

**MOSC 2025 Preliminary Operating Budget Summary**

	2024 APPROVED BUDGET	2024 YTD UNAUDITED ACTUAL	2025 PROPOSED BUDGET	\$ Difference (B2B)	2024 TAXATION REQUIRED	2025 PROPOSED TAXATION REQUIRED	\$ Difference	% Increase	2024 NON-TAX REVENUES	2025 PROPOSED NON-TAX REVENUES	Difference
<b>General Government &amp; Corporate Services</b>											
Animal Control	\$66,133	\$120,179	\$151,000	\$84,867	\$65,670	\$150,790	\$85,120	130%	\$463	\$210	(\$253)
Council	\$413,474	\$386,345	\$458,242	\$44,768	\$413,474	\$458,242	\$44,768	11%	\$0	\$0	(\$0)
Crossing Guards	\$103,727	\$100,358	\$106,043	\$2,316	\$103,727	\$106,043	\$2,316	2%	\$0	\$0	(\$0)
Legal and Legislative Services	\$1,429,659	\$994,999	\$1,511,349	\$81,690	\$1,307,192	\$1,379,786	\$72,594	6%	\$122,467	\$131,563	\$9,096
Human Resources	\$612,338	\$477,156	\$586,914	-\$25,424	\$522,338	\$467,414	(\$54,924)	-11%	\$90,000	\$119,500	\$29,500
Treasury	\$1,010,930	\$1,042,082	\$1,071,698	\$60,768	\$595,198	\$688,077	\$92,879	16%	\$415,732	\$383,621	(\$32,111)
Information Technology	\$1,250,890	\$994,163	\$1,432,105	\$181,215	\$1,230,890	\$1,412,105	\$181,215	15%	\$20,000	\$20,000	\$0
Property Management	\$426,998	\$456,315	\$511,042	\$84,044	\$180,964	\$263,401	\$82,437	46%	\$246,034	\$247,641	\$1,607
Municipal Debt	\$1,966,860	\$670,836	\$1,966,860	\$0	\$1,188,121	\$1,188,121	\$0	0%	\$778,739	\$778,739	\$0
Finance	\$1,571,874	\$611,965	\$2,151,078	\$579,204	\$0	\$0	\$0	0%	\$1,571,874	\$2,151,078	\$579,204
<b>Sub-total Corporate Services</b>	<b>\$ 8,852,883</b>	<b>\$ 5,854,398</b>	<b>\$ 9,946,330</b>	<b>\$ 1,093,447</b>	<b>\$ 5,607,574</b>	<b>\$ 6,113,979</b>	<b>\$ 506,405</b>	<b>9%</b>	<b>\$ 3,245,309</b>	<b>\$ 3,832,351</b>	<b>\$ 587,042</b>
<b>Protection of Persons &amp; Property</b>											
Building Inspection	\$683,163	\$740,743	\$615,533	-\$67,630					\$683,163	\$615,533	(\$67,630)
Drainage	\$212,307	\$181,733	\$251,876	\$39,569	\$128,761	\$165,876	\$37,115	29%	\$83,546	\$86,000	\$2,454
Fire Service	\$2,251,215	\$1,984,640	\$2,368,637	\$117,422	\$2,063,228	\$2,162,035	\$98,807	5%	\$187,987	\$206,602	\$18,615
Police Service	\$8,427,222	\$7,989,681	\$8,997,496	\$570,274	\$7,131,180	\$7,347,916	\$216,736	3%	\$1,296,042	\$1,649,580	\$353,538
Bylaw Enforcement (Property Standards)	\$214,219	\$128,354	\$272,715	\$58,496	\$180,149	\$241,558	\$61,409	34%	\$34,070	\$31,157	(\$2,913)
Solid Waste	\$1,986,211	\$1,487,397	\$2,130,000	\$143,789					\$1,986,211	\$2,130,000	\$143,789
<b>Sub-total Protection of Persons &amp; Property</b>	<b>\$ 13,774,337</b>	<b>\$ 12,512,548</b>	<b>\$ 14,636,257</b>	<b>\$ 861,920</b>	<b>\$ 9,503,318</b>	<b>\$ 9,917,385</b>	<b>\$ 414,067</b>	<b>4%</b>	<b>\$ 4,271,019</b>	<b>\$ 4,718,872</b>	<b>\$ 447,853</b>
<b>Engineering and Public Works</b>											
Roads	\$3,615,251	\$3,202,909	\$3,727,511	\$112,260	\$3,582,348	\$3,680,011	\$97,663	3%	\$32,903	\$47,500	\$14,597
Water Systems	\$5,142,368	\$2,425,923	\$5,749,000	\$606,632					\$5,142,368	\$5,749,000	\$606,632
Wastewater Systems	\$5,387,885	\$2,166,230	\$5,923,000	\$535,115					\$5,387,885	\$5,923,000	\$535,115
<b>Sub-total Public Works</b>	<b>\$ 14,145,504</b>	<b>\$ 7,795,062</b>	<b>\$ 15,399,511</b>	<b>\$ 1,254,007</b>	<b>\$ 3,582,348</b>	<b>\$ 3,680,011</b>	<b>\$ 97,663</b>	<b>3%</b>	<b>\$ 10,563,156</b>	<b>\$ 11,719,500</b>	<b>\$ 1,156,344</b>
<b>Social Housing</b>											
Caradoc Housing				\$ -							\$ -
<b>Community Services</b>											
Aquatics	\$382,194	\$355,662	\$470,510	\$88,316	\$262,694	\$328,010	\$65,316	25%	\$119,500	\$142,500	\$23,000
Arena	\$1,742,935	\$1,864,863	\$1,844,906	\$101,971	\$713,320	\$631,066	(\$82,254)	-12%	\$1,029,615	\$1,213,840	\$184,225
Caradoc Community Centre	\$75,070	\$61,110	\$78,251	\$3,181	\$59,720	\$58,251	(\$1,469)	-2%	\$15,350	\$20,000	\$4,650
Cemetery	\$339,082	\$323,554	\$340,228	\$1,146	\$211,512	\$208,047	(\$3,465)	-2%	\$127,570	\$132,181	\$4,611
Community Development	\$137,157	\$82,746	\$236,041	\$98,884	\$30,012	\$135,541	\$105,529	352%	\$107,145	\$100,500	(\$6,645)
Recreation	\$730,449	\$831,287	\$797,847	\$67,398	\$224,676	\$210,347	(\$14,329)	-6%	\$505,773	\$587,499	\$81,726
Library Operations	\$211,645	\$138,641	\$216,936	\$5,291					\$211,645	\$216,936	\$5,291
Museum Operations	\$228,776	\$244,136	\$265,494	\$36,718	\$219,976	\$255,149	\$35,173	16%	\$8,800	\$10,345	\$1,545
Parks Operations	\$778,602	\$693,386	\$809,314	\$30,712	\$704,102	\$727,814	\$23,712	3%	\$74,500	\$81,500	\$7,000
Scout Hall	\$6,936	\$5,894	\$7,015	\$79	\$6,936	\$7,015	\$79	1%	\$0	\$0	\$0
<b>Sub-total Recreation &amp; Leisure</b>	<b>\$ 4,632,846</b>	<b>\$ 4,601,279</b>	<b>\$ 5,066,541</b>	<b>\$ 433,695</b>	<b>\$ 2,432,948</b>	<b>\$ 2,561,240</b>	<b>\$ 128,292</b>	<b>5%</b>	<b>\$ 2,199,898</b>	<b>\$ 2,505,301</b>	<b>\$ 305,403</b>
<b>Planning and Development</b>											
Economic Development	\$1,515,862	\$949,793	\$932,198	-\$583,664	\$579,862	\$557,198	(\$22,664)	-4%	\$936,000	\$375,000	(\$561,000)
Planning Operations	\$434,032	\$167,048	\$385,747	-\$48,285	\$251,007	\$263,147	\$12,140	5%	\$183,025	\$122,600	(\$60,425)
<b>Sub-total Planning &amp; Development</b>	<b>\$ 1,949,894</b>	<b>\$ 1,116,841</b>	<b>\$ 1,317,945</b>	<b>\$ 631,949</b>	<b>\$ 830,869</b>	<b>\$ 820,345</b>	<b>-\$ 10,524</b>	<b>-1%</b>	<b>\$ 1,119,025</b>	<b>\$ 497,600</b>	<b>-\$ 621,425</b>
<b>Total</b>	<b>\$ 43,355,464</b>	<b>\$ 31,880,128</b>	<b>\$ 46,366,584</b>	<b>\$ 3,011,120</b>	<b>\$ 21,957,057</b>	<b>\$ 23,092,960</b>	<b>\$ 1,135,903</b>	<b>5%</b>	<b>\$ 21,398,407</b>	<b>\$ 23,273,624</b>	<b>\$ 1,875,217</b>

