

Human Resources 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	-	-	-	-	-	-	-	-
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-
Internal Chargebacks	1,234,343	1,197,612	1,327,031	1,187,995	1,350,891	1,225,892	(124,998)	-9.3%
Grants	-	-	100,000	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-
Other Revenue	15,000	15,741	-	10,852	-	-	-	-
Proceeds From Disposition	-	-	-	-	-	-	-	-
Total Revenue	1,249,343	1,213,353	1,427,031	1,198,847	1,350,891	1,225,892	(124,998)	-9.3%
Expenditures								
Salaries and Wages	693,123	671,764	714,810	704,732	727,355	717,366	(9,989)	-1.4%
Benefits	198,558	188,548	209,482	174,810	195,337	189,453	(5,884)	-3.0%
Travel and Training	149,178	136,622	151,934	57,760	200,234	197,621	(2,613)	-1.3%
Materials and Supplies	4,922	7,665	7,785	3,857	7,785	7,941	156	2.0%
EMS Supplies	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-
Information Technology	3,262	1,916	3,262	2,266	3,262	3,327	65	2.0%
External Services	128,520	124,154	260,520	192,008	130,520	6,242	(124,278)	-95.2%
Utilities	-	-	-	-	-	-	-	-
Rent and Property Tax	-	-	-	-	-	-	-	-
Repairs and Maintenance	2,143	2,873	2,143	2,813	2,143	2,186	43	2.0%
TCAs under Threshold	122,000	74,145	-	-	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-
Internal Chargebacks	69,638	55,818	107,095	96,484	132,554	144,404	11,850	8.9%
External Transfers	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-
Total Expenditures	1,371,343	1,263,504	1,457,031	1,234,731	1,399,191	1,268,540	(130,650)	-9.3%
Investments								
Investments	-	-	-	-	-	-	-	-
TCAs over Threshold	-	(1,923)	-	62,197	-	-	-	-
Transfers to Reserves	-	81,081	-	48,300	-	-	-	-
Total Investments	-	79,158	-	110,497	-	-	-	-
Financing								
Short Term Debt	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-
Transfers From Reserves	(122,000)	(122,000)	(30,000)	(146,346)	(48,300)	(42,648)	5,652	-11.7%
Total Financing	(122,000)	(122,000)	(30,000)	(146,346)	(48,300)	(42,648)	5,652	-11.7%
Surplus / (Deficit)	-	(7,309)	-	(35)	-	-	-	-

Human Resources 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	-	-	-	-	-	-	-	-	-	-
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	1,225,892	1,252,305	1,279,302	1,306,898	1,335,106	1,363,941	1,393,416	1,423,546	1,454,347	1,485,834
Grants	-	-	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	1,225,892	1,252,305	1,279,302	1,306,898	1,335,106	1,363,941	1,393,416	1,423,546	1,454,347	1,485,834
Expenditures										
Salaries and Wages	717,366	731,713	746,348	761,275	776,500	792,030	807,871	824,028	840,509	857,319
Benefits	189,453	195,137	200,991	207,020	213,231	219,628	226,217	233,003	239,993	247,193
Travel and Training	197,621	158,072	161,234	164,459	167,748	171,103	174,525	178,015	181,575	185,207
Materials and Supplies	7,941	8,100	8,262	8,427	8,595	8,767	8,943	9,121	9,304	9,490
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-
Information Technology	3,327	3,394	3,462	3,531	3,601	3,673	3,747	3,822	3,898	3,976
External Services	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171	7,314	7,460
Utilities	-	-	-	-	-	-	-	-	-	-
