

Transportation Department - Cash Basis								
Description	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Budget	\$ Increase (Decrease) Over 2021 Budget	% Increase (Decrease) Over 2021 Budget
Revenue								
Taxation	17,336,939	17,336,939	17,638,545	17,638,545	18,214,735	18,631,098	416,363	2.3%
Taxation - Dedicated Infrastructure	536,248	536,248	463,851	463,851	587,363	597,203	9,840	1.7%
Other Taxation Revenue	-	-	-	-	-	-	-	-
Internal Chargebacks	941,903	1,519,966	1,147,530	1,365,401	1,166,847	1,172,839	5,992	0.5%
Grants	3,299,245	3,359,776	3,882,922	3,625,910	2,949,055	5,350,271	2,401,216	81.4%
Subsidies	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	170,960	-	265,763	265,763	#DIV/0!
Licenses	20,700	32,250	30,000	-	30,000	-	(30,000)	-100.0%
Interest Revenue	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-
County Revenue	1,365,301	1,667,522	1,470,000	923,581	1,456,900	1,339,500	(117,400)	-8.1%
Other Revenue	1,000	127,686	84,330	456,311	252,199	84,300	(167,899)	-66.6%
Proceeds From Disposition	-	-	-	-	-	-	-	-
Total Revenue	23,501,335	24,580,385	24,717,177	24,644,558	24,657,098	27,440,974	2,783,876	11.3%
Expenditures								
Salaries and Wages	3,668,140	3,245,833	3,528,688	3,068,203	3,652,869	3,688,298	35,429	1.0%
Benefits	370,537	735,536	846,392	776,285	980,663	936,462	(44,201)	-4.5%
Travel and Training	50,000	51,782	50,000	20,707	50,000	50,000	-	0.0%
Materials and Supplies	47,300	84,150	116,100	117,525	112,300	112,500	200	0.2%
EMS Supplies	1,000	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-
Transportation Supplies	2,939,100	3,391,338	2,970,650	2,502,909	2,970,700	2,919,700	(51,000)	-1.7%
Insurance	197,600	195,482	197,600	211,235	203,500	234,000	30,500	15.0%
Licences	200	60,437	54,900	60,763	54,900	54,900	-	0.0%
Information Technology	14,600	29,052	31,700	27,771	31,400	31,400	-	0.0%
External Services	3,944,333	2,944,245	5,115,333	3,274,240	4,470,333	3,459,699	(1,010,634)	-22.6%
Utilities	623,100	541,777	621,600	427,703	628,400	635,500	7,100	1.1%
Rent and Property Tax	-	4,923	-	18,120	14,000	14,000	-	0.0%
Repairs and Maintenance	78,200	448,936	267,700	447,475	267,700	267,700	-	0.0%
TCA's under Threshold	-	76,068	-	27,134	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-
Internal Chargebacks	1,836,638	1,648,048	1,957,847	1,827,261	1,996,101	2,118,849	122,748	6.1%
External Transfers	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-
Total Expenditures	13,770,748	13,457,604	15,758,510	12,807,331	15,432,866	14,523,008	(909,858)	-5.9%
Investments								
Investments	-	-	-	-	-	-	-	-
TCA's over Threshold	10,358,340	7,269,531	12,050,000	7,747,235	9,252,869	12,220,763	2,967,894	32.1%
Transfers to Reserves	1,036,248	4,231,295	789,668	3,193,773	997,363	697,203	(300,160)	-30.1%
Total Investments	11,394,587	11,500,826	12,839,668	10,941,008	10,250,232	12,917,966	2,667,734	26.0%
Financing								
Short Term Debt	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-
Transfers From Reserves	(1,664,000)	(878,000)	(3,881,000)	(2,746,000)	(1,026,000)	-	1,026,000	-100.0%
Total Financing	(1,664,000)	(878,000)	(3,881,000)	(2,746,000)	(1,026,000)	-	1,026,000	-100.0%
Surplus / (Deficit)	-	499,954	-	3,642,220	(0)	-	-	-

Transportation Department - Cash Basis										
Description	2022 Budget	2023 Budget Forecast	2024 Budget Forecast	2025 Budget Forecast	2026 Budget Forecast	2027 Budget Forecast	2028 Budget Forecast	2029 Budget Forecast	2030 Budget Forecast	2031 Budget Forecast
Revenue										
Taxation	18,631,098	19,273,428	20,978,628	21,632,795	22,928,139	24,654,456	26,458,957	28,154,157	30,558,858	32,674,560
Taxation - Dedicated Infrastructure	597,203	633,881	661,590	688,154	726,326	759,801	797,298	827,061	866,941	900,774