21,957,057

\$21,948,791 Operating portion for taxation and grants spreadsheet

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
ANIMAL CONTROL- GENERAL TAXATION	63,650	63,650	65,670	65,670	150,790
FINES - ANIMAL CONTROL			-	366	
ANIMAL CONTROL-KENNEL LICENCES/REPL TAGS, ETC	450	1,055	463	295	210
<b>Total OPERATING REVENUE</b>	<b>64,100</b>	<b>64,705</b>	<b>66,133</b>	<b>65,599</b>	<b>151,000</b>
ANIMAL CONTROL-SERVICE CONTRACT	63,000	63,498	65,000	120,179	150,000
ANIMAL CONTROL - Transfer To Reserves					
ANIMAL CONTROL-DOG TAGS	500		515		500
ANIMAL CONTROL-Livestock Claim	600		618		500
<b>Total General Expenses</b>	<b>64,100</b>	<b>63,498</b>	<b>66,133</b>	<b>120,179</b>	<b>151,000</b>
<b>Total Operating Expenses</b>	<b>64,100</b>	<b>63,498</b>	<b>66,133</b>	<b>120,179</b>	<b>151,000</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>1,207</b>	<b>-</b>	<b>- 54,580</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	61,927	61,927	63,650	63,650	150,790
User Fees	350	400	450	1,055	210
Grants					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>62,277</b>	<b>62,327</b>	<b>64,100</b>	<b>64,705</b>	<b>151,000</b>
<b>Wages and Benefits</b>					
Service Contracts	64,100	63,498	66,133	120,179	151,000
Advertising					
Supplies					
Conferences, Training, and Professional Fees					
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>64,100</b>	<b>63,498</b>	<b>66,133</b>	<b>120,179</b>	<b>151,000</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
COUNCIL -GENERAL TAXATION-	492,212	492,212	413,474	413,474	458,242
COUNCIL-TRANSFER FROM RESERVES					
<b>Total OPERATING REVENUE</b>	<b>492,212</b>	<b>492,212</b>	<b>413,474</b>	<b>413,474</b>	<b>458,242</b>
COUNCIL-BUSINESS MEALS	1,750	284	500	727	700
COUNCIL - MEMBERSHIP DUES	1,000	200	500		500
COUNCIL - CONFERENCES, CONVENTIONS	11,000	13,372	11,330	9,302	11,000
COUNCIL - TRAVEL EXPENSES	10,500		5,000	1,263	2,000
COUNCIL-RECEPTIONS, TRIBUTES	5,000	4,351	5,150	2,066	3,500
Operating Expense-Council-COUNCIL-TRANS TO RESERVE	5,000	5,000			
COUNCIL-TRANSFER TO RESERVES & RESERVE FUNDS	71,490	71,490	50,000		81,148
COUNCIL-MUNICIPAL DONATIONS	53,000	43,849	54,590	48,942	55,000
Donation to SMGHF (Building Lots)		75,244	-	3,857	
COUNCIL - STRAT PLAN	50,000	22,243		44,701	
COUNCIL-LIABILITY INSURANCE	20,000	9,447	10,000	16,587	20,732
Council Training			5,500	3,809	5,000
COUNCIL - OFFICE SUPPLIES		327			400
COUNCIL-BOOKS PERIODICALS	300				
COUNCIL - GENERAL SUPPLIES	1,000	1,000	2,000		1,000
COUNCIL-ELECTION EXPENSES	2,000	2,658	2,060	2,512	2,580
MEDICAL BD - REMUNERATION	1,000				1,060
MEDICAL BOARD-PAYROLL BENEFITS	100				107
COUNCIL REMUNERATION	233,322	232,751	240,322	231,569	246,329
COUNCIL-PAYROLL BENEFITS	25,750	27,056	26,523	28,724	27,186
<b>Total General Expenses</b>	<b>492,212</b>	<b>509,272</b>	<b>413,474</b>	<b>386,345</b>	<b>458,242</b>
<b>Total Operating Expenses</b>	<b>492,212</b>	<b>509,272</b>	<b>413,474</b>	<b>386,345</b>	<b>458,242</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>17,060</b>	<b>- 0</b>	<b>27,129</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	492,212	492,212	413,474	413,474	458,242
User Fees					
Grants					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>492,212</b>	<b>492,212</b>	<b>413,474</b>	<b>413,474</b>	<b>458,242</b>
<b>Wages and Benefits</b>	<b>260,172</b>	<b>259,807</b>	<b>266,844</b>	<b>260,293</b>	<b>274,682</b>
<b>Service Contracts</b>	<b>123,000</b>	<b>150,783</b>	<b>70,090</b>	<b>110,182</b>	<b>80,732</b>
<b>Advertising</b>					
<b>Supplies</b>	<b>3,300</b>	<b>3,985</b>	<b>4,060</b>	<b>2,512</b>	<b>3,980</b>
<b>Conferences, Training, and Professional Fees</b>	<b>29,250</b>	<b>18,207</b>	<b>22,480</b>	<b>13,358</b>	<b>17,700</b>
<b>Repairs and Maintenance</b>					
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	<b>76,490</b>	<b>76,490</b>	<b>50,000</b>	<b>0</b>	<b>81,148</b>
<b>Total Operating Expenses</b>	<b>492,212</b>	<b>509,272</b>	<b>413,474</b>	<b>386,345</b>	<b>458,242</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>CROSSING GUARDS- GENERAL TAXATION</b>					
	100,706	100,706	103,727	103,727	106,043
<b>Total OPERATING REVENUE</b>	<b>100,706</b>	<b>100,706</b>	<b>103,727</b>	<b>103,727</b>	<b>106,043</b>
<b>CROSSING GUARDS-WAGES P/T</b>	88,151	83,142	90,796	89,876	93,064
<b>CROSSING GUARDS-PAYROLL BENEFITS</b>	9,737	8,429	10,029	10,175	10,279
<b>CROSSING GUARDS-OTHER COSTS</b>	1,281	1,612	1,319	307	1,200
<b>CROSSING GUARDS - Transfer to Reserves</b>					
<b>CROSSING GUARDS-CONTRACT SERVICES</b>	1,537		1,583		1,500
<b>Total General Expenses</b>	<b>100,706</b>	<b>93,183</b>	<b>103,727</b>	<b>100,358</b>	<b>106,043</b>
<b>Total Operating Expenses</b>	<b>100,706</b>	<b>93,183</b>	<b>103,727</b>	<b>100,358</b>	<b>106,043</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>7,523</b>	<b>- 0</b>	<b>3,369</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	100,706	100,706	103,727	103,727	106,043
<b>User Fees</b>					
<b>Grants</b>					
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>					
<b>Total Operating Revenue</b>	<b>100,706</b>	<b>100,706</b>	<b>103,727</b>	<b>103,727</b>	<b>106,043</b>
<b>Wages and Benefits</b>	97,888	91,571	100,825	100,051	103,343
<b>Service Contracts</b>	1,537	0	1,583	0	1,500
<b>Advertising</b>					
<b>Supplies</b>	1,281	1,612	1,319	307	1,200
<b>Conferences, Training, and Professional Fees</b>					
<b>Repairs and Maintenance</b>					
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>100,706</b>	<b>93,183</b>	<b>103,727</b>	<b>100,358</b>	<b>106,043</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
LEGISLATIVE SERVICES-GENERAL TAXATION	1,201,852	1,201,852	1,307,192	1,307,192	1,379,786
LEGISLATIVE SERVICES-MARRIAGE LICENSES	12,000	10,560	12,360	9,720	12,000
LEGISLATIVE SERVICES-LOTTERY LICENSES	5,000	6,403	5,150	8,677	6,500
LEGISLATIVE SERVICES-TAXI LICENSE FEES	1,000	1,080	1,030	2,105	1,200
LEGISLATIVE SERVICES-NOISE EXEMPT PERMIT FEE	500	225	515	375	450
Legislative Services - Misc Revenue	400	33,236	412	7,004	5,376
LEGISLATIVE SERVICES-INTERDEP TRSFR LEGAL COSTS	10,000	10,000	10,300	10,300	10,556
LEGISLATIVE SERVICES-ADMIN FEES FOR WATER & WW	90,000	90,000	92,700	102,627	95,481
LEGISLATIVE SERVICES - XFER FROM RESERVES	240,000	30,000			
<b>Total OPERATING REVENUE</b>	<b>1,560,752</b>	<b>1,383,356</b>	<b>1,429,659</b>	<b>1,448,000</b>	<b>1,511,349</b>
LEGISLATIVE SERVICES-GENERAL ADVERTISING	60,000	63,596	66,950	37,264	60,000
LEGISLATIVE SERVICES - TRAVEL EXPENSE			3,000	225	1,500
LEGISLATIVE SERVICES-BUSINESS MEALS	1,750	246	1,803	683	1,000
LEGISLATIVE SERVICES-CONFERENCES & CONVENTIONS	4,000	1,260	4,120	3,821	8,000
LEGISLATIVE SERVICES - MEMBERSHIP DUES	7,000	1,368	2,000	1,818	2,000
LLS - IT SUBSCRIPTIONS		2,070	4,120	3,000	11,000
LEGISLATIVE SERVICES-TRANS TO RES FUND	2,500	2,500	2,500		
LEGISLATIVE SERVICES - PREMIUMS		1,800		50	
LEGISLATIVE SERVICES-BYLAW ENF LEGAL FEES	4,000	15,959	16,480	37,065	22,000
LEGISLATIVE SERVICES-CONSULTING FEES	5,000		10,300		10,609
LEGISLATIVE SERVICES-HUMAN RESOURCES-LEGAL FEES		10,878	12,000	11,834	15,000
LEGISLATIVE SERVICES-INSURANCE CLAIMS	20,000	26,246	20,600	36,554	30,000
LEGISLATIVE SERVICES-INTEGRITY COMMISSIONER	6,000	26,414	25,750	13,054	26,523
LEGISLATIVE SERVICES-LEGAL FEES	310,000	191,386	319,300	122,343	328,879
LEGISLATIVE SERVICES-BLDG INSP LEGAL COSTS				3,183	2,500
LEGISLATIVE SERVICES-PLANNING LEGAL FEES		15,610	13,000	39,384	37,132
LEGISLATIVE SERVICES - ATTAINABLE HOUSING INITIAT	130,000	316,334	133,900	2,870	137,917
LEGISLATIVE SERVICES-BOOKS & PERIODICALS	500	2,040	515	123	530
LEGISLATIVE SERVICES-LICENCES, PERMIT COST	10,000	4,323	10,300	4,800	10,609
LEGISLATIVE SERVICES-OFFICE SUPPLIES	1,000	4,522	1,030	5,358	1,000
LEGISLATIVE SERVICES-OTHER COSTS	700	538	1,030	1,198	1,061
LEGISLATIVE SERVICES-OVERTIME	11,500	16,033	10,000	11,733	10,000
LEGISLATIVE SERVICES-PAYROLL BENEFITS	223,462	134,247	177,914	153,659	183,251
LEGISLATIVE SERVICES-WAGES-F/T	763,340	510,501	593,047	504,364	610,838
LEGISLATIVE SERVICES-WAGES-P/T		39,224		616	
<b>Total General Expenses</b>	<b>1,560,752</b>	<b>1,387,095</b>	<b>1,429,659</b>	<b>994,999</b>	<b>1,511,349</b>
<b>Total Operating Expenses</b>	<b>1,560,752</b>	<b>1,387,095</b>	<b>1,429,659</b>	<b>994,999</b>	<b>1,511,349</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>3,739</b>	<b>0</b>	<b>453,001</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	<b>1,201,852</b>	<b>1,201,852</b>	<b>1,307,192</b>	<b>1,307,192</b>	<b>1,379,786</b>
<b>User Fees</b>	<b>18,900</b>	<b>51,504</b>	<b>19,467</b>	<b>27,881</b>	<b>25,526</b>
<b>Grants</b>					
<b>Internal Transfer</b>	<b>100000</b>	<b>100000</b>	<b>103000</b>	<b>112927</b>	<b>106037</b>
<b>Reserve Transfer</b>	<b>240,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Operating Revenue</b>	<b>1,560,752</b>	<b>1,383,356</b>	<b>1,429,659</b>	<b>1,448,000</b>	<b>1,511,349</b>
<b>Wages and Benefits</b>	<b>998,302</b>	<b>700,005</b>	<b>780,961</b>	<b>670,372</b>	<b>804,090</b>
<b>Service Contracts</b>	<b>345,000</b>	<b>288,293</b>	<b>417,430</b>	<b>263,467</b>	<b>472,642</b>
<b>Advertising</b>	<b>60000</b>	<b>63596</b>	<b>66950</b>	<b>37264</b>	<b>60000</b>
<b>Supplies</b>	<b>142,200</b>	<b>327,757</b>	<b>146,775</b>	<b>14,349</b>	<b>151,117</b>
<b>Conferences, Training, and Professional Fees</b>	<b>12,750</b>	<b>2,874</b>	<b>10,923</b>	<b>6,547</b>	<b>12,500</b>
<b>Repairs and Maintenance</b>					
<b>Internal Transfer</b>	<b>0</b>	<b>2,070</b>	<b>4,120</b>	<b>3,000</b>	<b>11,000</b>
<b>Reserve Transfer</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>	<b>0</b>
<b>Total Operating Expenses</b>	<b>1,560,752</b>	<b>1,387,095</b>	<b>1,429,659</b>	<b>994,999</b>	<b>1,511,349</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
HUMAN RESOURCES-GENERAL TAXATION	401,474	401,474	522,338	522,338	467,414
HUMAN RESOURCES-INTERDEPT TRANSFER	4,500	4,500		4,635	4,500
HUMAN RESOURCES-ADMIN FEES FR WTR/WW	90,000	90,000	90,000	99,927	90,000
TRANSFER FROM RESERVE					25,000
<b>Total OPERATING REVENUE</b>	<b>495,974</b>	<b>495,974</b>	<b>612,338</b>	<b>626,900</b>	<b>586,914</b>
HUMAN RESOURCES-GENERAL ADVERTISING	2,000	2,800	2,060	2,303	4,000
HR-LEGISLATIVE SERVICES-SEMINARS,TRAINING,MEETINGS	15,000	14,401	12,000	4,084	10,000
HUMAN RESOURCES-BUSINESS MEALS	617	532	636	231	655
HUMAN RESOURCES-MEMBERSHIPS	3,000	2,048	3,471	2,659	3,582
HUMAN RESOURCES-CONF & CONVENTIONS	3,600	3,502	14,000	6,604	9,000
HUMAN RESOURCES-SEMINARS,TRAINING	7,500	6,400	6,500	5,842	5,000
HUMAN RESOURCES-SERVICE AWARD RECOGNITION	2,050	1,212	1,500	400	2,690
HUMAN RESOURCES-TRAVEL EXPENSE	1,500	59	1,600	221	1,500
HR-COUNCIL-SEMINARS,TRAINING	7,000	1,729		1,292	-
HR-FINANCE-SEMINARS,TRAINING	7,200	4,627	7,500	2,067	7,500
HR-IT-SEMINARS,TRAINING	10,000	5,387	10,300	3,881	9,300
HR-BLDG INSPECTION-SEMINARS,TRAINING, MEETINGS	5,063	2,186			-
HR-BYLAW ENFORCEMENT-SEMINARS,TRAINING	3,552	773	1,000	616	1,000
HR-P/W-SEMINARS,TRAINING, MEETINGS	13,140	11,951	13,534	11,382	13,940
HR-EPW ADMIN-SEMINARS,TRAINING,MEETINGS	10,000	8,204	10,300	2,035	10,300
HR - WATER - SEMINARS, TRAINING	6,000	4,910	6,180	3,562	5,000
HR - WASTE WATER - SEMINARS, TRAINING	6,000	4,538	6,180	1,272	5,000
HR-CEMETERY-SEMINARS,TRAINING	1,500	2,896	1,545	1,740	1,591
HR-RECREATION-SEMINARS,TRAINING, MEETINGS	4,500	3,807	4,635	2,989	4,635
HR-POOL-SEMINARS,TRAINING	750		773		773
HR-WMMC-SEMINARS,TRAINING	2,750	1,074	2,833	560	2,800
HR-GEMINI-SEMINARS,TRAINING	7,500	5,526	7,725	555	7,500
HR-MUSEUM-SEMINARS,TRAINING	1,000	768	1,030	197	1,030
HR-PLANNING-SEMINARS,TRAINING	2,520	1,437	2,000	1,586	2,000
HR-ECONOMIC DEV-SEMINARS,TRAINING	2,100	1,835	2,163	458	2,100
HR-PROPERTY MGMT-SEMINARS,TRAINING	2,000	2,530	2,163	560	2,060
HR - IT SUBSCRIPTIONS		350	7,000	260	7,000
HUMAN RESOURCES-TRANS TO RESERVE FUND	5,000	5,000	5,000		5,000
HUMAN RESOURCES-CONTRACTED SERVICES	11,765	11,122	102,722	101,885	75,000
Human Resources- Disability Management	2,500	1,369	2,575	788	2,652
HUMAN RESOURCES-EMPLOYEE WELLNESS	10,000	1,727	5,000	3,022	5,150
HUMAN RESOURCES-STUDIES/CONSULTING	14,000	11,744	25,000		25,000
HUMAN RESOURCES-OFFICE SUPPLIES		415	1,000	892	1,500
HUMAN RESOURCES-HEALTH & SAFETY SUPPLIES	618	530	637		656
HUMAN RESOURCES-OTHER COSTS	1,000	800	1,000	491	1,000
HUMAN RESOURCES-WAGES-F/T	216,963	220,137	225,043	221,093	231,794
HUMAN RESOURCES-WAGES-P/T	34,354	26,976	38,233	17,924	39,380
HUMAN RESOURCES-WAGES-OVERTIME	2,500	3,035	2,500	3,181	2,575
HUMAN RESOURCES-PAYROLL BENEFITS	69,432	70,842	75,000	70,524	77,250
<b>Total General Expenses</b>	<b>495,974</b>	<b>449,179</b>	<b>612,338</b>	<b>477,156</b>	<b>586,914</b>
<b>Total Operating Expenses</b>	<b>495,974</b>	<b>449,179</b>	<b>612,338</b>	<b>477,156</b>	<b>586,914</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>46,795</b>	<b>-</b>	<b>149,744</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	401,474	401,474	522,338	522,338	467,414
User Fees					
Grants					
Internal Transfer	94500	94500	90000	104562	94500
Reserve Transfer					25,000
<b>Total Operating Revenue</b>	<b>495,974</b>	<b>495,974</b>	<b>612,338</b>	<b>626,900</b>	<b>586,914</b>
Wages and Benefits	323,249	320,990	340,776	312,722	350,999
Service Contracts	38,265	25,962	135,297	105,695	107,802
Advertising	2000	2800	2,060	2,303	4000
Supplies	1,618	1,745	2,637	1,383	3,156
Conferences, Training, and Professional Fees	125,842	92,332	119,568	54,793	108,956
Repairs and Maintenance					
Internal Transfer	0	350	7,000	260	7,000
Reserve Transfer	5,000	5,000	5,000	0	5,000
<b>Total Operating Expenses</b>	<b>495,974</b>	<b>449,179</b>	<b>612,338</b>	<b>477,156</b>	<b>586,914</b>