Rent and Property Tax	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	2,186	2,230	2,274	2,320	2,366	2,414	2,462	2,511	2,561	2,613
TACAs under Threshold	-	-	-	-	-	-	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	144,404	147,292	150,238	153,243	156,307	159,434	162,622	165,875	169,192	172,576
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	1,268,540	1,252,305	1,279,302	1,306,898	1,335,106	1,363,941	1,393,416	1,423,546	1,454,347	1,485,834
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TACAs over Threshold	-	-	-	-	-	-	-	-	-	-
Transfers to Reserves	-	-	-	-	-	-	-	-	-	-
Total Investments	-	-	-	-	-	-	-	-	-	-
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-	-	-
Transfers From Reserves	(42,648)	-	-	-	-	-	-	-	-	-
Total Financing	(42,648)	-	-	-	-	-	-	-	-	-
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-

Health, Safety & Emergency Planning 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	1,066,905	1,066,905	1,179,280	1,179,280	1,225,058	1,388,803	163,745	13.4%
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	
Other Taxation Revenue	-	-	-	-	-	-	-	
Internal Chargebacks	-	-	-	-	-	-	-	
Grants	-	-	-	113,824	-	-	-	
Subsidies	-	-	-	-	-	-	-	
Permits and Fees	-	-	-	-	-	-	-	
Licenses	-	-	-	-	-	-	-	
Interest Revenue	-	-	-	-	-	-	-	
Resident Revenue	-	-	-	-	-	-	-	
Social Housing Revenue	-	-	-	-	-	-	-	
County Revenue	24,500	24,403	24,500	24,405	24,500	24,990	490	2.0%
Other Revenue	-	-	-	6,314	16,150	16,150	-	0.0%
Proceeds From Disposition	-	-	-	-	-	-	-	
Total Revenue	1,091,405	1,091,308	1,203,780	1,323,823	1,265,708	1,429,943	164,235	13.0%
Expenditures								
Salaries and Wages	248,146	250,563	323,326	336,939	367,213	365,336	(1,877)	-0.5%
Benefits	71,203	67,580	82,979	81,985	89,898	93,458	3,560	4.0%
Travel and Training	100,500	94,559	93,500	24,118	85,500	85,500	-	0.0%
Materials and Supplies	72,000	66,109	90,050	162,861	90,050	90,390	340	0.4%
EMS Supplies	32,000	27,672	32,000	37,204	32,000	32,000	-	0.0%
Raw Food	-	-	-	-	-	-	-	
LTC Supplies	-	-	-	-	-	-	-	
Transportation Supplies	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Licences	-	-	-	-	-	-	-	
Information Technology	2,000	1,382	2,000	2,036	2,000	2,000	-	0.0%
External Services	473,000	464,683	478,753	501,959	495,266	906,968	411,702	83.1%
Utilities	-	-	-	-	-	-	-	
Rent and Property Tax	-	-	-	-	-	-	-	
Repairs and Maintenance	2,600	-	17,275	4,690	17,275	17,581	306	1.8%
TCAs under Threshold	10,000	-	-	-	-	-	-	
Waste Expenses	-	-	-	-	-	-	-	
Internal Chargebacks	74,956	53,872	78,897	69,221	81,506	94,111	12,605	15.5%
External Transfers	-	-	-	-	-	-	-	
Financial Services	-	-	-	-	-	-	-	
SS Program Expenses	-	-	-	-	-	-	-	
Total Expenditures	1,086,405	1,026,420	1,198,780	1,221,014	1,260,708	1,687,343	426,635	33.8%
Investments								
Investments	-	-	-	-	-	-	-	
TCAs over Threshold	-	-	-	-	-	-	-	
Transfers to Reserves	5,000	5,000	5,000	5,000	5,000	5,000	-	0.0%
Total Investments	5,000	5,000	5,000	5,000	5,000	5,000	-	0.0%
Financing								
Short Term Debt	-	-	-	-	-	-	-	
Long Term Debt	-	-	-	-	-	-	-	
Transfers From Reserves	-	-	-	-	-	(262,400)	(262,400)	#DIV/0!
Total Financing	-	-	-	-	-	(262,400)	(262,400)	#DIV/0!