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	1,172,839	1,196,300	1,220,300	1,244,700	1,269,600	1,295,000	1,320,900	1,347,300	1,374,200	1,401,700
Grants	5,350,271	5,411,083	2,364,412	2,364,412	2,364,412	2,364,412	2,364,412	2,364,412	2,364,412	2,364,412
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	265,763	2,255,763	209,902	2,415,949	1,992,255	2,358,029	710,667	871,972	828,665	828,665
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	1,339,500	1,365,500	1,391,900	1,419,000	1,446,600	1,474,600	1,503,400	1,532,600	1,562,400	1,592,800
Other Revenue	84,300	86,000	87,700	89,400	91,200	93,000	94,800	96,700	98,600	100,600
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	27,440,974	30,221,955	26,914,432	29,854,410	30,818,532	32,999,299	33,250,434	35,194,203	37,654,076	39,863,511
Expenditures										
Salaries and Wages	3,688,298	3,762,200	3,837,200	3,913,600	3,991,700	4,071,500	4,152,800	4,235,600	4,319,900	4,405,900
Benefits	936,462	964,300	992,900	1,022,400	1,052,600	1,083,700	1,115,900	1,149,000	1,183,100	1,218,500
Travel and Training	50,000	50,900	51,800	52,700	53,600	54,500	55,400	56,300	57,200	58,200
Materials and Supplies	112,500	114,800	117,100	119,400	121,800	124,200	126,700	129,200	131,501	133,902
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	2,919,700	2,978,000	3,037,500	3,098,200	3,160,000	3,222,900	3,287,300	3,353,200	3,420,300	3,488,700
Insurance	234,000	241,000	248,200	255,600	263,300	271,200	279,300	287,700	296,300	305,200
Licences	54,900	56,000	57,100	58,200	59,300	60,500	61,700	62,900	64,100	65,300
Information Technology	31,400	32,100	32,800	33,500	34,200	34,900	35,600	36,300	37,000	37,700
External Services	3,459,699	2,856,611	3,017,240	3,377,607	2,669,940	4,412,340	3,559,941	3,293,635	4,016,543	3,765,344
Utilities	635,500	652,600	670,200	688,500	707,400	726,900	747,200	768,100	789,700	812,000
Rent and Property Tax	14,000	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	267,700	247,600	252,500	257,500	262,600	267,700	272,900	278,300	283,800	289,400
TCAs under Threshold	-	-	-	-	-	-	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	2,118,849	2,161,200	2,204,400	2,248,600	2,293,600	2,339,400	2,386,000	2,433,700	2,482,300	2,532,200
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	644,520	644,520	644,520	644,520	644,520
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	14,523,008	14,117,311	14,518,940	15,125,807	14,670,040	17,314,260	16,725,261	16,728,455	17,726,264	17,756,866
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCAs over Threshold	12,220,763	15,420,763	8,314,902	28,340,449	33,787,255	12,768,029	12,620,667	13,581,478	13,253,663	14,148,663
Transfers to Reserves	697,203	683,881	4,080,590	2,988,154	2,361,237	2,917,010	3,904,506	4,884,270	6,674,150	7,957,983
Total Investments	12,917,966	16,104,644	12,395,492	31,328,603	36,148,492	15,685,039	16,525,173	18,465,748	19,927,813	22,106,646
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	(9,157,322)	-	-	-	-	-
Transfers From Reserves	-	-	-	(16,600,000)	(10,842,678)	-	-	-	-	-
Total Financing	-	-	-	(16,600,000)	(20,000,000)	-	-	-	-	-
Surplus / (Deficit)	-	-	(0)	-	-	(0)	-	0	(0)	-

Waste Department - Cash Basis								
Description	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Budget	\$ Increase (Decrease) Over 2021 Budget	% Increase (Decrease) Over 2021 Budget
Revenue								
Taxation	6,826,553	6,826,553	7,951,734	7,951,734	7,882,832	7,810,933	(71,900)	-0.9%
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-
Internal Chargebacks	-	-	-	-	-	-	-	-
Grants	-	53,451	-	726,709	-	-	-	-
Subsidies	1,069,000	1,147,298	1,160,000	1,030,444	1,340,000	1,300,000	(40,000)	-3.0%
Permits and Fees	-	-	-	6,261	-	32,378	32,378	#DIV/0!