	2023		2024		2025
	BUDGET	ACTUAL	BUDGET	YTD	Budget
TREASURY - XFER FROM WATER FOR UTILITY BILLING	141,634	141,634	144,467	141,634	147,356
TREASURY-ADMIN FEES FOR WATER & WW	90,000	90,000	100,000	109,927	100,500
TREASURY-XFER FROM BLDG FOR INDIRECT COSTS	56,765	56,765	56,765	56,765	56,765
TREASURY-TRANSFER FROM RESERVE	80,000	1,100,000	40,000	40,000	
TREASURY-GENERAL TAXATION	489,550	489,550	595,198	595,198	688,077
TREASURY-GENERAL OFFICE CHARGES	30,000	33,929	35,000	47,565	35,250
TREASURY-INTEREST INCOME	3,000	7,795	3,000	7,978	7,000
TREASURY-ADMIN CHARGES	7,500	7,560	7,500	7,560	7,000
TREASURY-MISC REVENUE	20,000	24,095	20,000	30,858	20,000
TREASURY - Credit Card Convenience Fee (2%)	3,128	5,308	4,000	5,662	4,500
TREASURY - EV CHARGE STATION REVENUE		4,084	5,000	6,766	5,250
Transfer from Fleet		16,433			
<b>Total OPERATING REVENUE</b>	<b>921,577</b>	<b>1,977,153</b>	<b>1,010,930</b>	<b>1,049,913</b>	<b>1,071,698</b>
TREASURY-PROMOTION, PUBLIC RELATIONS	1,000	3,071	1,000	165	1,000
GENERAL GOVERNMENT-BUSINESS MEALS	1,000	1,174	1,000	195	1,000
Finance -Treasury -MEMBERSHIPS, DUES	12,000	10,629	12,500	19,058	12,000
TREASURY - CONFERENCES & CONVENTIONS	1,500	2,271	1,750	1,515	2,000
TREASURY-TRAVEL EXPENSES	1,000	228	1,000	59	750
TREASURY-RECEPTIONS		270			
TREASURY - IT SUBSCRIPTIONS		1,040	1,000	1,390	1,000
TREASURY-OFFICE EQUIPMENT MAINTENANCE	1,500		1,000		1,000
TREASURY - VEHICLE MAINTENANCE		16,434		28,177	
TREASURY-TRANSFER TO FLEET RESERVE			35,000		40,000
TREASURY - TRANS TO RESERVE		1,104,084		25,000	1,000
TREASURY-CONTRACTED WORK	20,000	15,999	20,000	22,285	20,000
TREASURY-REPORTS AND STUDIES	4,000	3,475			
TREASURY-ASSET MANAGEMENT PLAN	25,000	1,171	1,000	1,064	1,000
TREASURY-AUDIT FEES	45,000	64,513	52,000	64,241	50,000
TREASURY-LIABILITY INSURANCE	65,000	147,292	75,000	95,626	100,000
TREASURY-MAIL HOUSE EXPENSES	5,000	9,329	10,500	6,761	7,500
TREASURY-INSURANCE CLAIM EXPENSE	5,000				
TREASURY-COLLECTION EXPENSE	3,082				
TREASURY-BANK INTEREST & CHARGES	6,000	19,597	12,500	17,386	15,500
General Gov FCM Expense		163		357	
TREASURY - INVESTMENT MANAGEMENT FEES				25,782	10,000
TREASURY-OFFICE SUPPLIES	15,000	26,653	20,000	19,880	20,000
TREASURY-POSTAGE & COURIER	30,000	60,704	50,000	62,922	60,000
TREASURY-ODA PROJECT EXP					
TREASURY - CASH OVER/UNDER		20			
TREASURY-OTHER COSTS	5,000	1,443	1,500	1,679	1,500
Operating Expense-TREASURY-COVID-19 Expenses		948		741	
TREASURY-OFFICE EQUIPMENT	2,000	5,343	4,750	3,142	3,000
TREASURY-EMERGENCY MANAGEMENT	2,500				
TREASURY-WAGES-F/T	482,495	484,486	500,664	475,019	510,677
TREASURY-WAGES-OT		309	2,000	948	2,000
TREASURY-PAYROLL BENEFITS	182,000	196,182	200,266	160,165	204,271
TREASURY-MPDC RETIREES BENEFITS EXPENSE	6,500	5,928	6,500	8,525	6,500
<b>Total General Expenses</b>	<b>921,577</b>	<b>2,182,756</b>	<b>1,010,930</b>	<b>1,042,082</b>	<b>1,071,698</b>
<b>Total Operating Expenses</b>	<b>921,577</b>	<b>2,182,756</b>	<b>1,010,930</b>	<b>1,042,082</b>	<b>1,071,698</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>205,603</b>	<b>-</b>	<b>7,831</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	489,550	489,550	595,198	595,198	688,077
User Fees	63,628	82,771	74,500	106,389	79,000
Grants					
Internal Transfer	288,399	288,399	301,232	308,326	304,621
Reserve Transfer	80,000	1,116,433	40,000	40,000	0
<b>Total Operating Revenue</b>	<b>921,577</b>	<b>1,977,153</b>	<b>1,010,930</b>	<b>1,049,913</b>	<b>1,071,698</b>
Wages and Benefits	670,995	686,905	709,430	644,657	723,448
Service Contracts	172,082	241,779	158,500	189,977	178,500
Advertising	1,000	3,071	1,000	165	1,000
Supplies	60,500	114,871	88,750	131,889	110,000
Conferences, Training, and Professional Fees	15,500	14,572	16,250	20,827	15,750
Repairs and Maintenance	1,500	16,434	1,000	28,177	1,000
Internal Transfer	0	1,040	1,000	1,390	1,000
Reserve Transfer	0	1,104,084	35,000	25,000	41,000
<b>Total Operating Expenses</b>	<b>921,577</b>	<b>2,182,756</b>	<b>1,010,930</b>	<b>1,042,082</b>	<b>1,071,698</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
IT -GENERAL TAXATION-	940,950	940,950	1,230,890	1,230,890	1,412,105
IT-INTER DEPT TRANSFER	20,000	27,500	20,000	20,120	20,000
IT-INTERDEPT TRNSFR ADDTNL		11,820		23,240	
IT - MISC REVENUE					
<b>Total OPERATING REVENUE</b>	<b>960,950</b>	<b>980,270</b>	<b>1,250,890</b>	<b>1,274,250</b>	<b>1,432,105</b>
HR-IT-MEMBERSHIP DUES	500	788	1,000	871	
IT-CONFERENCES & CONVENTIONS	3,000	2,163		463	
GENERAL ADMIN-IT-TRAVEL EXPENSES	2,500	66	2,000		1,500
IT-EQUIPMENT MAINTENANCE	10,000	6,337		4,343	
IT - WEBSITE MTCE & SECURITY	30,000	30,581	36,050	23,672	37,132
PLANNING & ZONING- -GIS MAINTENANCE					
IT - TRANSFER TO RESERVE	32,200	32,200	175,500		294,000
NG911 Sustainment					
GEN TWP - PHONE UPGRADES	500	834	5,000		45
General Gov-ADMIN-EQUIPMENT	2,500	5,140		4,959	
IT-ADMIN-SMALL EQUIPMENT					
LEGISLATIVE SERVICES-COMMUNICATIONS/CELL PHONES	1,500	2,239	1,530	3,452	1,561
HUMAN RESOU-COMMUNICATIONS/CELL PHONES	1,250	1,322	1,275	618	1,301
HUMAN RESOURCES - DATA		346		224	
IT - COUNCIL - CELLULAR	750	3,136	765	2,444	780
COUNCIL-DATA USAGE	1,750		1,785	865	1,821
GENERAL GOV-INTERNET SERVICE	21,000	19,086	21,630	18,709	22,280
GENERAL GOVERNMENT-TELEPHONE, FAX	24,000	22,792	24,000	22,647	21,600
IT -Corporate Services-Cellular Service	750	1,106	765	376	780
IT-Corporate Services-Data	750	1,124	765	988	780
GENERAL GOVERNMENT-COMPUTER CONSULTING		9,559			
GENERAL ADMIN-SOFTWARE & LICENCING	300,000	172,607	361,400	420,160	411,700
GEN GOV-TREASURY-EQUIPMENT LEASING		2,244		3,253	
IT-CONTRACTED SERVICES	10,000	31,359	10,000	593	10,000
Information Techn-IT-Security Systems&Monitoring	2,000				
IT- Cellular Service	3,000	2,934	1,530	2,110	1,561
IT-Data	750	1,199	765	1,064	780
OFFICE INTERCONNECTIVITY				6,869	
IT - STRATROY FIRE HALL - INTERNET CONNECTION	750		773	5,763	780
FIRE-TELEPHONE,FAX	2,000	1,779	2,000	1,897	1,800
FIRE-OPERATIONS-Cellular Service	3,500	3,340	2,040	2,605	2,081
FIRE-OPERATIONS-Data	1,000	2,269	1,020	2,194	1,040
FIRE-OPERATIONS-SOFTWARE & LICENCING		2,320			
FIRE - VEHICLE MAINTENANCE GPS REPLACEMENT	750		750		750
FIRE-OPERATIONS-EQUIPMENT LEASING				115	
FIRE-IT-MT BRYDGES FIRE STATION	1,500	3,497	1,500	2,518	1,350
FIRE-IT-MELBOURNE FIRE STATION	1,000	723	1,000	1,114	900
IT - POLICE - INFORMATION TECHNOLOGY	27,500		27,500	779	27,500
IT - POLICE - CONTRACTED IT	25,000		25,000		25,000
BUILDING Dept -IT Equipment Lease					
IT-BUILDING INSPECTION- Cellular Service	3,000	1,998	1,530	1,617	1,561
IT-BUILDING INSPECTION-Data Plan	1,000	1,482	1,020	1,269	1,040
IT- By-Law Enforcement Cellular Service	1,000	739	765	599	780
ROADS-ADMIN-INTERNET SERVICES	2,000	731	1,545	2,207	1,591
P/W ADMIN.OVERHEAD-TELEPHONE,FAX	750	575	750	585	675
IT-ROADS-ADMIN-Cellular Service	3,500	3,421	2,805	4,522	2,861
Cell phones for PW Operators			5,000		5,100
IT-ROADS-ADMIN-Data Plan	1,000	2,165	765	1,924	780
IT-P/W ADMIN/OVERHEAD-RADIO EXPENSES	2,500	2,586	2,500		2,500
IT DATA - STRATHROY WATER					
IT-CEMETERY-INTERNET SERVICES	500		515		530
IT-CEMETERY-TELEPHONE,FAX	500				
IT-CEMETERY-Cellular Service		452	510	336	520
IT-RECREATION-INTERNET SERVICES	500	3,089	515	1,100	530
IT-RECREATION PROGRAMS- Cellular Service	4,000	4,708	4,080	3,015	4,162
IT - RECREATION - DATA		1,155		985	
IT- RECREATION-COMPUTER CONSULTING	10,000				
IT-PARKS-INTERNET SERVICES				2,407	1,500
IT-Parks and Recreation-Cellular Services	1,500	2,348	1,530	2,205	1,561
IT-PARKS-Data Plan	500	438	510	308	520
IT-POOL-TELEPHONE	1,000	844	1,000	789	900
IT-WMMC-INTERNET SERVICES	3,000		773		800
IT-WMMC ARENA-TELEPHONE	1,500	1,249	1,500	1,247	1,350
GEMINI ARENA - INTERNET				802	1,000