Surplus / (Deficit)	-	59,888	-	97,808	-	-	-	-

Health, Safety & Emergency Planning 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	1,388,803	1,438,256	1,476,614	1,516,094	1,547,660	1,579,888	1,612,792	1,646,387	1,680,687	1,715,707
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	24,990	25,490	26,000	26,520	27,050	27,591	28,143	28,706	29,280	29,865
Other Revenue	16,150	16,150	16,150	16,150	16,150	16,150	16,150	16,150	16,150	16,150
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	1,429,943	1,479,895	1,518,763	1,558,763	1,590,860	1,623,629	1,657,085	1,691,242	1,726,117	1,761,723
Expenditures										
Salaries and Wages	365,336	360,068	367,270	374,615	382,107	389,750	397,545	405,496	413,605	421,878
Benefits	93,458	96,262	99,150	102,124	105,188	108,343	111,594	114,942	118,390	121,942
Travel and Training	85,500	87,210	88,954	90,733	92,548	94,399	96,287	98,213	100,177	102,180
Materials and Supplies	90,390	92,198	94,042	95,923	97,841	99,798	101,794	103,830	105,906	108,024
EMS Supplies	32,000	57,640	58,793	59,969	61,168	62,391	63,639	64,912	66,210	67,534
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-
Information Technology	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
External Services	906,968	665,552	687,271	709,749	723,944	738,423	753,192	768,255	783,620	799,293
Utilities	-	-	-	-	-	-	-	-	-	-
Rent and Property Tax	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	17,581	17,932	18,291	18,657	19,030	19,410	19,799	20,194	20,598	21,010
TCAs under Threshold	-	-	-	-	-	-	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	94,111	95,993	97,913	99,871	101,869	103,906	105,984	108,104	110,266	112,471
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	1,687,343	1,474,895	1,513,763	1,553,763	1,585,860	1,618,629	1,652,085	1,686,242	1,721,117	1,756,723
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCAs over Threshold	-	-	-	-	-	-	-	-	-	-
Transfers to Reserves	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-	-	-
Transfers From Reserves	(262,400)	-	-	-	-	-	-	-	-	-
Total Financing	(262,400)	-	-	-	-	-	-	-	-	-
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-

Legislative Services - Cash Basis (Records Management Budget removed in 2020)								
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	-	-	-	-	-	-	-	-
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-
Internal Chargebacks	433,411	386,007	189,861	183,167	293,704	274,978	(18,726)	-6.4%
Grants	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-
Other Revenue	-	1,980	-	212	-	-	-	-
Proceeds From Disposition	-	-	-	-	-	-	-	-
Total Revenue	433,411	387,987	189,861	183,379	293,704	274,978	(18,726)	-6.4%
Expenditures								
Salaries and Wages	235,583	227,314	116,295	113,841	209,614	172,953	(36,661)	-17.5%
Benefits	59,122	58,998	29,505	27,902	31,442	44,803	13,361	42.5%
Travel and Training	8,800	5,810	4,000	1,423	4,250	12,700	8,450	198.8%
Materials and Supplies	25,193	14,987	500	1,161	2,415	3,208	793	32.8%
EMS Supplies	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-
Information Technology	18,712	3,626	900	396	900	2,200	1,300	144.4%
External Services	21,152	22,768	8,000	8,624	15,000	17,240	2,240	14.9%
Utilities	-	-	-	-	-	-	-	-
Rent and Property Tax	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-
TCAs under Threshold	-	-	-	3,355	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-
Internal Chargebacks	57,850	37,485	23,661	19,681	33,083	21,874	(11,209)	-33.9%
External Transfers	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-
Total Expenditures	426,411	370,987	182,861	176,384	296,704	274,978	(21,726)	-7.3%
Investments								
Investments	-	-	-	-	-	-	-	-
TCAs over Threshold	-	-	-	-	-	-	-	-
Transfers to Reserves	7,000	17,000	7,000	7,000	7,000	-	(7,000)	-100.0%