Licenses	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-
County Revenue	6,244,920	5,909,576	6,530,859	6,177,112	6,804,625	6,990,000	185,375	2.7%
Other Revenue	71,090	55,019	71,090	52,409	88,468	56,100	(32,368)	-36.6%
Proceeds From Disposition	-	-	-	-	-	-	-	-
Total Revenue	14,211,563	13,991,898	15,713,683	15,944,670	16,115,925	16,189,411	73,485	0.5%
Expenditures								
Salaries and Wages	3,346,295	3,286,374	3,286,734	3,326,463	3,120,173	3,121,864	1,691	0.1%
Benefits	935,784	805,831	954,143	847,197	958,546	933,084	(25,462)	-2.7%
Travel and Training	31,100	26,049	28,600	9,151	26,100	22,000	(4,100)	-15.7%
Materials and Supplies	189,000	278,005	192,700	336,367	165,000	179,500	14,500	8.8%
EMS Supplies	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-
Transportation Supplies	205,000	-	-	-	-	-	-	-
Insurance	49,000	45,213	49,000	48,562	47,000	54,050	7,050	15.0%
Licences	500	20,874	500	16,397	6,000	500	(5,500)	-91.7%
Information Technology	20,700	27,486	23,200	35,658	20,350	33,850	13,500	66.3%
External Services	3,244,000	3,267,718	4,511,000	5,500,541	6,118,000	6,105,000	(13,000)	-0.2%
Utilities	368,000	460,640	411,000	424,685	357,500	370,500	13,000	3.6%
Rent and Property Tax	172,600	159,073	158,600	165,273	146,500	145,500	(1,000)	-0.7%
Repairs and Maintenance	628,800	970,845	935,350	1,005,081	681,500	668,500	(13,000)	-1.9%
TCAs under Threshold	15,500	61,479	15,500	5,753	10,500	5,500	(5,000)	-47.6%
Waste Expenses	1,342,700	3,050,882	1,417,525	1,591,862	1,243,000	1,353,500	110,500	8.9%
Internal Chargebacks	809,142	1,040,403	922,072	1,055,377	935,851	980,724	44,874	4.8%
External Transfers	-	-	-	-	-	-	-	-
Financial Services	1,160,727	923,770	1,194,615	1,177,133	1,101,039	1,100,928	(111)	0.0%
SS Program Expenses	-	-	-	-	-	-	-	-
Total Expenditures	12,518,849	14,424,642	14,100,540	15,545,500	14,937,059	15,075,000	137,942	0.9%
Investments								
Investments	-	-	-	-	-	-	-	-
TCAs over Threshold	2,085,000	1,066,126	345,000	967,495	1,400,000	975,000	(425,000)	-30.4%
Transfers to Reserves	1,392,715	2,451,530	1,533,144	1,713,144	1,678,137	1,678,140	3	0.0%
Total Investments	3,477,715	3,517,655	1,878,144	2,680,639	3,078,137	2,653,140	(424,997)	-13.8%
Financing								
Short Term Debt	-	-	-	-	-	-	-	-
Long Term Debt	-	(4,079,338)	-	-	-	-	-	-
Transfers From Reserves	(1,785,000)	(3,602,739)	(265,000)	(937,146)	(1,899,270)	(1,538,730)	360,541	-19.0%
Total Financing	(1,785,000)	(7,682,077)	(265,000)	(937,146)	(1,899,270)	(1,538,730)	360,541	-19.0%
Surplus / (Deficit)	-	3,731,678	-	(1,344,323)	(0)	(0)	-	-

Waste Department - Cash Basis										
Description	2022 Budget	2023 Budget Forecast	2024 Budget Forecast	2025 Budget Forecast	2026 Budget Forecast	2027 Budget Forecast	2028 Budget Forecast	2029 Budget Forecast	2030 Budget Forecast	2031 Budget Forecast
Revenue										