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	940,950	940,950	1,230,890	1,230,890	1,412,105
User Fees	0	0	0	0	0
Grants					
Internal Transfer	20,000	39,320	20,000	43,360	20,000
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>960,950</b>	<b>980,270</b>	<b>1,250,890</b>	<b>1,274,250</b>	<b>1,432,105</b>
<b>Wages and Benefits</b>	<b>380,000</b>	<b>413,411</b>	<b>484,799</b>	<b>419,844</b>	<b>500,192</b>
Service Contracts	475,000	322,502	523,791	536,992	571,271
Advertising					
Supplies	27,750	10,776	27,750	7,978	28,010
Conferences, Training, and Professional Fees	6,000	3,017	3,000	1,334	1,500
Repairs and Maintenance	40,000	36,918	36,050	28,015	37,132
Internal Transfer					
Reserve Transfer	32,200	32,200	175,500	0	294,000
<b>Total Operating Expenses</b>	<b>960,950</b>	<b>818,824</b>	<b>1,250,890</b>	<b>994,163</b>	<b>1,432,105</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
IT- Musuem-SOFTWARE & LICENSING	1,000	666			
IT-MUSEUM-EQUIPMENT LEASING				388	
IT-SCOUT HOUSE--INTERNET SERVICES				680	600
IT-SCOUT HALL-PHONE	500	504	500	506	450
CARADOC COMMUNITY CTR-INTERNET				1,769	1,500
IT-CC CENTRE-TELEPHONE	500	385	500	366	450
IT-PLANNING & ZONING-EQUIPMENT LEASING					
ECONOMIC DEVELOPMENT-TELEPHONE		150			1,300
IT-COMM DEV-Cellular Service	1,250	1,476	1,275	732	
IT-DRAINAGE DEPT- Cellular Service	500	386	510	318	520
Service Contract equipment			600		
GENERAL ADMIN - IT SUPPLIES				1,771	2,000
GENERAL GOVERNMENT-SMALL EQUIP PURCHASES	25,000	448	25,500		26,010
IT-OFFICE SUPPLIES	250	20	250		
GENERAL ADMIN-IT-BOOKS & PERIODICALS	500				
GENERAL GOV - IT SUPPLIES & EXPENSES	2,000	9,528	2,000	5,319	
IT - IT SUBSCRIPTIONS		780		780	
FIRE-COMPUTER FEES				108	
RECREATION PROGRAMS- -IT SUPPLIES					
MUSEUM- -IT SUPPLIES					
MUSEUM-COMPUTER FEES					
IT-PLANNING & ZONING-IT SUPPLIES					
2025 FTE Equipment					
IT-WAGES-F/T	275,000	308,295	285,999	313,641	297,440
IT Wages - Part time					
IT-OVERTIME	10,000	4,679	10,000	1,355	10,000
IT-PAYROLL BENEFITS	95,000	100,437	98,800	104,848	102,752
2025 additional FTE Network staff					
Two year service contract			90,000		90,000
2025 FTE Benefits					
<b>Total General Expenses</b>	<b>960,950</b>	<b>818,824</b>	<b>1,250,890</b>	<b>994,163</b>	<b>1,432,105</b>
<b>Total Operating Expenses</b>	<b>960,950</b>	<b>818,824</b>	<b>1,250,890</b>	<b>994,163</b>	<b>1,432,105</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>161,446</b>	<b>-</b>	<b>280,087</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
PROPERTY MGMT-GENERAL TAXATION	141,504	141,504	180,964	180,964	263,401
Property Management -351 Frances-Rental Inc.	224,902	242,813	231,034	248,800	232,641
PROPERTY MANAGEMENT-HORT PROGRAM CONTRIBUTIONS	15,000	15,000	15,000	5,062	15,000
Transfer from Fleet		102			
<b>Total OPERATING REVENUE</b>	<b>381,406</b>	<b>399,419</b>	<b>426,998</b>	<b>434,826</b>	<b>511,042</b>
HR-PROPERTY MGMT-PROFESSIONAL DEV					
STRATHROY & AREA SENIOR'S CENTRE-BUILDING REPAIRS		298		2,092	3,000
PROPERTY MANAGEMENT-BUILDING MAINTENANCE	33,500	38,322	33,990	51,860	40,000
PROPERTY MANAGEMENT-BUILDING REPAIRS		7,510			5,000
Property Management - TOWN HALL IMPROVEMENTS	2,000	5,024	2,000	3,002	2,100
Property Managemen- -Entegrus Leasehold Improv.		285			
PROPERTY MANAGEMENT- VEHICLE EXPENSE	7,500	5,588	7,500	18,421	7,500
Property Management- -351 Frances Bldg Maint	8,000	3,951	18,000	16,042	8,000
PROPERTY MGMT-TRANSFER TO FLEET RESERVE	23,125	23,125	23,125	23,125	23,125
Operating Expense-Property Management- -TRANS TO R					
STRATHROY & AREA SENIORS CENTRE-INSURANCE		6,902		8,224	10,000
GENERAL GOVERNMENT-HALL PROPERTY INSURAN					
GENERAL GOVERNMENT-HALL UTILITIES - HYDRO	25,000	25,910	25,750	29,451	26,523
GENERAL GOVERNMENT-HALL UTILITIES - NATURAL GAS	10,000	10,870	13,500	8,202	13,905
GENERAL GOVERNMENT-HALL UTILITIES - WATER/SEWER	5,500	3,980	5,500	3,195	5,665
Property Management- Office Supplies		25		19	50
PROPERTY MANANGEMENT- -HORT PROGRAM	16,500	17,850	16,500	15,364	17,000
Property Management-351 Frances-Hydro&Gas	27,000	29,169	32,000	27,272	33,000
Property Managemen- 351 Frances -Water/Wastewater	2,000	1,562	2,000	2,335	2,060
PROPERTY MANAGEMENT- SOLAR EXPENSE	3,000	13,978	3,000	2,048	3,000
PROPERTY MGMT-WAGES-F/T	144,519	136,180	149,462	151,513	181,214
PROPERTY MGMT-WAGES-P/T	23,232	33,565	37,171	26,911	45,000
Property Management-Wages-OT	3,500	4,886	3,500	4,547	3,500
PROPERTY MGMT-PAYROLL BENEFITS	43,030	52,957	50,000	59,478	77,400
Property Management- -CLOTHING ALLOWANCE	2,000	2,096	2,000	2,000	2,000
Property Management-Tool Allowance	2,000	2,050	2,000	1,214	2,000
<b>Total General Expenses</b>	<b>381,406</b>	<b>426,083</b>	<b>426,998</b>	<b>456,315</b>	<b>511,042</b>
<b>Total Operating Expenses</b>	<b>381,406</b>	<b>426,083</b>	<b>426,998</b>	<b>456,315</b>	<b>511,042</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>- 26,664</b>	<b>-</b>	<b>- 21,489</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	141,504	141,504	180,964	180,964	263,401
<b>User Fees</b>	224,902	242,813	231,034	248,800	232,641
<b>Grants</b>	15,000	15,000	15,000	5,062	15,000
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	102	0	0	0
<b>Total Operating Revenue</b>	<b>381,406</b>	<b>399,419</b>	<b>426,998</b>	<b>434,826</b>	<b>511,042</b>
<b>Wages and Benefits</b>	218,281	231,734	244,133	245,663	311,114
<b>Service Contracts</b>	0	6,902	0	8,224	10,000
<b>Advertising</b>					
<b>Supplies</b>	89,000	103,344	98,250	87,886	101,203
<b>Conferences, Training, and Professional Fees</b>	0	0	0	0	0
<b>Repairs and Maintenance</b>	51,000	60,978	61,490	91,417	65,600
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	23,125	23,125	23,125	23,125	23,125
<b>Total Operating Expenses</b>	<b>381,406</b>	<b>426,083</b>	<b>426,998</b>	<b>456,315</b>	<b>511,042</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Debt-General Taxation Municipal Debt	303,577	303,577	1,188,121	1,179,855	1,188,121
DEBT-Stn#1 Fire Hall DC Payments		3,354	289,800		289,800
Debt-Property Management-Micro Fit Revenue	45,146	57,380		58,497	
DEBT- MB SEWER-TRANSFER FROM DCs	241,485	241,485	241,485	3,354	241,485
Municipal Debt-WMMA-from reserve funds	247,454	247,454	247,454		247,454
<b>Total OPERATING REVENUE</b>	<b>837,662</b>	<b>853,250</b>	<b>1,966,860</b>	<b>1,241,706</b>	<b>1,966,860</b>
DEBT-FIRE-STRATH STN-PUMPER BL 91-13	35,739	814			
DEBT-FIRE-MELB STN-TANKER BL 91-13	13,166	299			
Debt-COMM DEV-Solar Debt BL 91-13	45,146	1,029			
Municipal Debt-STRATH DEPT- Tanker #14 (Pay Back Res)	70,000		78,266		78,266
DEBT- MT BRYDGES SEWER DEBT PYMT	241,485	241,485	241,485	241,485	241,485
DEBT-WMMC-LOAN PYMT INTEREST	274,949	274,949	274,949	274,949	274,949
Debt-STRATH STN-Aerial BL 37-16	89,511	89,511	87,601	87,601	87,601
Debt - Mt Brydges Engine #21 59-20	67,666	67,666	66,801	66,801	66,801
Municipal Debt- -DEB PMTS - Agnes DR			136,702		136,702
Municipal D-P/W-GENERAL-DEB PMTS -McEvoy RD			15,755		15,755
ROADS - DEB PMT - Dury Lane Loan			128,182		128,182
Engine #31			56,378		56,378
Fire Stn #1			630,218		630,218
Queen ST. Phase #2			250,523		250,523
<b>Total General Expenses</b>	<b>837,662</b>	<b>675,753</b>	<b>1,966,860</b>	<b>670,836</b>	<b>1,966,860</b>
<b>Total Operating Expenses</b>	<b>837,662</b>	<b>675,753</b>	<b>1,966,860</b>	<b>670,836</b>	<b>1,966,860</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>177,497</b>	<b>-</b>	<b>570,870</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	303,577	303,577	1,188,121	1,179,855	1,188,121
User Fees	45,146	60,734	289,800	58,497	289,800
Grants					
Internal Transfer					
Reserve Transfer	488,939	488,939	488,939	3,354	488,939
<b>Total Operating Revenue</b>	<b>837,662</b>	<b>853,250</b>	<b>1,966,860</b>	<b>1,241,706</b>	<b>1,966,860</b>
Wages and Benefits					
Service Contracts	837,662	675,753	1,966,860	670,836	1,966,860
Advertising					
Supplies					
Conferences, Training, and Professional Fees					
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Expenses</b>	<b>837,662</b>	<b>675,753</b>	<b>1,966,860</b>	<b>670,836</b>	<b>1,966,860</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
GRANTS-ONT MUNICIPAL PARTNERSHIP FUND	124,100	124,100	105,485	105,500	105,485
GRANTS-AM0 GAS TAX REV	668,169	345,287	668,169	385,564	668,169
PROV GRANT-MODERNIZATION GRANT					
MUNICIPAL TAXES REGULAR-Taxation and Grant--	21,810,325	21,726,652	23,140,975	23,052,660	24,427,860
MUNICIPAL TAXES- SUPPLEMENTAL	759,457	443,972	775,000	275,231	500,000
MUNICIPAL TAXES-PAYMENT-IN-LIEU	175,000	191,759	190,000	196,901	190,000
Taxation and Grants- BIA Levy	59,879	59,879	61,675	61,675	62,908
MUNICIPAL TAXES - RIGHT OF WAY	45,000	45,581	45,000	45,753	45,000
Fees-Tracker Land Rental		60,000	60,000	60,000	60,000
INTEREST INCOME-TAX & PENALTY INTEREST	250,000	251,691	250,000	309,220	250,000
INTEREST INCOME-INVESTMENT INTEREST	1,150,000	2,063,946	1,990,000	3,418,745	1,998,266
Gain on Land Held for Resale	60,000				
<b>Total OPERATING REVENUE</b>	<b>25,101,930</b>	<b>25,312,867</b>	<b>27,286,304</b>	<b>27,911,249</b>	<b>28,307,688</b>
Taxation&Grant-TAXATION TRANSFER TO OPERATIONS	19,831,213	19,831,213	21,948,791	21,948,792	23,092,960
Taxation&Grant-TAXATION TRANSFER TO CAPITAL	3,662,669	3,662,669	3,762,669	3,762,669	3,063,650
Taxation&Grant-Transfer to Future Needs Reserve		181,017			
TRANSFER TO RESERVES - AMO GAS TAX REV	668,169	345,287	668,169		668,169
Taxation-Transfer to Asset Mgmt Plan Reserve	230,000	230,000	230,000	230,000	300,000
TAXATION AND GRANTS - TFR TO GREEN ENERGY RES	70,000	70,000	70,000	70,000	70,000
TAXATION AND GRANTS - TRANSFER TO RESERVES					
Customer Service Review Initiatives					400,000
<b>SCHC Contribution</b>					
Asset Management Plan Update					100,000
Taxation and Grants-CONSERVATION AUTHORITIES	280,000	272,819	295,000	315,460	300,000
GENERAL GOVERNMENT-TAXES WRITTEN OFF	300,000	267,724	250,000	260,519	250,000
Taxation and Grant-BIA Levy Expense	59,879	59,879	61,675	61,675	62,909
Change in Post Retirement Benefit		45,500			
Taxation&Grants-Loss on Disposal of Capital Assets		68,207		19,299	
<b>Total General Expenses</b>	<b>25,101,930</b>	<b>24,897,901</b>	<b>27,286,304</b>	<b>26,629,816</b>	<b>28,307,688</b>
<b>Total Operating Expenses</b>	<b>25,101,930</b>	<b>24,897,901</b>	<b>27,286,304</b>	<b>26,629,816</b>	<b>28,307,688</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>414,966</b>	<b>-</b>	<b>1,281,433</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
General Taxation	21,810,325	21,726,652	23,140,975	23,052,660	24,427,860
All Other Taxation	1,039,336	741,191	1,071,675	579,560	797,908
User Fees	1,460,000	2,375,637	2,300,000	3,787,965	2,308,266
Grants	792,269	469,387	773,654	491,064	773,654
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>25,101,930</b>	<b>25,312,867</b>	<b>27,286,304</b>	<b>27,911,249</b>	<b>28,307,688</b>
Wages and Benefits					
Service Contracts	639,879	645,922	606,675	637,654	1,112,909
Advertising					
Supplies	0	-68,207	0	-19,299	0
Conferences, Training, and Professional Fees					
Repairs and Maintenance					
Internal Transfer	23,493,882	23,493,882	25,711,460	25,711,461	26,156,610
Reserve Transfer	968,169	826,304	968,169	300,000	1,038,169
<b>Total Operating Expenses</b>	<b>25,101,930</b>	<b>24,897,901</b>	<b>27,286,304</b>	<b>26,629,816</b>	<b>28,307,688</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
BLDG INSP-FEES-COMPLIANCE INSPECTIONS				10,549	
BLDG INSP-FEES-BUILDING PERMITS	713,473	555,523	669,448	777,234	601,475
BLDG INSP-FEES-SEPTIC PERMITS	10,680	14,458	11,000	9,137	11,275
BUILDING INSPECTION- -Right of entry Permit		150			
BUILDING INSP. Letter of Concurrence Fee-		2,600		4,276	
BLDG INSP-FEES-CREDIT CARD CONV FEE 2%	2,000	100	2,060		2,112
BUILDING INSPECTION-MISCELLANEOUS	2,000		155		159
BLDG INSP-FEES-SEPTIC SEARCH	150		500		513
Transfer From Reserve		18,223			
Transfer From Fleet Reserve		21,513			
<b>Total OPERATING REVENUE</b>	<b>728,303</b>	<b>612,267</b>	<b>683,163</b>	<b>780,098</b>	<b>615,533</b>
BUILDING INSPECTION - MEMBERSHIP DUES	1,614	534	1,662	1,232	1,704
BUILDING INSPECTION -CONFERENCES & CONVENTIONS	4,020		4,141	3,036	4,245
BUILDING INSPECTION-TRAVEL EXPENSES					
BUILDING INSPECTION-TRAINING EXPENSES			3,000	1,548	3,075
BUILDING INSPECTION-ADVERTISING EXPENSES					
BUILDING INSPECTION- XFER TO IT	3,000	3,000	3,090	3,090	3,167
BUILDING INSPECTION - TRANSFER TO HR	2,000	2,000	2,060	2,575	2,112
BUILDING INSPECTION -TRANSFER TOLEGAL	5,000	5,000	5,150	5,150	5,279
BUILDING & PLANNING - IT SUBSCRIPTIONS		1,040	4,515	2,081	530
BUILDING INSPECTION-XFR TO GENGOV FOR INDIR. COSTS		56,765	56,765	56,765	
IT-Equipment					4,628
BUILDING INSPECTION-VEHICLE COSTS	3,000	21,792	2,000	27,599	2,050
BUILDING INSPECTION-Transfer to Fleet Reserve	8,000	6,625	8,240	6,625	8,446
BUILDING DEPARTMENT - Transfer to Reserves					
BUILDING INSPECTION-PROP INSURANCE	1,250	1,171	1,288	1,396	1,320
BUILDING INSPECTION - PERMIT PROGRAM APP	13,500	13,229	13,905	13,229	20,000
BUILDING INSPECTION - STUDIES/CONSULTING SERVICES	50,000		10,000	1,374	
Third Party Reviews			3,090		3,167
Building Legal			5,150	863	10,000
BUILDING INSPECTION - Interest & Bank Charges	5,000	371	5,150	366	5,279
BUILDING INSPECTION-OFFICE SUPPLIES	4,000	6,081	6,000	1,400	6,150
BUILDING INSPECTION-BOOKS, PERIODICALS	864	323	890		912
BUILDING INSPECTION-OTHER COSTS	2,505	18,296	2,580		2,645
BUILDING INSPECTION-FUEL	3,800	3,165	3,914	2,538	4,012
BUILDING INSPECTION-WAGES-F/T	470,000	416,924	420,745	436,199	388,126
BUILDING INSPECTION - WAGES P/T		26,693		22,933	-
BUILDING INSPECTION-Wages-OT		1,625		1,142	-
BUILDING INSPECTION-PAYROLL BENEFITS	150,000	138,880	119,055	149,080	137,895
BUILDING INSPECTION-BOOT ALLOWANCE/PPE	750	701	773	522	792
<b>Total General Expenses</b>	<b>728,303</b>	<b>724,215</b>	<b>683,163</b>	<b>740,743</b>	<b>615,533</b>
<b>Total Operating Expenses</b>	<b>728,303</b>	<b>724,215</b>	<b>683,163</b>	<b>740,743</b>	<b>615,533</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>- 111,948</b>	<b>-</b>	<b>39,355</b>	<b>-</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation					
User Fees	728,303	572,531	683,163	780,098	615,533
Grants					
Internal Transfer					
Reserve Transfer	0	39,736	0	0	0
<b>Total Operating Revenue</b>	<b>728,303</b>	<b>612,267</b>	<b>683,163</b>	<b>780,098</b>	<b>615,533</b>
Wages and Benefits	620,750	584,823	540,573	609,876	526,813
Service Contracts	64,750	14,400	33,433	16,862	39,115
Advertising	0	0	0	0	0
Supplies	16,169	28,236	18,534	4,304	18,997
Conferences, Training, and Professional Fees	5,634	534	8,803	5,816	9,023
Repairs and Maintenance	3,000	21,792	2,000	27,599	2,050
Internal Transfer	10,000	67,805	71,580	69,661	11,088
Reserve Transfer	8,000	6,625	8,240	6,625	8,446
<b>Total Operating Expenses</b>	<b>728,303</b>	<b>724,215</b>	<b>683,163</b>	<b>740,743</b>	<b>615,533</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
FIRE RECOVERY-MIDDLESEX SOUTH	141,595	136,110	147,187	128,678	151,603
FIRE-OPERATIONS-DONATIONS		636			
FIRE - PROVINCIAL GRANTS	10,000				5,000
FIRE-OPERATIONS-GENERAL TAXATION	1,984,619	1,984,619	2,063,228	2,063,229	2,162,035
FIRE-SALE OF SERVICES-MVC	25,000	101,337	40,800	88,618	50,000
Operating Revenue-FIRE-OPERATIONS-Fire Protection		510			
FIRE - Other Income		310		50	
<b>Total OPERATING REVENUE</b>	<b>2,161,214</b>	<b>2,223,522</b>	<b>2,251,215</b>	<b>2,280,575</b>	<b>2,368,637</b>
FIRE-SEMINARS, TRAINING, MEETINGS	2,500	12,422	2,575	2,903	2,575
FIRE-OPERATIONS- Recognition and Awards	5,100	2,942	5,202	4,721	8,000
FIRE ADMIN- TRANSFER TO FLEET RESERVE	5,375	5,375	5,375	5,375	5,536
FIRE - TRANS TO RESERVE FUND					
FIRE-HALL PROPERTY- VEHICLE INSURANCE	23,794	28,407	24,984	33,847	25,733
FIRE-LIABILITY INSURANCE	6,000	7,620	6,000	9,079	6,180
FIRE-TELECOM. MAINT/LICENCING	11,500	47,032	11,500	10,601	11,845
FIRE- Radios Managed Service Agreement	38,500	1,192	38,500	40,025	39,655
FIRE-MEMBERSHIPS, DUES	3,500	3,796	3,500	2,629	3,605
FIRE-OFFICE SUPPLIES	1,200	2,107	1,200	1,609	1,236
FIRE-TRAINING DIV EXP/SUPPLIES	26,000	22,525	27,000	18,302	27,810
FIRE-POSTAGE,COURIER	500	923	500	586	515
FIRE-OTHER COSTS	1,000	1,204	1,000	8,153	1,030
FIRE-WAGES-F/T	380,723	327,397	388,338	268,508	396,105
FIRE WAGES-P/T	39,104	48,568	39,886	8,193	41,000
FIRE-OPERATIONS- Wages-OT	5,000	3,621	5,000	5,322	5,150
FIRE-PAYROLL BENEFITS	141,029	139,912	155,335	109,344	158,442
	<b>690,825</b>	<b>655,043</b>	<b>715,895</b>	<b>529,197</b>	<b>734,417</b>
FIRE STR-SEMINARS,TRAINING	7,000	12,111	7,000	1,664	6,695
FIRE STR-TRAVEL EXPENSES	300		300		300
FIRE STR-DISPATCH SERVICE	34,800	34,800	34,800	34,800	35,844
FIRE STR-PROTECTIVE CLOTHING MAINT	3,000	2,763	5,000	8,903	5,150
FIRE STR-UNIFORMS-PURCHASE & MAINT	5,050	3,415	5,101	3,581	5,254
FIRE STR-EQUIPMENT MAINT	5,000	5,645	5,000	3,674	5,150
FIRE-STR-Preventative Maintenance		92			
FIRE STR-VEHICLE MAINTENANCE	45,000	93,668	55,000	53,862	65,000
FIRE STR-HALL MAINTENANCE	18,000	17,858	22,000	25,737	22,660
FIRE STR-COMMUNICATIONS MAINT.	1,750	204	1,750	1,290	1,803
FIRE-STR-COMMUNICATIONS UPGRADES	2,500		2,500		2,575
FIRE-STR-AIR MANAGEMENT MAINTENANCE	5,000	4,221	7,651	7,790	7,880
FIRE STR-PROTECTIVE CLOTHING REPLACEMENT	22,950	9,879	22,950	30,695	26,000
FIRE STR - TRANSFER TO FLEET RESERVE	160,000	112,453	160,000	112,453	164,800
FIRE STR-HEALTH & SAFETY	1,768	2,501	1,785	4,757	10,000
FIRE STR-FIRE PREVENTION/PUBLIC EDUCATION	9,000	5,055	4,000	6,749	8,000
FIRE STR-AIR MANAGEMENT CERTIFICATION	5,000	1,032	7,651	6,567	7,880
FIRE-STRATH DEPT- Training-Develop Exp					515
FIRE STR-GENERAL SUPPLIES	1,515	2,037	1,530	375	1,576
FIRE STR-OTHER COSTS	1,500	2,276	1,500	933	1,545
FIRE STR-FUEL	24,000	20,956	13,230	17,093	13,627
FIRE STR-HALL UTILITIES - ELECTRIC	5,000	4,630	5,513	6,954	5,678
FIRE STR-HALL UTILITIES - NATURAL GAS	3,000	5,385	3,308	4,138	3,407
FIRE STR-HALL UTILITIES - WATER/SEWER	700	1,383	772	1,603	795
FIRE STR-SMALL EQUIP PURCHASE	15,500	25,732	16,000	14,639	16,480
FIRE STR-CHEMICAL FOAM	1,100	2,949	5,000	2,039	5,150
FIRE STR-P/T	325,276	341,957	348,796	402,278	330,000
FIRE STR-PAYROLL BENEFITS	23,261	15,436	23,261	34,331	92,400
FIRE-STRATH DEPT-WSIB	4,590	5,061	4,682	5,313	4,822
	<b>731,560</b>	<b>733,499</b>	<b>766,080</b>	<b>792,218</b>	<b>850,985</b>
FIRE MTB-SEMINARS,TRAINING,MEETINGS	7,000	3,013	7,000	6,333	6,180
FIRE MTB-TRAVEL EXPENSES	200		200		206
FIRE MTB-DISPATCH SERVICE	14,750	14,750	14,750	14,750	15,193
FIRE MTB-PROTECTIVE CLOTHING MAINTENANCE	3,000	2,462	3,000	3,870	3,090
FIRE MTB-UNIFORMS PURCHASE & MAINTENANCE	2,000	509	2,000	2,717	2,060
FIRE MTB-EQUIPMENT MAINTENANCE	2,500	1,899	2,500	3,253	2,575
FIRE MTB-VEHICLE MAINTENANCE	20,500	26,572	25,000	34,657	25,750
FIRE MTB-HALL MAINTENANCE	15,000	12,853	18,000	14,477	18,540