Total Investments	7,000	17,000	7,000	7,000	7,000	-	(7,000)	-100.0%
Financing								
Short Term Debt	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-
Transfers From Reserves	-	-	-	-	(10,000)	-	10,000	-100.0%
Total Financing	-	-	-	-	(10,000)	-	10,000	-100.0%
Surplus / (Deficit)	-	-	-	(6)	-	(0)	(0)	-

Legislative Services - Cash Basis (Records Management Budget removed in 2020)										
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	-	-	-	-	-	-	-	-	-	-
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	274,978	280,926	354,006	359,521	367,201	375,050	383,070	391,266	399,643	408,203
Grants	-	-	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	274,978	280,926	354,006	359,521	367,201	375,050	383,070	391,266	399,643	408,203
Expenditures										
Salaries and Wages	172,953	176,412	244,940	249,839	254,836	259,933	265,131	270,434	275,843	281,359
Benefits	44,803	46,147	47,531	48,957	50,426	51,939	53,497	55,102	56,755	58,458
Travel and Training	12,700	12,954	13,213	13,477	13,747	14,022	14,302	14,588	14,880	15,178
Materials and Supplies	3,208	3,272	5,338	3,405	3,473	3,542	3,613	3,685	3,759	3,834
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-
Information Technology	2,200	2,244	2,289	2,335	2,381	2,429	2,478	2,527	2,578	2,629
External Services	17,240	17,585	17,937	18,295	18,661	19,034	19,415	19,803	20,199	20,603
Utilities	-	-	-	-	-	-	-	-	-	-
Rent and Property Tax	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
TCAs under Threshold	-	-	-	-	-	-	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	21,874	22,311	22,758	23,213	23,677	24,151	24,634	25,126	25,629	26,141
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	274,978	280,926	354,006	359,521	367,201	375,050	383,070	391,266	399,643	408,203
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCAs over Threshold	-	-	-	-	-	-	-	-	-	-
Transfers to Reserves	-	-	-	-	-	-	-	-	-	-
Total Investments	-	-	-	-	-	-	-	-	-	-
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-	-	-
Transfers From Reserves	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	-	-	-	-	-
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-

Natural Heritage Department (Forest) - 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	505,729	505,729	596,307	596,307	694,854	811,063	116,209	16.7%
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-
Internal Chargebacks	-	-	-	-	-	-	-	-
Grants	-	3,737	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-
Other Revenue	156,240	165,615	164,512	85,234	146,371	95,000	(51,371)	-35.1%
Proceeds From Disposition	-	-	-	-	-	-	-	-
Total Revenue	661,969	675,081	760,819	681,541	841,226	906,063	64,838	7.7%
Expenditures								
Salaries and Wages	259,281	220,397	341,236	227,712	344,083	313,031	(31,052)	-9.0%
Benefits	63,262	60,617	64,897	62,691	83,394	82,755	(639)	-0.8%
Travel and Training	28,720	21,339	30,070	11,691	30,570	31,181	611	2.0%
Materials and Supplies	24,388	20,394	24,791	15,253	25,365	25,735	369	1.5%
EMS Supplies	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Licences	-	-	-	240	-	-	-	-
Information Technology	2,999	2,798	2,999	3,190	2,999	3,059	60	2.0%
External Services	141,269	127,462	196,376	174,713	228,088	238,119	10,031	4.4%
Utilities	4,000	3,126	4,000	2,985	4,000	3,418	(582)	-14.6%
Rent and Property Tax	-	-	-	-	-	-	-	-
Repairs and Maintenance	45,524	51,052	47,524	44,353	48,014	38,894	(9,120)	-19.0%
TCAs under Threshold	4,590	2,812	4,590	1,853	4,590	4,682	92	2.0%
Waste Expenses	-	-	-	-	-	-	-	-
Internal Chargebacks	43,220	36,463	44,506	43,170	47,718	58,790	11,072	23.2%
External Transfers	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-
Total Expenditures	617,253	546,461	760,989	587,850	818,822	799,664	(19,158)	-2.3%
Investments								
Investments	-	-	-	-	-	-	-	-
TCAs over Threshold	10,500	5,745	-	5,953	-	80,000	80,000	#DIV/0!