Taxation	7,810,933	8,803,320	8,753,487	8,202,480	7,995,969	8,984,169	9,875,708	10,133,023	10,475,622	10,675,314
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Subsidies	1,300,000	1,657,500	1,690,650	451,014	460,034	469,235	478,620	488,192	497,955	507,914
Permits and Fees	32,378	32,378	32,378	32,378	66,128	32,378	32,378	32,378	32,378	32,379
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	6,990,000	6,797,300	6,932,245	6,008,683	6,127,857	6,249,413	6,373,402	6,499,870	6,628,867	6,760,444
Other Revenue	56,100	57,090	58,110	59,150	60,211	61,293	62,397	63,523	64,672	65,845
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	16,189,411	17,347,588	17,466,870	14,753,705	14,710,199	15,796,488	16,822,505	17,216,986	17,699,494	18,041,896
Expenditures										
Salaries and Wages	3,121,864	3,184,298	3,247,988	1,850,402	1,887,411	1,925,159	1,963,659	2,002,931	2,042,992	2,083,853
Benefits	933,084	961,227	990,059	489,144	503,821	518,936	534,506	550,538	567,056	584,067
Travel and Training	22,000	22,440	22,888	11,143	11,365	11,593	11,824	12,061	12,302	12,548
Materials and Supplies	179,500	183,090	186,753	142,201	145,046	147,945	150,900	153,921	156,998	160,137
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	54,050	55,672	57,342	27,646	28,475	29,329	30,209	31,115	32,048	33,009
Licences	500	510	520	530	541	552	563	574	585	597
Information Technology	33,850	20,247	20,652	12,044	12,284	12,530	12,779	13,035	13,295	13,561
External Services	6,105,000	6,227,100	6,351,642	6,468,062	6,597,422	6,729,370	6,863,956	7,001,236	7,141,261	7,284,087
Utilities	370,500	347,270	360,390	142,106	145,630	149,039	152,544	156,372	160,081	163,899
Rent and Property Tax	145,500	148,410	151,377	101,344	103,371	105,439	107,547	109,697	111,890	114,128
Repairs and Maintenance	668,500	681,870	695,504	493,988	503,864	513,941	524,216	534,708	545,400	556,304
TCAs under Threshold	5,500	5,610	5,722	530	541	552	563	574	585	597
Waste Expenses	1,353,500	1,309,170	1,335,353	1,319,612	1,346,003	1,372,923	1,400,384	1,428,392	1,456,962	1,486,100
Internal Chargebacks	980,724	1,000,339	1,020,345	723,273	737,738	752,493	767,541	782,891	798,550	814,520
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	1,100,928	567,198	567,198	567,198	567,198	567,198	511,825	456,452	-	-
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	15,075,000	14,714,451	15,013,733	12,349,223	12,590,710	12,836,999	13,033,016	13,234,497	13,040,005	13,307,407
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCAs over Threshold	975,000	880,000	475,000	500,000	5,160,000	600,000	330,000	260,000	2,800,000	275,000
Transfers to Reserves	1,678,140	1,978,137	1,978,137	1,904,482	1,659,489	2,359,489	3,459,489	3,959,489	4,359,489	4,459,489
Total Investments	2,653,140	2,858,137	2,453,137	2,404,482	6,819,489	2,959,489	3,789,489	4,219,489	7,159,489	4,734,489
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-	-	-