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	1,984,619	1,984,619	2,063,228	2,063,229	2,162,035
User Fees	25,000	102,157	40,800	88,668	50,000
Grants	151,595	136,746	147,187	128,678	156,603
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>2,161,214</b>	<b>2,223,522</b>	<b>2,251,215</b>	<b>2,280,575</b>	<b>2,368,637</b>
Wages and Benefits	1,338,442	1,252,189	1,393,897	1,195,095	1,458,296
Service Contracts	106,622	98,231	104,060	124,930	144,022
Advertising	0	0	0	0	0
Supplies	141,155	166,595	154,575	131,151	149,639
Conferences, Training, and Professional Fees	28,100	33,254	28,277	21,525	30,136
Repairs and Maintenance	180,420	224,529	212,223	200,769	227,990
Internal Transfer	58,250	58,250	49,958	58,250	59,998
Reserve Transfer	308,225	219,912	308,225	252,920	298,556
<b>Total Operating Expenses</b>	<b>2,161,214</b>	<b>2,052,960</b>	<b>2,251,215</b>	<b>1,984,640</b>	<b>2,368,637</b>

**ADMIN**

Wages and Benefits	565,856	519,498	588,559	391,367	600,696
Service Contracts	79,794	84,251	80,984	93,552	83,413
Advertising					
Supplies	32,200	30,555	33,200	31,279	34,196
Conferences, Training, and Professional Fees	7,600	15,364	7,777	7,624	10,575
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer	5,375	5,375	5,375	5,375	5,536
<b>Total Operating Expenses</b>	<b>690,825</b>	<b>655,043</b>	<b>715,895</b>	<b>529,197</b>	<b>734,417</b>

**STN#1**

Wages and Benefits	353,127	362,454	376,739	441,922	427,222
Service Contracts	15,768	8,588	13,436	18,073	25,880
Advertising					
Supplies	52,315	65,348	46,853	47,774	48,772
Conferences, Training, and Professional Fees	7,300	12,111	7,300	1,664	6,995
Repairs and Maintenance	85,300	127,866	104,002	104,837	115,471
Internal Transfer	34,800	34,800	34,800	34,800	35,844
Reserve Transfer	182,950	122,332	182,950	143,148	190,800
<b>Total Operating Expenses</b>	<b>731,560</b>	<b>733,499</b>	<b>766,080</b>	<b>792,218</b>	<b>850,985</b>

**STN#2**

Wages and Benefits	263,029	244,200	268,602	248,126	262,232
Service Contracts	5,540	2,915	5,580	6,778	17,627
Advertising					
Supplies	29,590	36,060	35,209	23,651	37,295
Conferences, Training, and Professional Fees	7,200	3,013	7,200	6,333	6,386
Repairs and Maintenance	50,530	47,998	58,060	59,958	59,802
Internal Transfer	14,750	14,750	14,750	14,750	15,193
Reserve Transfer	73,200	59,054	73,200	77,582	65,258
<b>Total Operating Expenses</b>	<b>443,839</b>	<b>407,990</b>	<b>462,601</b>	<b>437,178</b>	<b>463,793</b>

**STN#3**

Wages and Benefits	156,430	126,037	159,997	113,680	168,145
Service Contracts	5,520	2,477	4,060	6,527	17,101
Advertising					
Supplies	27,050	34,632	39,313	28,447	29,375
Conferences, Training, and Professional Fees	6,000	2,766	6,000	5,904	6,180
Repairs and Maintenance	44,590	48,665	50,161	35,974	52,716
Internal Transfer	8,700	8,700	408	8,700	8,961
Reserve Transfer	46,700	33,151	46,700	26,815	36,963
<b>Total Operating Expenses</b>	<b>294,990</b>	<b>256,428</b>	<b>306,639</b>	<b>226,047</b>	<b>319,442</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
FIRE MTB-COMMUNICATIONS MAINTENANCE	1,000	94	1,000	984	1,030
FIRE MTB-COMMUNICATION UPGRADES	3,500		3,500		3,605
FIRE MTB-AIR MANAGEMENT MAINT	3,030	3,609	3,060		3,152
FIRE MTB-PROTECTIVE CLOTHING REPLACEMENT	22,950	8,804	22,950	27,332	13,500
FIRE MTB-TRANSFER TO FLEET RESERVE	50,250	50,250	50,250	50,250	51,758
FIRE MTB-HEALTH & SAFETY	1,515	1,432	1,530	884	10,000
FIRE MTB-PREVENTION CHARGES	1,500	967	1,500	1,024	5,000
FIRE MTB-AIR MANAGEMENT CERTIFICATION	2,525	516	2,550	4,870	2,627
FIRE-MT BRYDGES DEPT-Training-Develop Exp					1,030
FIRE MTB-GENERAL SUPPLIES	505	102	510	365	525
FIRE MTB-OTHER COSTS	1,010	3,212	1,020	678	1,051
FIRE MTB-FUEL	4,200	1,280	4,410	1,696	4,542
FIRE MTB-HALL UTILITIES - HYDRO	4,200	5,174	4,410	4,785	4,542
FIRE MTB-HALL UTILITIES - NATURAL GAS	1,575	2,350	1,654	1,782	1,703
FIRE MTB-HALL UTILITIES - WATER & SEWER	2,100	4,258	2,205	4,646	2,271
FIRE MTB-SMALL EQUIP PURCHASE	15,500	14,546	16,000	7,376	16,480
FIRE MTB-CHEMICAL FOAM	500	5,138	5,000	2,323	5,150
FIRE MTB-P/T	240,098	227,860	244,900	214,792	200,683
FIRE MTB-PAYROLL BENEFITS	17,831	12,340	18,500	28,021	56,191
FIRE-MT BRYDGES DEPT-WSIB	5,100	4,000	5,202	5,313	5,358
	<b>443,839</b>	<b>407,990</b>	<b>462,601</b>	<b>437,178</b>	<b>463,793</b>
FIRE MELB-SEMINARS, TRAINING, MEETING	6,000	2,766	6,000	5,904	6,180
FIRE MELB-TRAVEL EXPENSES					
FIRE MELB-DISPATCH SERVICE	8,700	8,700	408	8,700	8,961
FIRE MELB-PROTECTIVE CLOTHING MAINTENANCE	3,000	1,411	3,000	1,631	3,090
FIRE MELB-UNIFORMS PURCHASE AND MAINTENANCE	3,530	234	3,060	3,031	3,152
FIRE MELB-OFFICE EQUIPMENT MAIN					
FIRE MELB-EQUIPMENT MAINTENANCE	1,010	955		3,253	1,051
FIRE-MELB -Preventative Maintenance	13,000		20,000		
FIRE MELB-VEHICLE MAINTENANCE	15,000	32,768	15,000	10,084	20,600
FIRE MELB-HALL MAINTENANCE		10,004		16,432	15,450
FIRE MELB-COMMUNICATIONS MAINTENANCE	1,000		1,000	1,543	1,030
FIRE MELB-COMMUNICATIONS UPGRADES	3,000		3,000		3,090
FIRE MELB-AIR MANAGEMENT MAINTENANCE	5,050	3,293	5,101		5,254
FIRE MELB-PROTECTIVE CLOTHING REPLACEMENT	22,950	9,401	22,950	3,065	12,500
FIRE MELB - TRANSFER TO FLEET RESERVE	23,750	23,750	23,750	23,750	24,463
FIRE MELB-HEALTH & SAFETY	2,500	2,477	1,020	507	10,000
FIRE MELB-FIRE PREVENTION/PUBLIC EDUCATION	1,000		1,000	1,150	5,000
FIRE MELB-AIR MGMT CERTIFICATION	2,020		2,040	4,870	2,101
FIRE MELB-OFFICE SUPPLIES		40	500		
FIRE-MELB DEPT- Training-Develop Exp		5,115	8,700	4,575	515
FIRE MELB-GENERAL SUPPLIES	405	167	2,500		420
FIRE MELB-OTHER COSTS	1,010	1,648	1,020	959	1,051
FIRE MELB-FUEL	3,150	2,817	3,308	4,594	3,407
FIRE MELB-HALL UTILITIES - HYDRO	4,200	3,318	4,410	3,565	4,542
FIRE MELB-HALL UTILITIES - NATURAL GAS	1,575	2,698	1,654	1,751	1,703
FIRE MELB-HALL UTILITIES - WATER/SEWAGE	210	163	221	290	227
FIRE MELB-SMALL EQUIPMENT PURCHASE	15,500	15,238	16,000	11,335	16,480
FIRE MELB-CHEMICAL FOAM	1,000	3,428	1,000	1,378	1,030
FIRE MELB-P/T	137,140	113,289	139,880	87,882	127,596
FIRE MELB-PAYROLL BENEFITS	14,700	7,687	15,435	20,485	35,727
FIRE-MELB DEPT-WSIB	4,590	5,061	4,682	5,313	4,822
	<b>294,990</b>	<b>256,428</b>	<b>306,639</b>	<b>226,047</b>	<b>319,442</b>
Total General Expenses	<b>2,161,214</b>	<b>2,052,960</b>	<b>2,251,215</b>	<b>1,984,640</b>	<b>2,368,637</b>
				<b>1,984,640</b>	
Total Operating Expenses	<b>2,161,214</b>	<b>2,052,960</b>	<b>2,251,215</b>	<b>1,984,640</b>	<b>2,368,637</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>170,562</b>	<b>0</b>	<b>295,935</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Grants- Provincial- Local Priorities (CSP)	140,522	140,522	140,522	140,522	140,522
Grants - Provincial - Provincial Priorities (CSP)			72,000	72,000	72,000
Grants - PAT (Preventing Auto Thefts)				121,833	
Grants - RIDE Program	13,200	12,900	13,200	12,800	13,200
Grants - Proceeds of Crime			127,500	13,750	
Grants - CISO	8,000	8,000	33,000	8,000	
Grants - ALPR Technology Grant	95,274	71,457			
Provincial Offences Court	50,000	2,747	50,000	23,465	30,000
Grants - Provincial - Provincial Priorities (CSP)	72,000	72,000			
MCRRT Grant			258,960	111,266	230,029
Internal Transfer-Fire Dispatch- Strathroy-Caradoc	58,250	58,250	58,250	58,250	58,250
General Taxation	6,760,938	6,760,938	7,131,180	7,131,180	7,347,916
Fees - Report Distribution	8,000	3,276	8,000	1,641	8,000
Fees - Hire Ons	5,000	7,988	7,000	31,351	10,000
Fees - Fingerprinting	500	2,583	1,500	2,114	2,000
Fees - Background Check	30,000	35,050	30,000	25,035	30,000
Fees - Revenue in Kind	5,000	696	5,000	10,957	10,000
Fees - Probation Rent at SCPS HQ	10,800	10,715	10,800	10,890	10,800
Fees- OPTIC Board Reimbursement	2,000	2,395	2,000	478	500
Gain on Disposal of Vehicles	25,000		35,000		40,000
FEES-POLICE-OTHER					
Middlesex County Fire Dispatch	289,824	289,824	298,229	309,226	614,378
Oneida Fire Dispatch	11,500	19,439	11,500	14,037	11,500
Burn Permits	25,000	23,970	25,000		25,000
OPC Secondment-#163	176,440	28,966		132,774	
OPC Secondment - #155	167,489	53,386			158,217
OPC Secondment- #141		173,142	108,581	48,704	185,184
<b>Total OPERATING REVENUE</b>	<b>7,954,737</b>	<b>7,778,244</b>	<b>8,427,222</b>	<b>8,280,273</b>	<b>8,997,496</b>
Information Technology (transfer to IT)	30,000	14,582	45,000	28,738	45,000
Contracted IT (transfer to IT)	40,000	8,283	40,000	38,799	50,000
Equipment Maintenance	1,500		1,500		1,500
Maintenance	32,000	20,024	38,000	43,337	40,000
Maintenance	40,000	36,723	40,000	38,552	40,000
Communication Maintenance	30,000	13,891	30,000	31,317	30,000
Fingerprinting	800	2,993	800	2,946	1,500
Community Services	10,000	1,007	10,000	3,974	10,000
Liability Insurance	14,000	14,733	14,500	17,555	18,000
MCRRT Donation			108,000	42,038	114,000
1250 - Fax	14,000	16,554	14,000	17,605	14,000
911	2,200	3,059	2,200	2,867	2,500
Data - Circuits	2,500	5,034	2,500	5,209	3,000
NG911 AQS Support	13,500		13,500		14,000
Monthly Cellular and Laptop	32,000	28,276	32,000	24,651	32,000
Fibre Optic	13,000	24,939	22,000	21,328	22,000
Insurance	17,000	18,059	19,000	22,613	24,000
Property Insurance	9,000	8,820	9,000	10,509	11,000
Contracted Work	10,000	20,330	15,000	14,226	15,000
Leased Equipment	45,000	32,430	45,000	22,239	45,000
Software Licences	30,000	35,938	45,000	36,663	45,000
OPTIC	45,000	33,646	50,000	48,332	60,000
Civil Remedies - ALPR	95,274	115,391			100,000
Proceeds of Crime				13,750	
CISO Leases	11,000	9,769	11,000		14,000
Bank & Moneris Fees	800	653	600	2,712	600
Postage - Courier	800	1,710	1,000	1,047	1,000
Other Supplies				75	
Safety Supplies	2,000	1,762	2,000	609	2,000
Other Investigative Costs	1,000	389	1,000	594	1,000
Office Copier	3,000	2,722	3,000	3,288	3,000
Crime Scene Supplies	1,500	301	1,000	1,997	1,500
Fuel	75,000	81,197	72,000	85,638	75,000
Court Parking	250	50	250	1,417	250
Utilities	40,000	36,243	40,000	39,253	40,000
Small Equipment Purchases	10,000	3,760	8,000	5,571	8,000
Firearms - Use of Force Equipment	15,000	3,106	15,000	26,032	20,000
Drug Intelligence	8,000	4,072	8,000	6,000	8,000
Care of Prisoners	500	578	500	124	500
Operating Expense-POLICE-GENERAL-TRANS TO RESERVE					45,000
	<b>695,624</b>	<b>601,024</b>	<b>760,350</b>	<b>661,605</b>	<b>957,350</b>
Memberships / Dues	3,200	773	3200	3845	3200
Conferences / Conventions	3,700	1,423	3700	6039	3700
Course / Education Fee Reimbursement	3,000		3000		3000