Transfers to Reserves	59,416	98,606	59,416	69,416	59,416	59,416	-	0.0%
Total Investments	69,916	104,351	59,416	75,369	59,416	139,416	80,000	134.6%
Financing								
Short Term Debt	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-
Transfers From Reserves	(25,200)	(25,200)	(59,586)	(68,515)	(37,012)	(33,017)	3,995	-10.8%
Total Financing	(25,200)	(25,200)	(59,586)	(68,515)	(37,012)	(33,017)	3,995	-10.8%
Surplus / (Deficit)	-	49,469	-	86,837	-	-	-	-

Natural Heritage Department (Forest) - 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	811,063	724,905	733,741	737,879	752,327	747,091	782,177	797,594	813,350	829,450
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue	95,000	96,900	98,838	100,815	102,831	104,888	106,985	109,125	111,308	113,534
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	906,063	821,805	832,579	838,694	855,158	851,978	889,163	906,720	924,657	942,984
Expenditures										
Salaries and Wages	313,031	290,732	296,546	302,477	308,527	314,697	320,991	327,411	333,959	340,638
Benefits	82,755	85,230	87,778	90,403	93,107	95,892	98,760	101,713	104,756	107,889
Travel and Training	31,181	31,805	32,441	33,090	33,752	34,427	35,115	35,818	36,534	37,265
Materials and Supplies	25,735	26,111	26,496	26,887	27,287	27,695	28,111	28,535	28,968	29,409
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-
Information Technology	3,059	3,120	3,182	3,246	3,311	3,377	3,445	3,514	3,584	3,656
External Services	238,119	222,265	221,410	215,639	239,951	224,350	228,837	233,414	238,082	262,844
Utilities	3,418	3,493	3,569	3,647	3,726	3,808	3,891	3,976	4,064	4,153
Rent and Property Tax	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	38,894	40,592	41,404	42,232	43,077	43,938	44,817	45,713	46,628	47,560
TCA's under Threshold	4,682	4,775	4,871	4,968	5,068	5,169	5,272	5,378	5,485	5,595
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	58,790	59,966	61,165	62,388	63,636	64,909	66,207	67,531	68,882	70,260
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	-	-	-	-	-	-	-	-	-	-
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	799,664	768,089	778,863	784,978	821,442	818,262	835,447	853,004	870,941	909,268
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCA's over Threshold	80,000	120,000	-	-	-	20,000	120,000	-	-	-
Transfers to Reserves	59,416	60,616	60,616	60,616	60,616	60,616	60,616	60,616	60,616	60,616
Total Investments	139,416	180,616	60,616	60,616	60,616	80,616	180,616	60,616	60,616	60,616
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-	-	-	-	-
Transfers From Reserves	(33,017)	(126,900)	(6,900)	(6,900)	(26,900)	(46,900)	(126,900)	(6,900)	(6,900)	(26,900)
Total Financing	(33,017)	(126,900)	(6,900)	(6,900)	(26,900)	(46,900)	(126,900)	(6,900)	(6,900)	(26,900)
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-

Cultural Heritage (NCAM) - 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	189,429	189,429	189,790	189,789	415,712	424,145	8,433	2.0%	
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-		
Other Taxation Revenue	-	-	-	-	-	-	-		
Internal Chargebacks	-	-	-	-	-	-	-		
Grants	-	-	-	-	-	294,165	294,165	#DIV/0!	
Subsidies	-	-	-	-	-	-	-		
Permits and Fees	-	-	-	-	-	-	-		
Licenses	-	-	-	-	-	-	-		
Interest Revenue	-	-	-	-	-	-	-		
Resident Revenue	-	-	-	-	-	-	-		
Social Housing Revenue	-	-	-	-	-	-	-		
County Revenue	-	-	-	-	-	-	-		
Other Revenue	500	3,107	500	6,440	500	81,500	81,000	16200.0%	
Proceeds From Disposition	-	-	-	-	-	-	-		
Total Revenue	189,929	192,537	190,290	196,229	416,212	799,810	383,598	92.2%	
Expenditures									
Salaries and Wages	42,947	42,684	52,228	46,156	144,460	152,160	7,700	5.3%	
Benefits	12,558	10,656	12,285	11,342	36,533	40,099	3,566	9.8%	
Travel and Training	3,560	4,977	3,560	1,332	6,730	6,730	-	0.0%	
Materials and Supplies	7,679	5,609	7,679	2,690	12,769	17,622	4,853	38.0%	
EMS Supplies	-	-	-	-	-	-	-		
Raw Food	-	-	-	-	-	-	-		
LTC Supplies	-	-	-	-	-	-	-		
Transportation Supplies	-	-	-	-	-	-	-		
Insurance	-	-	-	-	-	-	-		
Licences	-	-	-	-	-	-	-		
Information Technology	16,500	890	23,000	902	1,500	1,500	-	0.0%	
External Services	1,800	1,558	1,800	5,907	51,800	406,759	354,959	685.2%	
Utilities	-	-	-	-	-	-	-		
Rent and Property Tax	-	-	-	-	-	6,000	6,000	#DIV/0!	
Repairs and Maintenance	-	-	-	-	-	-	-		
TCAs under Threshold	-	-	-	-	-	18,406	18,406	#DIV/0!	