Transfers From Reserves	(1,538,730)	(225,000)	-	-	(4,700,000)	-	-	(237,000)	(2,500,000)	-
Total Financing	(1,538,730)	(225,000)	-	-	(4,700,000)	-	-	(237,000)	(2,500,000)	-
Surplus / (Deficit)	(0)	-	-	-	-	-	-	-	-	-

Facilities - Cash Basis								
Description	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Budget	\$ Increase (Decrease) Over 2021 Budget	% Increase (Decrease) Over 2021 Budget
Revenue								
Taxation	447,027	447,027	670,086	670,086	640,576	629,309	(11,267)	-1.8%
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-
Internal Chargebacks	2,462,294	2,133,511	2,423,624	2,305,963	2,526,674	3,098,638	571,963	22.6%
Grants	-	-	-	-	-	-	-	-
Subsidies	-	-	-	103,762	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-
Other Revenue	970,296	1,004,247	972,417	1,111,005	971,236	1,032,348	61,112	6.3%
Proceeds From Disposition	-	-	-	-	-	-	-	-
Total Revenue	3,879,616	3,584,784	4,066,128	4,190,816	4,138,486	4,760,294	621,808	15.0%
Expenditures								
Salaries and Wages	664,477	626,769	651,473	670,245	726,134	979,166	253,032	34.8%
Benefits	193,651	175,374	169,017	180,920	205,405	291,512	86,107	41.9%
Travel and Training	13,746	8,619	10,750	10,849	16,750	16,750	-	0.0%
Materials and Supplies	40,704	52,600	45,957	112,863	44,196	49,346	5,150	11.7%
EMS Supplies	1,000	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-
Transportation Supplies	4,162	-	-	-	-	-	-	-
Insurance	-	730	-	-	-	-	-	-
Licences	-	840	-	600	900	900	-	0.0%
Information Technology	28,700	35,296	36,950	40,258	36,963	45,963	9,000	24.3%
External Services	4,200	40,824	4,200	134,428	4,200	4,200	-	0.0%
Utilities	478,999	437,789	471,184	455,189	523,444	549,284	25,840	4.9%
Rent and Property Tax	1,550	8,345	1,550	5,532	1,550	1,550	-	0.0%
Repairs and Maintenance	1,228,352	1,050,939	1,246,889	830,264	941,084	1,036,180	95,096	10.1%
TCAs under Threshold	34,500	22,406	34,150	11,087	34,398	108,398	74,000	215.1%
Waste Expenses	-	-	-	-	-	-	-	-
Internal Chargebacks	776,748	731,096	737,122	850,312	857,886	884,324	26,438	3.1%
External Transfers	-	-	-	-	-	-	-	-
Financial Services	407,027	318,967	495,086	481,484	640,576	648,450	7,875	1.2%
SS Program Expenses	-	-	-	-	-	-	-	-
Total Expenditures	3,877,816	3,510,595	3,904,328	3,784,032	4,033,486	4,616,023	582,537	14.4%
Investments								
Investments	-	-	-	-	-	-	-	-
TCAs over Threshold	1,696,627	996,830	175,000	36,523	55,000	595,000	540,000	981.8%
Transfers to Reserves	50,000	210,762	50,000	488,200	50,000	114,271	64,271	128.5%
Total Investments	1,746,627	1,207,591	225,000	524,723	105,000	709,271	604,271	575.5%
Financing								
Short Term Debt	-	-	-	-	-	-	-	-
Long Term Debt	(1,571,627)	(1,452,424)	-	(1,478,242)	-	-	-	-
Transfers From Reserves	(173,200)	(173,200)	(63,200)	(35,885)	-	(565,000)	(565,000)	#DIV/0!
Total Financing	(1,744,827)	(1,625,624)	(63,200)	(1,514,127)	-	(565,000)	(565,000)	#DIV/0!
