | -                   | -                  | -                  | -                  | -                  |
| TCA's over Threshold                                       | 75,301,174          | 57,586,049          | 37,930,145          | 12,143,510         | 45,261,038          | 54,889,784          | 17,431,558         | 15,565,019         | 13,676,310         | 15,215,415         |
| Transfers to Reserves                                      | 6,770,391           | 6,933,407           | 6,469,037           | 5,469,247          | 5,375,947           | 6,215,983           | 7,264,098          | 8,909,425          | 11,375,756         | 13,438,354         |
| <b>Total Investments</b>                                   | <b>82,071,565</b>   | <b>64,519,456</b>   | <b>44,399,182</b>   | <b>17,612,757</b>  | <b>50,636,985</b>   | <b>61,105,767</b>   | <b>24,695,656</b>  | <b>24,474,444</b>  | <b>25,052,066</b>  | <b>28,653,769</b>  |
| <b>Financing</b>   |                     |                     |                     |                    |                     |                     |                    |                    |                    |                    |
| Short Term Debt  | -                   | -                   | -                   | -                  | -                   | -                   | -                  | -                  | -                  | -                  |
| Long Term Debt   | (60,268,039)        | (36,275,095)        | (9,162,470)         | -                  | (10,500,000)        | (19,657,322)        | -                  | -                  | -                  | -                  |
| Transfers From Reserves                                    | (4,900,464)         | (4,080,917)         | (11,948,078)        | (1,965,968)        | (17,711,889)        | (17,903,986)        | (3,511,210)        | (1,431,372)        | (1,034,779)        | (1,434,312)        |
| <b>Total Financing</b>                                     | <b>(65,168,503)</b> | <b>(40,356,012)</b> | <b>(21,110,548)</b> | <b>(1,965,968)</b> | <b>(28,211,889)</b> | <b>(37,561,308)</b> | <b>(3,511,210)</b> | <b>(1,431,372)</b> | <b>(1,034,779)</b> | <b>(1,434,312)</b> |
| <b>Surplus / (Deficit)</b>                                 | <b>(0.00)</b>       | <b>(0.00)</b>       | <b>(0.00)</b>       | <b>0.00</b>        | <b>(0.00)</b>       | <b>(0.00)</b>       | <b>(0.00)</b>      | <b>-</b>           | <b>(0.00)</b>      | <b>(0.00)</b>      |