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	6,760,938	6,760,938	7,131,180	7,131,180	7,347,916
User Fees	756,553	651,430	542,610	587,207	1,105,579
<b>Grants</b>	<b>378,996</b>	<b>307,626</b>	<b>695,182</b>	<b>503,636</b>	<b>485,751</b>
Internal Transfer	58,250	58,250	58,250	58,250	58,250
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>7,954,737</b>	<b>7,778,244</b>	<b>8,427,222</b>	<b>8,280,273</b>	<b>8,997,496</b>
<b>Wages and Benefits</b>	<b>7,133,963</b>	<b>6,751,266</b>	<b>7,539,922</b>	<b>7,171,725</b>	<b>7,879,996</b>
Service Contracts	384,274	382,080	433,500	356,859	565,000
Advertising	0	0	0	0	0
Supplies	166,500	146,349	161,000	182,695	169,400
Conferences, Training, and Professional Fees	96,500	82,803	98,300	97,659	111,600
Repairs and Maintenance	103,500	70,638	109,500	113,206	111,500
Internal Transfer	70,000	22,865	85,000	67,537	95,000
Reserve Transfer	0	0	0	0	45,000
<b>Total Operating Expenses</b>	<b>7,954,737</b>	<b>7,456,001</b>	<b>8,427,222</b>	<b>7,989,681</b>	<b>8,977,496</b>

**GENERAL**

Wages and Benefits					
Service Contracts	364,274	370,978	413,500	306,505	545,000
Advertising					
Supplies	157,850	136,543	152,350	174,357	160,850
Conferences, Training, and Professional Fees					
Repairs and Maintenance	103,500	70,638	109,500	113,206	111,500
Internal Transfer	70,000	22,865	85,000	67,537	95,000
Reserve Transfer	0	0	0	0	45,000
<b>Total Operating Expenses</b>	<b>695,624</b>	<b>601,024</b>	<b>760,350</b>	<b>661,605</b>	<b>957,350</b>

**BOARD**

Wages and Benefits	18,000	17,050	18,000	18,292	18,000
Service Contracts	20,000	11,102	20,000	50,354	20,000
Advertising					
Supplies	1,050	0	1,050	0	1,050
Conferences, Training, and Professional Fees	31,400	9,196	31,400	11,410	31,400
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Expenses</b>	<b>70,450</b>	<b>37,348</b>	<b>70,450</b>	<b>80,056</b>	<b>70,450</b>

**ADMIN**

Wages and Benefits	554,489	552,999	564,602	582,781	585,844
Service Contracts					
Advertising					
Supplies	1,600	2,163	1,600	2,119	1,500
Conferences, Training, and Professional Fees	11,700	14,178	13,500	15,014	19,500
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Expenses</b>	<b>567,789</b>	<b>569,340</b>	<b>579,702</b>	<b>599,914</b>	<b>606,844</b>

**UNIFORM**

Wages and Benefits	5,171,953	4,800,276	5,435,290	5,114,579	5,647,994
Service Contracts					
Advertising					
Supplies	6,000	7,643	6,000	6,219	6,000
Conferences, Training, and Professional Fees	25,400	32,569	25,400	31,951	27,200
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Expenses</b>	<b>5,203,353</b>	<b>4,840,488</b>	<b>5,466,690</b>	<b>5,152,749</b>	<b>5,681,194</b>

**CIVILIAN**

Wages and Benefits	1,389,521	1,380,941	1,522,030	1,456,073	1,628,158
Service Contracts					
Advertising					
Supplies					
Conferences, Training, and Professional Fees	28,000	26,860	28,000	39,284	33,500
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Expenses</b>	<b>1,417,521</b>	<b>1,407,801</b>	<b>1,550,030</b>	<b>1,495,357</b>	<b>1,661,658</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Travel	1,500		1500	763	1500
Other Professional Costs	20,000	7,000	20000	763	20000
Legal Costs	20,000	11,102	20000	50354	20000
Books / Periodicals	25		25		25
Postage/Courier	25		25		25
Promotion / Public Relations	1,000		1000		1000
Other Costs				489	
Remuneration	18,000	17,050	18000	16226	18000
Payroll Benefits		926		1577	
	<b>70,450</b>	<b>38,274</b>	<b>70,450</b>	<b>80,056</b>	<b>70,450</b>
Memberships / Dues	3,500	5,568	4000	2324	4000
Conferences / Conventions	4,500	3,777	5000	7714	6000
Seminars / Training / Meetings	1,200	1,495	1500	1460	1500
Travel	2,500	3,338	3000	3516	8000
Municipal Administrative Services					20000
Books / Periodicals / Films / Rec	800	738	800	790	500
Promotion / Public Relations	800	1,425	800	1329	1000
Retirees Benefits	90,635	95,166	83000	91115	82353
Full-time	342,259	354,677	358232	379036	377188
Payroll Benefits	116,595	103,156	118370	112402	121303
WSIB	5,000		5000	228	5000
	<b>567,789</b>	<b>569,340</b>	<b>579,702</b>	<b>599,914</b>	<b>626,844</b>
Memberships / Dues	1,000	1,200	1000	1018	1200
Conferences - Conventions	1,000	400	1000	532	1000
Training	20,000	27,390	20000	27866	22000
Seminars / Meetings	1,200		1200		1000
Travel	2,200	3,579	2200	2535	2000
Office Supplies	6,000	7,643	6000	6219	6000
Benefits - Plain Clothes	4,000	4,085	4000	2797	4000
Benefits - Dry Cleaning	250	144	250	121	200
Benefits - Uniforms / Boots	18,000	33,901	19000	30787	22000
Benefits - Meal Allowance/Notes	2,000	2,246	2500	2621	2500
Full-time	3,684,832	3,449,118	3901466	3661896	4106734
Acting Rank	2,000	5,916	2000	2064	2000
Overtime	60,000	49,791	60000	43579	60000
POLICE-WAGES-UNIFORM STAT PAY	7,500	5,316	7500	5403	5000
POLICE-WAGES-COURT SECURITY		100			
RIDE Program	6,000	8,231	6000	1384	5000
Hire Ons	1,500	2,260	1500	8582	3500
Payroll Benefits	1,260,871	1,239,168	1306074	1355345	1362060
WSIB	75,000		75000		50000
WSIB NEAR/Surcharge	50,000		50000		25000
	<b>5,203,353</b>	<b>4,840,488</b>	<b>5,466,690</b>	<b>5,152,749</b>	<b>5,681,194</b>
Training	2,500	3,617	2500	6969	3000
Travel	500	537	500	429	500
Training	25,000	22,706	25000	31886	30000
Benefits - Meal Allowance/Notes	500	72	500	109	500
Full-time	678,269	691,698	870057	782858	1020750
Part-time	355,457	266,394	270610	179897	210692
Police -Overtime	20,000	46,359	20000	53393	22000
Stat Pay	12,000	20,013	12000	16651	10000
Payroll Benefits	298,295	356,405	323863	423165	344216
WSIB	25,000		25000		20000
	<b>1,417,521</b>	<b>1,407,801</b>	<b>1,550,030</b>	<b>1,495,357</b>	<b>1,661,658</b>
Total General Expenses	<b>7,954,737</b>	<b>7,456,927</b>	<b>8,427,222</b>	<b>7,989,681</b>	<b>8,997,496</b>
Total Operating Expenses	<b>7,954,737</b>	<b>7,456,927</b>	<b>8,427,222</b>	<b>7,989,681</b>	<b>8,997,496</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>321,317</b>	<b>0</b>	<b>290,592</b>	<b>0</b>

	2023	2024	2025
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	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
BYLAW - GENERAL TAXATION	206,985	206,985	180,149	180,149	241,558
BYLAW ENFORCEMENT-POA GRANT		521		4,190	
BYLAW ENFORCEMENT-FINES (PARKING)	10,000	9,541	10,000	3,623	10,000
BYLAW ENFORCEMENT- SWM CONTRACT	19,000	22,419	19,570	20,610	20,157
BYLAW - FEES - RECOVERABLE	1,000		1,000		1,000
Parking Revenue					
Transfer from Fleet		6,937	3,500		
<b>Total OPERATING REVENUE</b>	<b>236,985</b>	<b>246,403</b>	<b>214,219</b>	<b>208,572</b>	<b>272,715</b>
HR-BYLAW ENFORCEMENT-MEMBERSHIP DUES	258	232	266	382	373
BY-LAW ENFORCEMENT- TRAVEL EXPENSES					
BYLAW ENFORCEMENT- XFER TO IT DEPT	1,000	1,000	1,030	1,030	1,056
BY-LAW ENFORCEMENT- -TRANSFER TO HR	2,500	2,500	2,575	2,060	2,639
BY-LAW ENFORCEMENT- TRANSFER TO LEGAL	5,000	5,000	5,150	5,150	5,279
BYLAW ENFORCEMENT-VEHICLE MTCE	1,000	7,403	1,030	11,688	1,056
BYLAW ENF-TRANSFER TO FLEET RESERVE	5,000	5,000	5,150	5,000	5,305
BYLAW ENFORCEMENT - Transfer to Reserves					
BYLAW ENFORCEMENT-LEGAL FEES	550		5,150		10,000
Contracted Services					
BYLAW ENFORCEMENT SUPPLIES	1,000	845	1,000	327	1,025
BY-LAW ENFORCEMENT-FUEL	3,500	3,810	3,605	2,491	3,695
IT Subscriptions			4,430		4,541
IT Equipment					1,061
BYLAW ENFORCEMENT-WAGES F/T	166,177	48,210	136,150	59,276	178,541
BYLAW ENFORCEMENT-WAGES P/T		57,263		14,467	
BYLAW ENFORCEMENT-BENEFITS	50,000	33,763	47,653	25,567	56,788
BY-LAW ENFORCEMENT-CLOTHING ALI/DRY CLEANING	1,000	1,198	1,030	908	1,356
BY-LAW ENFORCEMENT- Wages-OT				8	
<b>Total General Expenses</b>	<b>236,985</b>	<b>166,224</b>	<b>214,219</b>	<b>128,354</b>	<b>272,715</b>
<b>Total Operating Expenses</b>	<b>236,985</b>	<b>166,224</b>	<b>214,219</b>	<b>128,354</b>	<b>272,715</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>80,179</b>	<b>0</b>	<b>80,218</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	206,985	206,985	180,149	180,149	241,558
<b>User Fees</b>	30,000	31,960	30,570	24,233	31,157
<b>Grants</b>	0	521	0	4190	0
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	6,937	3,500	0	0
<b>Total Operating Revenue</b>	<b>236,985</b>	<b>246,403</b>	<b>214,219</b>	<b>208,572</b>	<b>272,715</b>
<b>Wages and Benefits</b>	217,177	140,434	184,833	100,226	236,685
<b>Service Contracts</b>	550	0	5,150	0	10,000
<b>Advertising</b>					
<b>Supplies</b>	4,500	4,655	9,035	2,818	10,322
<b>Conferences, Training, and Professional Fees</b>	258	232	266	382	373
<b>Repairs and Maintenance</b>	1,000	7,403	1,030	11,688	1,056
<b>Internal Transfer</b>	8,500	8,500	8,755	8,240	8,974
<b>Reserve Transfer</b>	5,000	5,000	5,150	5,000	5,305
<b>Total Operating Expenses</b>	<b>236,985</b>	<b>166,224</b>	<b>214,219</b>	<b>128,354</b>	<b>272,715</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
SOLID WASTE-MULTI RESIDENTIAL BIN FEES	46,128	47,232	47,512	51,256	60000
SOLID WASTE-WHEELIE BIN REVENUE	1,528,192	1,594,568	1,716,988	1,679,658	1850000
SOLID WASTE--ELECTRONICS REVENUE- SCRAP METAL		210	12,000	126	5000
SOLID WASTE-WARD 1 TIPPING FEES	215,913	186,112	191,695	174,418	200000
SOLID WASTE-WARD 2 TIPPING FEES	20,697	17,491	18,016	15,870	15000
SOLID WASTE - MISCL REVENUE					
<b>Total OPERATING REVENUE</b>	<b>1,810,930</b>	<b>1,845,613</b>	<b>1,986,211</b>	<b>1,921,328</b>	<b>2,130,000</b>
SOLID WASTE-- Transfer to Reserves			288,163		1300
SOLID WASTE-REFUSE COLLECT/DISPOSAL	46,495	57,658	47,890	57,736	60000
SOLID WASTE-BRA COLLECTION & RECYCLING CONTRACT	1,410,897	1,609,046	1,235,186	1,077,504	1750000
SOLID WASTE-WARD 2 TRANSFER STATION EXP	60,854	51,879	68,435	52,172	60000
SOLID WASTE-WARD 1 TRANSFER STATION EXP	264,016	235,102	273,055	215,139	225000
SOLID WASTE - BANK INTEREST & CHARGES(MONERIS POS)	3,488	3,263	3,593	3,276	3700
SOLID WASTE-OTHER EXPENSES				48,363	
SOLID WASTE-ADMIN WAGES	19,445	16,155	51,428	24,801	20000
SOLID WASTE-WAGES-P/T		640			2000
SOLID WASTE- Wages-OT		115			2000
SOLID WASTE-ADMIN BENEFITS	5,735	5,167	18,461	8,406	6000
<b>Total General Expenses</b>	<b>1,810,930</b>	<b>1,979,025</b>	<b>1,986,211</b>	<b>1,487,397</b>	<b>2,130,000</b>
<b>Total Operating Expenses</b>	<b>1,810,930</b>	<b>1,979,025</b>	<b>1,986,211</b>	<b>1,487,397</b>	<b>2,130,000</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>-133,412</b>	<b>0</b>	<b>433,931</b>	<b>0</b>