Surplus / (Deficit)	-	492,222	-	1,396,189	(0)	-	(0)	-

Facilities - Cash Basis										
Description	2022 Budget	2023 Budget Forecast	2024 Budget Forecast	2025 Budget Forecast	2026 Budget Forecast	2027 Budget Forecast	2028 Budget Forecast	2029 Budget Forecast	2030 Budget Forecast	2031 Budget Forecast
Revenue										
Taxation	629,309	749,309	933,090	800,702	708,511	639,036	676,884	506,817	475,318	287,494
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	3,098,638	3,324,317	3,494,175	3,392,334	3,465,311	3,798,484	3,596,183	3,708,371	3,658,561	3,800,563
Grants	-	-	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue	1,032,348	1,144,024	1,077,837	1,097,167	1,119,814	1,157,786	1,167,003	1,191,204	1,221,524	1,246,809
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	4,760,294	5,217,649	5,505,102	5,290,203	5,293,636	5,595,306	5,440,070	5,406,391	5,355,404	5,334,866
Expenditures										
Salaries and Wages	979,166	998,751	1,018,726	1,039,101	1,059,882	1,081,079	1,102,701	1,124,753	1,147,248	1,170,193
Benefits	291,512	300,257	309,264	318,543	328,101	337,944	348,083	358,525	369,282	380,361
Travel and Training	16,750	17,084	17,424	17,774	18,130	18,492	18,863	19,241	19,626	20,019
Materials and Supplies	49,346	50,333	52,911	53,966	55,045	56,146	57,270	58,416	59,584	60,778
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Licences	900	918	936	955	974	993	1,013	1,033	1,054	1,075
Information Technology	45,963	46,882	47,818	48,775	49,750	50,744	51,758	52,793	53,850	54,928
External Services	4,200	4,284	4,369	4,456	4,545	4,636	4,728	4,823	4,920	5,018
Utilities	549,284	575,370	618,969	648,441	678,301	711,131	745,102	779,630	817,433	856,596
Rent and Property Tax	1,550	1,581	1,613	1,645	1,678	1,712	1,746	1,781	1,817	1,854
Repairs and Maintenance	1,036,180	1,291,142	1,331,139	1,107,287	1,178,722	1,291,677	1,075,817	1,076,762	1,120,227	1,355,566
TCAs under Threshold	108,398	74,666	75,939	93,238	62,212	37,357	68,104	63,804	39,580	40,373
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	884,324	835,884	929,829	947,087	999,427	1,013,956	1,024,617	1,099,768	1,117,425	919,210
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	648,450	646,263	761,894	759,664	757,476	755,289	615,998	613,792	449,087	299,623
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	4,616,023	4,843,414	5,170,831	5,040,932	5,194,244	5,361,156	5,115,799	5,255,120	5,201,132	5,165,595
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCAs over Threshold	595,000	1,275,000	220,000	135,000	-	257,000	210,000	125,000	40,000	55,000
Transfers to Reserves	114,271	114,271	114,271	114,271	114,271	114,271	114,271	114,271	114,271	114,271
Total Investments	709,271	1,389,271	334,271	249,271	114,271	371,271	324,271	239,271	154,271	169,271
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	(1,015,036)	-	-	-	-	-	-	-	-
Transfers From Reserves	(565,000)	-	-	-	(14,879)	(137,121)	-	(88,000)	-	-
Total Financing	(565,000)	(1,015,036)	-	-	(14,879)	(137,121)	-	(88,000)	-	-
Surplus / (Deficit)	-	(0)	0	0	0	(0)	(0)	-	0	0

GPL Redevelopment - Cash Basis								
Description	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2022 Budget	\$ Increase (Decrease) Over 2021 Budget	% Increase (Decrease) Over 2021 Budget
Revenue								
Taxation	1,790,671	1,790,671	1,457,192	1,457,192	1,355,248	1,692,473	337,225	24.9%
Taxation - Dedicated Infrastructure							-	
Other Taxation Revenue							-	
Internal Chargebacks							-	
Grants			250,000	250,000		295,000	295,000	
Subsidies							-	
Permits and Fees	-	-	-	16,173	-	596,887	596,887	
Licenses							-	
Interest Revenue							-	
Resident Revenue							-	
Social Housing Revenue							-	
County Revenue					442,180		(442,180)	-100.0%
Other Revenue							-	
Proceeds From Disposition							-	
Total Revenue	1,790,671	1,790,671	1,707,192	1,723,365	1,797,428	2,584,359	786,931	43.8%
Expenditures								
Salaries and Wages	243,011	-	253,087	-	300,367	331,055	30,688	10.2%
Benefits	91,262	858	87,274	913	108,064	79,356	(28,708)	-26.6%
Travel and Training	5,500	7,079	5,500	4,230	5,900	4,800	(1,100)	-18.6%
Materials and Supplies				1,618			-	
EMS Supplies							-	
Raw Food							-	
LTC Supplies							-	
Transportation Supplies							-	
Insurance							-	
Licences							-	
Information Technology	960		960	-	1,800	2,400	600	33.3%
External Services		4,685				4,500	4,500	#DIV/0!