Waste Expenses	-	-	-	-	-	-	-		
Internal Chargebacks	4,886	2,229	4,738	4,031	62,420	80,534	18,113	29.0%	
External Transfers	-	-	-	-	-	-	-		
Financial Services	-	-	-	-	-	-	-		
SS Program Expenses	-	-	-	-	-	-	-		
Total Expenditures	89,929	68,602	105,290	72,359	316,212	729,810	413,598	130.8%	
Investments									
Investments	-	-	-	-	-	-	-		
TCAs over Threshold	-	-	-	40,985	-	2,905,278	2,905,278	#DIV/0!	
Transfers to Reserves	100,000	115,000	100,000	115,000	100,000	100,000	-	0.0%	
Total Investments	100,000	115,000	100,000	155,985	100,000	3,005,278	2,905,278	2905.3%	
Financing									
Short Term Debt	-	-	-	-	-	-	-		
Long Term Debt	-	-	-	-	-	(2,405,278)	(2,405,278)		
Transfers From Reserves	-	-	(15,000)	(15,000)	-	(530,000)	(530,000)	#DIV/0!	
Total Financing	-	-	(15,000)	(15,000)	-	(2,935,278)	(2,935,278)	#DIV/0!	
Surplus / (Deficit)	-	8,935	(0)	(17,114)	(0)	0	0	-	

Cultural Heritage (NCAM) - 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	424,145	356,315	540,520	667,330	646,755	655,821	665,081	674,541	684,205	694,076
Taxation - Dedicated Infrastructure	-	-	-	-	-	-	-	-	-	-
Other Taxation Revenue	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	-	-	-	-	-	-	-	-	-	-
Grants	294,165	43,241	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Resident Revenue	-	-	-	-	-	-	-	-	-	-
Social Housing Revenue	-	-	-	-	-	-	-	-	-	-
County Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue	81,500	500	500	500	500	500	500	500	500	500
Proceeds From Disposition	-	-	-	-	-	-	-	-	-	-
Total Revenue	799,810	400,056	541,020	667,830	647,255	656,321	665,581	675,041	684,705	694,576
Expenditures										
Salaries and Wages	152,160	178,203	246,607	251,539	256,570	261,702	266,936	272,274	277,720	283,274
Benefits	40,099	41,302	42,541	43,817	45,132	46,486	47,880	49,317	50,796	52,320
Travel and Training	6,730	6,865	7,002	7,142	7,285	7,430	7,579	7,731	7,885	8,043
Materials and Supplies	17,622	38,850	38,879	38,909	38,939	38,970	39,001	39,033	39,066	39,099
EMS Supplies	-	-	-	-	-	-	-	-	-	-
Raw Food	-	-	-	-	-	-	-	-	-	-
LTC Supplies	-	-	-	-	-	-	-	-	-	-
Transportation Supplies	-	-	-	-	-	-	-	-	-	-
Insurance	-	1,800	1,836	1,873	1,910	1,948	1,987	2,027	2,068	2,109
Licences	-	-	-	-	-	-	-	-	-	-
Information Technology	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
External Services	406,759	43,241	23,000	52,000	23,000	23,460	23,929	24,408	24,896	25,394
Utilities	-	-	-	-	-	-	-	-	-	-
Rent and Property Tax	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
TCAs under Threshold	18,406	-	-	-	-	-	-	-	-	-
Waste Expenses	-	-	-	-	-	-	-	-	-	-
Internal Chargebacks	80,534	82,144	83,787	85,463	87,172	88,916	90,694	92,508	94,358	96,245
External Transfers	-	-	-	-	-	-	-	-	-	-
Financial Services	-	-	89,564	179,128	179,128	179,128	179,128	179,128	179,128	179,128
SS Program Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenditures	729,810	400,056	541,020	667,830	647,255	656,321	665,581	675,041	684,705	694,576
Investments										
Investments	-	-	-	-	-	-	-	-	-	-
TCAs over Threshold	2,905,278	-	-	-	-	-	-	-	-	-
Transfers to Reserves	100,000	-	-	-	-	-	-	-	-	-
Total Investments	3,005,278	-	-	-	-	-	-	-	-	-
Financing										
Short Term Debt	-	-	-	-	-	-	-	-	-	-
Long Term Debt	(2,405,278)	-	-	-	-	-	-	-	-	-
Transfers From Reserves	(530,000)	-	-	-	-	-	-	-	-	-
Total Financing	(2,935,278)	-	-	-	-	-	-	-	-	-
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-