	2022		2023		Budget
	Budget	Actual	Budget	Actual	2024
Taxation					
User Fees	1,810,930	1,845,613	1,986,211	1,921,328	2,130,000
Grants					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>1,810,930</b>	<b>1,845,613</b>	<b>1,986,211</b>	<b>1,921,328</b>	<b>2,130,000</b>
Wages and Benefits	25,180	22,077	69,889	33,207	30,000
Service Contracts	1,782,262	1,953,685	1,624,566	1,402,551	2,095,000
Advertising					
Supplies	3,488	3,263	3,593	51,639	3,700
Conferences, Training, and Professional Fees					
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer	0	0	288,163	0	1,300
<b>Total Operating Expenses</b>	<b>1,810,930</b>	<b>1,979,025</b>	<b>1,986,211</b>	<b>1,487,397</b>	<b>2,130,000</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
PW - MAMP/FCM Grant - Roads Study					
P/W-TRANSFER FROM RESERVES (OPERATING)					
P/W-GENERAL TAXATION	3,697,531	3,572,531	3,582,348	3,582,348	3,680,011
P/W-ENTRANCE PERMITS & 911 SIGNS		6,970	7,179	5,030	5,000
P/W-FEES RECOVERABLE		2,499	2,574	1,649	2,500
P/W-WINTER RECOVERIES-UNASSUMED ROADS	40,000		23,150		40,000
Transfer from Fleet		19,220			
<b>Total OPERATING REVENUE</b>	<b>3,737,531</b>	<b>3,601,220</b>	<b>3,615,251</b>	<b>3,589,027</b>	<b>3,727,511</b>
HR-P/W-MEMBERSHIPS	2,500	3,400	3,502	2,699	3,000
HR-P/W-CONFERENCES & CONVENTIONS	5,150	1,767	5,305	3,715	5,000
P/W-TRAVEL EXPENSES	500		515		1,000
P/W-VEHICLE MAINTENANCE	77,250	93,214	96,010	126,575	85,000
P/W-BUILDING MAINTENANCE	21,630	26,213	22,279	7,809	15,000
P/W-PROPERTY MAINTENANCE	3,090	3,513	3,618	4,550	6,500
P/W-EQUIPMENT MAINTENANCE	69,010	97,291	102,710	112,182	105,000
P/W-ROADSIDE MAINTENANCE	12,360	29,158	30,033	24,151	25,000
P/W-MUNICIPAL DRAIN EXPENSE	30,900				
P/W-WEED CONTROL EXPENSE	8,240	6,159	8,487	9,475	12,000
P/W-TREE MAINTENANCE	100,000	88,910	103,000	88,042	97,000
P/W-HARDTOP ROAD MAINTENANCE	185,400	161,745	166,597	102,128	175,000
P/W-LOOSETOP ROAD MAINTENANCE	164,800	187,982	193,621	133,811	175,000
P/W-BRIDGES & CULVERTS EXPENSES					
P/W-SIDEWALK-EQUIP MTCE	10,300	1,034		13,659	
P/W-SIDEWALKS MAINTENANCE	15,450	3,397	15,914	3,075	15,000
P/W-STREETLIGHTS - SUPPLIES & MAINT	30,900	74,663	76,903	33,868	40,000
P/W-STORM SEWERS & MANAGEMENT FACILITIES	21,115	13,713	21,748	36,069	35,000
P/W-TRANSFER TO FLEET RESERVE	372,427	361,580	372,427	361,580	350,000
P/W-TRANSFER TO RESERVE FUND					
P/W-LICENCES, PERMITS	25,750	40,573	26,522	1,016	27,000
P/W-PROPERTY INSURANCE	25,750	28,435	26,523	33,880	45,000
P/W-LIABILITY INSURANCE	89,610	112,713	92,998	134,301	175,000
P/W-ENGINEERING/CONSULTING FEES	10,000	8,535	10,300	21,320	12,500
PW Stormwater Rate Study (2022 Capital)					
P/W-EQUIPMENT LEASE	2,500	4,881	5,027	4,075	10,000
P/W - Design Standards Update (2019 Capital)					
P/W-WINTER CONTROL-CONTRACTED SERVICES	210,000	147,602	216,300	127,749	200,000
P/W-Winter Control-Snow Removal Hire Trucks	5,000				5,000
P/W-SIDEWALK MTCE-CONTRACTED SERVICES	18,540		19,096	3,772	20,000
P/W-SAFETY DEVICES-CONTRACTED SERVICES	99,910	94,764	97,607	102,376	100,000
P/W-ADMIN FEES					
P/W-OFFICE SUPPLIES	3,000	884	911	367	2,000
P/W-SMALL EQUIP PURCHASES	10,300	4,766	10,609	12,404	20,000
P/W-OTHER COSTS	13,390	3,444	3,547	2,059	3,000
P/W - IT SUBSCRIPTIONS		520	600	5,260	12,000
P/W-FUEL	154,500	166,358	171,349	179,514	170,000
P/W-UTILITIES-HYDRO	12,360	10,820	12,731	11,132	11,000
P/W-UTILITIES-NATURAL GAS	8,240	10,717	11,039	8,278	11,000
P/W-UTILITIES-WATER/SEWER	2,575	8,367	8,618	8,862	8,000
P/W-Winter Control-Plow Supplies	21,115	25,157	25,912	15,608	25,000
P/W-SAFETY DEVICES-OTHER EXPENSES	1,000	5,323	5,483	2,216	5,000
P/W-STREETLIGHTS - HYDRO CHARGES	103,000	107,440	110,663	110,830	110,000
P/W-SALARIES AND WAGES-F/T	1,192,172	851,870	1,033,987	913,481	1,065,007
P/W-SALARIES AND WAGES-P/T	50,000	46,489	51,500	13,381	53,000
P/W-OVERTIME	89,301	44,322	72,000	33,587	100,000
P/W-OVERTIME - SUMMER	5,000				
P/W-SHIFT PREMIUM	4,000	3,330	4,120	8,877	7,500
P/W-PAYROLL BENEFITS	437,496	352,068	362,140	370,730	373,004
PUBLIC WORK-CLOTHING ALLOWANCE	12,000	11,333	13,000	14,446	13,000
<b>Total General Expenses</b>	<b>3,737,531</b>	<b>3,244,450</b>	<b>3,615,251</b>	<b>3,202,909</b>	<b>3,727,511</b>
<b>Total Operating Expenses</b>	<b>3,737,531</b>	<b>3,244,450</b>	<b>3,615,251</b>	<b>3,202,909</b>	<b>3,727,511</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>356,770</b>	<b>0</b>	<b>386,118</b>	<b>0</b>

	2022		2023		Budget
	Budget	Actual	Budget	Actual	2024
Taxation	3,697,531	3,572,531	3,582,348	3,582,348	3,680,011
User Fees	40,000	9,469	32,903	6,679	47,500
Grants	0	0	0	0	0
Internal Transfer					
Reserve Transfer	0	19,220	0	0	0
<b>Total Operating Revenue</b>	<b>3,737,531</b>	<b>3,601,220</b>	<b>3,615,251</b>	<b>3,589,027</b>	<b>3,727,511</b>
Wages and Benefits	1,789,969	1,309,412	1,536,747	1,354,502	1,611,511
Service Contracts	487,060	437,503	494,373	428,489	594,500
Advertising					
Supplies	329,480	343,796	361,462	356,530	377,000
Conferences, Training, and Professional Fees	8,150	5,167	9,322	6,414	9,000
Repairs and Maintenance	750,445	786,992	840,920	695,394	785,500
Internal Transfer					
Reserve Transfer	372,427	361,580	372,427	361,580	350,000
<b>Total Operating Expenses</b>	<b>3,737,531</b>	<b>3,244,450</b>	<b>3,615,251</b>	<b>3,202,909</b>	<b>3,727,511</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
DRAINAGE DEPT- GENERAL TAXATION	75,402	75,402	128,761	128,761	165,876
DRAINAGE DEPT-DRAIN SUPT GRANT	81,113	80,030	83,546	7,602	86,000
Transfer from Fleet Reserve		10,993			
<b>Total OPERATING REVENUE</b>	<b>156,515</b>	<b>166,425</b>	<b>212,307</b>	<b>136,363</b>	<b>251,876</b>
HR-DRAINAGE-MEMBERSHIP DUES	200		206	178	212
DRAINAGE DEPT-VEHICLE MTCE		10,993	11,323	11,045	10,893
DRAINAGE DEPT-Transfer to Fleet Reserve	670	647	690	647	711
Drainage-TRANSFER TO RESERVES					
DRAINAGE DEPT-PROPERTY INSURANCE	800	850	824	1,014	849
PW- Roads Drain Assessment					35,000
DRAINAGE DEPT-WRITE-OFFS	5,150	816	5,305	166	5,464
DRAINAGE DEPT- -Parkview Estates	18,600	12,516	21,218	12,720	21,855
DRAINAGE DEPT-FUEL	2,000	66	1,000		
DRAINAGE DEPT-SMALL EQUIP PURCHASE					
DRAINAGE DEPT- PAMELA DRAIN MTCE.	10,000				
DRAINAGE DEPT-WAGES F/T	89,095	107,994	127,934	115,856	131,772
DRAINAGE DEPT-WAGES-OT		76			
DRAINAGE DEPT-BENEFITS	30,000	35,503	43,807	40,107	45,121
<b>Total General Expenses</b>	<b>156,515</b>	<b>169,461</b>	<b>212,307</b>	<b>181,733</b>	<b>251,876</b>
<b>Total Operating Expenses</b>	<b>156,515</b>	<b>169,461</b>	<b>212,307</b>	<b>181,733</b>	<b>251,876</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>- 3,036</b>	<b>-</b>	<b>- 45,370</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	75,402	75,402	128,761	128,761	165,876
<b>User Fees</b>					
<b>Grants</b>	81113	80030	83546	7602	86000
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	10,993	0	0	0
<b>Total Operating Revenue</b>	<b>156,515</b>	<b>166,425</b>	<b>212,307</b>	<b>136,363</b>	<b>251,876</b>
<b>Wages and Benefits</b>	119,095	143,573	171,741	155,963	176,893
<b>Service Contracts</b>	800	850	824	1,014	849
<b>Advertising</b>					
<b>Supplies</b>	35,750	13,398	27,523	12,886	62,318
<b>Conferences, Training, and Professional Fees</b>	200	0	206	178	212
<b>Repairs and Maintenance</b>	0	10,993	11,323	11,045	10,893
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	670	647	690	647	711
<b>Total Operating Expenses</b>	<b>156,515</b>	<b>169,461</b>	<b>212,307</b>	<b>181,733</b>	<b>251,876</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Water-WATER RATES REVENUE	4,846,601	4,821,048	4,889,714	4,980,897	5,483,000
Water-FEES RECOVERABLE	27,715	61,232	28,547	6,883	10,000
Water-MISCELLANEOUS REVENUE	44,513	60,796	45,848	53,723	45,000
Water-ADEL-METCALFE-WATER RATES REVENUE	99,297	119,439	102,276	134,101	136,000
Water-WATER SERVICE & METER FEES	73,770	66,514	75,983	49,482	75,000
Transfer From Fleet		8,830			
<b>Total OPERATING REVENUE</b>	<b>5,091,896</b>	<b>5,137,859</b>	<b>5,142,368</b>	<b>5,225,086</b>	<b>5,749,000</b>
Water-GENERAL ADVERTISING	6,641		6,840		1,000
Water-MEMBERSHIPS,DUES	294	272	303		1,000
Water-TRAVEL EXPENSES	1,061		1,093		1,000
Water-CONFERENCES, CONVENTIONS	2,122		2,186		2,500
WATER - TRANSFER TO HR - SEMINARS, TRAINING	4,775		4,918		
Water-SEMINARS,TRAINING	4,574	2,544	4,710	1,884	5,000
Water-Admin Overhead Fee	151,690	135,000	156,241	156,241	150,000
Water Dept-TRANSFER TO IT DEPT		8,000			
WATER - XFER TO TREASURY FOR UTILITY BILLING	141,634	141,634	141,634	141,634	150,000
Water-BUILDING/PLANT REPAIR MTCE	20,770	13,038	21,393	20,204	20,000
Water-VEHICLE MAINTENANCE	10,523	20,766	21,389	31,414	30,000
Water-ANNUAL MAINTENANCE CONTRACTS	22,114	16,448	22,777	16,129	25,000
Water-DISTRIBUTION SYSTEM-PREVENTATIVE MTCE	6,110	8,340	8,590	7,245	10,000
Water-BUILDING/PLANT PREVENTATIVE MTCE	25,046	8,957	25,797	7,992	25,000
Water-DISTRIBUTION SYSTEM REPAIR MTCE	89,420	34,078	92,103	24,288	75,000
Water-TRANSFER TO FLEET RESERVE	54,809	48,779	2,500	48,779	20,000
Water Dept-Operational Growth Projections	254,022	2,540	261,643		
Water-TRANS TO RATES STABILIZATION RESERVE	2,175,210	2,175,210	2,312,116		2,996,807
Water-TRANS TO RESERVE FUND					
Water -LICENCES, PERMIT	1,061	5,110	5,263	885	1,500
Water-ENGINEERING/CONSULTING FEES	11,673		12,023		15,000
Water-LAB ANALYSIS	9,734	9,962	10,026	8,741	12,000
Water-COMMUNICATIONS/IT EXPENSE (CELL PHONES, ETC)	22,567	18,699	23,244	25,460	25,000
Water-LIABILITY INSURANCE	27,263	27,428	28,081	32,681	30,000
Water - HYDRAULIC MODELLING		5,959			50,000
Water - WATER PURCHASES (LAKE HURON)	1,199,005	1,054,511	1,234,975	1,007,572	1,222,000
Water -PROPERTY INSURANCE	32,170	32,364	33,135	38,563	35,000
Water-UTILITIES - WATER	923	918	951	937	1,000
Water-OFFICE SUPPLIES	1,968	2,017	2,078	2,674	3,000
Water-UTILITIES-GAS	1,982	2,307	2,376	1,738	2,500
Water-GENERATOR FUEL	929	46	957		1,000
Water-MUNICIPAL TAXES	21,371	19,507	22,012	20,743	23,000
Water-CHEMICALS	7,268	11,469	7,486	11,992	15,000
Water-VEHICLE FUEL	8,353	4,427	8,604	7,200	7,000
Water-METERS/PARTS	103,746	20,170	20,775	36,033	100,000
Water-UTILITIES - HYDRO	99,703	87,193	102,694	103,683	108,000
WATER - Bank and Interest Charges	365	564	376	545	600
Water-OTHER COSTS	1,495	5,766	1,540	123	5,000
WATER - IT SUBSCRIPTIONS		130	150	130	7,000
Water- Wages-OT	20,063	9,867	20,665	12,938	21,000
Water-WAGES-P/T	11,945	3,645		7,351	13,000
Water-PAYROLL BENEFITS	134,547	135,227	137,220	173,382	142,709
Water-WAGES-F/T	397,238	389,643	375,754	472,239	390,784
Water- Wages Shift Premium	1,418	1,223	1,750	1,074	2,000
Water Dept-CLOTHING ALLOWANCE	4,294	3,500	4,000	3,429	3,600
<b>Total General Expenses</b>	<b>5,091,896</b>	<b>4,467,258</b>	<b>5,142,368</b>	<b>2,425,923</b>	<b>5,749,000</b>
<b>Total Operating Expenses</b>	<b>5,091,896</b>	<b>4,467,258</b>	<b>5,142,368</b>	<b>2,425,923</b>	<b>5,749,000</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>670,601</b>	<b>0</b>	<b>2,799,163</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation					
User Fees	5,091,896	5,129,029	5,142,368	5,225,086	5,749,000
Grants					
Internal Transfer					
Reserve Transfer	0	8,830	0	0	0
<b>Total Operating Revenue</b>	<b>5,091,896</b>	<b>5,137,859</b>	<b>5,142,368</b>	<b>5,225,086</b>	<b>5,749,000</b>
Wages and Benefits	569,505	543,105	539,389	670,413	573,093
Service Contracts	1,303,473	1,154,033	1,346,747	1,113,902	1,390,500
Advertising	6,641	-	6,840	-	1,000
Supplies	248,103	154,514	169,999	185,798	273,100
Conferences, Training, and Professional Fees	12,826	2,816	13,210	1,884	9,500
Repairs and Maintenance	173,983	101,627	192,049	107,272	185,000
Internal Transfer	293,324	284,634	297,875	297,875	300,000
Reserve Transfer	2,484,041	2,226,529	2,576,259	48,779	3,016,807
<b>Total Operating Expenses</b>	<b>5,091,896</b>	<b>4,467,258</b>	<b>5,142,368</b>	<b>2,425,923</b>	<b>5,749,000</b>