Utilities							-	
Rent and Property Tax							-	
Repairs and Maintenance		8,879					-	
TCA's under Threshold							-	
Waste Expenses							-	
Internal Chargebacks	78,312	55,207	79,800	80,462	86,721	115,206	28,485	32.8%
External Transfers							-	
Financial Services	-		97,485	(4,027,969)	214,139	363,722	149,583	69.9%
SS Program Expenses							-	
Total Expenditures	419,045	76,707	524,106	(3,940,746)	716,991	901,040	184,049	25.7%
Investments								
Investments							-	
TCA's over Threshold	2,057,285	2,687,742	15,058,532	4,200,996	58,646,575	37,362,532	(21,284,043)	-36.3%
Transfers to Reserves	1,705,898	1,705,898	1,523,448	1,523,448	1,260,827	1,565,566	304,739	24.2%
Total Investments	3,763,183	4,393,641	16,581,980	5,724,444	59,907,402	38,928,098	(20,979,304)	-35.0%
Financing								
Short Term Debt							-	
Long Term Debt	-		(8,704,005)	-	(58,612,826)	(36,881,056)	21,731,770	-37.1%
Transfers From Reserves	(2,391,558)	(2,391,558)	(6,694,888)	-	(214,139)	(363,722)	(149,583)	69.9%
Total Financing	(2,391,558)	(2,391,558)	(15,398,893)	-	(58,826,965)	(37,244,779)	21,582,186	-36.7%
Surplus / (Deficit)	-	(288,119)	-	(60,332)	-	(0)	-	-

GPL Redevelopment - Cash Basis										
Description	2022 Budget	2023 Budget Forecast	2024 Budget Forecast	2025 Budget Forecast	2026 Budget Forecast	2027 Budget Forecast	2028 Budget Forecast	2029 Budget Forecast	2030 Budget Forecast	2031 Budget Forecast
Revenue										
Taxation	1,692,473	1,128,810								
Taxation - Dedicated Infrastructure										
Other Taxation Revenue										
Internal Chargebacks										
Grants	295,000	4,236,140								
Subsidies										
Permits and Fees	596,887	721,863								
Licenses										
Interest Revenue										
Resident Revenue										
Social Housing Revenue										
County Revenue										
Other Revenue										
Proceeds From Disposition										
Total Revenue	2,584,359	6,086,813	-	-	-	-	-	-	-	-
Expenditures										
Salaries and Wages	331,055	336,021								
Benefits	79,356	80,546								
Travel and Training	4,800	4,872								
Materials and Supplies										
EMS Supplies										
Raw Food										
LTC Supplies										
Transportation Supplies										
Insurance										
Licences										
Information Technology	2,400	2,436								
External Services	4,500	4,568								
Utilities										
Rent and Property Tax										
Repairs and Maintenance										
TCA's under Threshold										
Waste Expenses										
Internal Chargebacks	115,206	116,935								
External Transfers										
Financial Services	363,722	875,117								
SS Program Expenses										
Total Expenditures	901,040	1,420,494	-	-	-	-	-	-	-	-
Investments										
Investments										
TCA's over Threshold	37,362,532	48,778,399								
Transfers to Reserves	1,565,566	1,000,000								
Total Investments	38,928,098	49,778,399	-	-	-	-	-	-	-	-
Financing										
Short Term Debt										
Long Term Debt	(36,881,056)	(33,715,681)								
Transfers From Reserves	(363,722)	(11,396,398)								
Total Financing	(37,244,779)	(45,112,080)	-	-	-	-	-	-	-	-
Surplus / (Deficit)	(0)	0	-	-	-	-	-	-	-	-