	2023		2024		2025
	BUDGET	ACTUAL	BUDGET	YTD	Budget
Wastewater -SEWER RATES REVENUE	5,193,683	5,162,600	5,349,495	5,372,744	5,890,000
Wastewater -MISCELLANEOUS REVENUE	7,579	7,650	7,806	2,542	8,000
WASTEWATER - MT B PDC LOAN PAYMENTS		52,500			
Wastewater-SEWER RATES-ADEL METCALFE	29,693	- 6,744	30,584	62,136	25,000
Wastewater--FEES-ADEL-METCALFE	1,061				
Transfer from Fleet		8,830			
<b>Total OPERATING REVENUE</b>	<b>5,232,016</b>	<b>5,224,836</b>	<b>5,387,885</b>	<b>5,437,422</b>	<b>5,923,000</b>
Wastewater-MEMBERSHIPS, DUES		167			1,000
Wastewater -CONFERENCES, CONVENTIONS					
Wastewater -SEMINARS, TRAINING	2,737	745	2,820	3,284	5,000
Wastewater -TRAVEL EXPENSE					
Wastewater-TRANSFER TO IT DEPT		8,000			
Wastewater-Admin Overhead Fees	151,691	135,000	156,242	156,242	150,000
Wastewater -MAINTENANCE CONTRACTS	17,487	24,406	25,138	22,585	28,000
Wastewater -VEHICLE MAINTENANCE	5,166	26,838	27,643	34,219	30,000
Wastewater-TREATMENT PLANT PREV MTCE	77,576	51,275	79,903	74,769	100,000
Wastewater-TREATMENT PLANT REPAIR MTCE	263,142	144,201	148,527	119,222	225,000
Wastewater -COLL SYS PREV MTCE	5,798	9,887	10,184	9,619	10,000
Wastewater -COLL SYS REPAIR MTCE	17,585	24,159	24,884	174,271	25,000
Wastewater -PUMPING STN PREV MTCE	30,812	46,081	47,463	50,764	40,000
Wastewater -PUMPING STN REPAIR MTCE	45,367	49,625	51,114	49,622	60,000
Wastewater-ADEL-METCALFE PREV MTCE	531		547		
Wastewater -TRANSFER TO FLEET RESERVE	45,033	38,542		38,542	30,000
Wastewater -TRANS TO RESERVE FUND	2,642,812	2,642,812	2,817,524		3,368,405
Wastewater-CONTRACTED SERVICES (ENTEGRUS)	25,481		-	619	
Wastewater -LICENCES, PERMITS	1,370	910	1,411	2,150	2,000
Wastewater -COMMUNICATIONS/IT EXPENSE	22,821	23,420	33,806	27,829	25,000
Wastewater -PROPERTY INSURANCE	32,879	33,076	33,865	39,411	45,000
Wastewater -LIABILITY INSURANCE	33,628	33,830	34,637	40,309	45,000
Wastewater -LEGAL EXPENSE	10,612		10,930		25,000
Wastewater -ENGINEERING FEES	21,224		21,861		100,000

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation					
User Fees	5,232,016	5,216,006	5,387,885	5,437,422	5,923,000
Grants					
Internal Transfer					
Reserve Transfer	0	8,830	0	0	0
<b>Total Operating Revenue</b>	<b>5,232,016</b>	<b>5,224,836</b>	<b>5,387,885</b>	<b>5,437,422</b>	<b>5,923,000</b>
Wages and Benefits	577,892	531,931	549,073	482,526	564,095
Service Contracts	343,801	349,891	337,955	209,822	442,000
Advertising					
Supplies	1,004,586	1,025,065	1,108,868	740,743	844,500
Conferences, Training, and Professional Fees	2,737	912	2,820	3,284	6,000
Repairs and Maintenance	463,464	376,472	415,403	535,071	518,000
Internal Transfer	151,691	143,000	156,242	156,242	150,000
Reserve Transfer	2,687,845	2,681,354	2,817,524	38,542	3,398,405
<b>Total Operating Expenses</b>	<b>5,232,016</b>	<b>5,108,625</b>	<b>5,387,885</b>	<b>2,166,230</b>	<b>5,923,000</b>

	2023		2024		2025
	BUDGET	ACTUAL	BUDGET	YTD	Budget
Wastewater-SLUDGE MANAGEMENT	195,578	258,655	201,445	100,742	200,000
Wastewater-ADEL METCALFE BILLING EXP	208				
Wastewater -DEBT PAYMENTS					
Wastewater -OFFICE SUPPLIES	3,795	5,457	5,621	5,866	7,000
Wastewater -IT SUPPLIES	2,164		2,229		7,000
Wastewater -MUNICIPAL TAXES	110,432	103,244	113,745	105,196	110,000
Wastewater -OTHER COSTS		5,088			1,500
WASTEWATER - ADELAIDE-METCALFE REIMBURSEMENT		3,078			
Wastewater-BLDG MTCE-61 ALBERT STREET		23		134	
WASTEWATER - IT SUBSCRIPTIONS		130	150		130
Wastewater -VEHICLE FUEL	6,801	8,681	8,941	7,905	9,000
Wastewater -UTILITIES-HYDRO	411,313	365,592	423,652	377,315	425,000
Wastewater -UTILITIES-NATURAL GAS	3,310	5,291	5,450	3,700	5,000
Wastewater -UTILITIES -WATER/SEWER	34,896	31,746	35,943	26,090	37,000
Wastewater -CHEMICALS	152,903	204,966	211,115	181,620	200,000
Wastewater -LAB ANALYSIS	24,951	37,748	38,880	28,138	40,000
Wastewater Dept-Operational Growth Projections	254,021	254,021	261,642		
Generator Fuel			1,500	4,649	3,000
Wastewater-WAGES-F/T	393,058	378,019	375,754	337,535	390,784
Wastewater-WAGES-P/T	11,943	3,644			5,000
Wastewater-Wages-OT	29,463	11,317	30,347	13,994	20,000
Wastewater- Wages Shift Premium	1,418	1,224	1,750	1,458	2,000
Wastewater-PAYROLL BENEFITS	137,715	134,227	137,222	126,110	142,711
Wastewater Dept.-CLOTHING ALLOWANCE	4,295	3,500	4,000	3,429	3,600
<b>Total General Expenses</b>	<b>5,232,016</b>	<b>5,108,625</b>	<b>5,387,885</b>	<b>2,166,230</b>	<b>5,923,000</b>
<b>Total Operating Expenses</b>	<b>5,232,016</b>	<b>5,108,625</b>	<b>5,387,885</b>	<b>2,166,230</b>	<b>5,923,000</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>116,211</b>	<b>0</b>	<b>3,271,192</b>	<b>-0</b>

	2023	2024	2025
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	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
POOL - TRANSFER FROM RESERVES		831			
POOL- GENERAL TAXATION	252,765	252,765	262,694	262,694	328,010
POOL FEES-ADMISSION	40,500	60,377	52,000	62,802	65,000
POOL-FEES-SWIMMING LESSONS	51,910	56,773	54,000	61,958	62,000
POOL-MISC REVENUE		865		1,600	2,000
POOL-STRATHROY AQUATIC CLUB-REGISTRATION FEES	11,000	12,484	13,500	12,453	13,500
<b>Total OPERATING REVENUE</b>	<b>356,175</b>	<b>384,095</b>	<b>382,194</b>	<b>401,507</b>	<b>470,510</b>
POOL-EQUIPMENT MAINTENANCE	22,000	20,726	22,000	10,168	22,000
Operating Expense-POOL- ELECTRIC REPAIR-		1,883		55	
POOL-TRANS TO RESERVE FUND					
POOL- Bank and POS Fees					
POOL-PROGRAM EXPENSES	10,000	12,533	10,300	10,461	11,000
POOL- Strathroy Splash Pad Ops -	22,000	17,601	22,660	15,579	23,340
POOL-Mount Brydges Splashpad Ops	16,000	14,711	16,480	19,720	16,974
POOL-UTILITIES - HYDRO	11,000	10,364	11,330	12,147	11,670
POOL-UTILITIES-GAS	6,000	12,438	12,000	5,331	17,500
POOL-WATER	12,000	18,551	18,000	17,268	18,540
POOL-CHEMICALS	12,000	15,741	15,000	16,979	20,000
POOL-AQUATIC CLUB- -BANK / MONERIS CH	700	1,117	721	1,420	743
POOL-OTHER EXPENSES					
POOL-WAGES-F/T	40,436	29,333	41,546	13,666	50,321
POOL-WAGES-P/T	160,742	159,408	163,957	199,135	201,059
POOL-Wages-OT	10,000	13,335	10,000	688	10,300
Aquatics-Wages Shift Premium	2,200	1,476	2,200	240	2,200
POOL-PAYROLL BENEFITS	31,097	34,054	36,000	32,805	64,863
<b>Total General Expenses</b>	<b>356,175</b>	<b>363,271</b>	<b>382,194</b>	<b>355,662</b>	<b>470,510</b>
<b>Total Operating Expenses</b>	<b>356,175</b>	<b>363,271</b>	<b>382,194</b>	<b>355,662</b>	<b>470,510</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>20,824</b>	<b>0</b>	<b>45,845</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	252,765	252,765	262,694	262,694	328,010
User Fees	103,410	130,499	119,500	138,813	142,500
Grants					
Internal Transfer					
Reserve Transfer		831			
<b>Total Operating Revenue</b>	<b>356,175</b>	<b>384,095</b>	<b>382,194</b>	<b>401,507</b>	<b>470,510</b>
Wages and Benefits	244,475	237,606	253,703	246,534	328,743
Service Contracts					
Advertising					
Supplies	89,700	103,056	106,491	98,905	119,767
Conferences, Training, and Professional Fees					
Repairs and Maintenance	22,000	22,609	22,000	10,223	22,000
Internal Transfer					
Reserve Transfer	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>356,175</b>	<b>363,271</b>	<b>382,194</b>	<b>355,662</b>	<b>470,510</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
WMCC - TF FROM RESERVES		8,029			
GEMINI - TRANSFER FROM RESERVES		30,890			
ARENAS- GENERAL TAXATION- TRI TWP ARENA - GENERAL TAXATION	704,996	704,996	713,320	713,320	631,066
WMMC-FEES-ARENA ADMISSION	1,500	12,270	9,000	13,050	9,225
WMMC-SALE OF SERVICES-SIGN ADVERTISING	6,046	916	6,227	637	4,000
WMMC-AUDITORIUM RENTAL	20,000	23,322	20,600	20,151	21,115
WMMC-FEES-ARENA ICE RENTAL	212,000	302,778	289,665	286,731	325,000
WMMC Concession Rental Income	2,500	672	1,500	505	1,500
WMMC Office Rental Income				5,361	
WMMC - MISCELLANEOUS REVENUE (Office and Storage Room)					10,000
GEMINI-ADVERTISING	14,483	11,876	14,917	6,574	10,000
GEMINI-AUDITORIUM RENTALS	10,500	32,011	10,815	17,549	14,000
GEMINI-ICE RENTALS	595,000	693,178	665,000	767,627	800,000
GEMINI-PRO SHOP RENTAL	1,836	2,519	1,891	5,350	3,000
GEMINI-Concession Rental Income-	20,000	11,075	10,000	11,110	12,000
GEMINI - MISCELLANEOUS REVENUE		84			4,000
<b>Total OPERATING REVENUE</b>	<b>1,588,861</b>	<b>1,894,616</b>	<b>1,742,935</b>	<b>1,847,965</b>	<b>1,844,906</b>
GEMINI-PROMOTION					
HR-WMMC-MEMBERSHIP DUES					690
HR-GEMINI-MEMBERSHIPS DUES	650	1,727	670		
ARENAS- -TRAVEL EXPENSES	350		361		-
WMMC ARENA-EQUIPMENT MAINTENANCE	9,500	8,911	9,785	10,501	12,000
WMMC-ICE MACHINE	4,000	6,354	4,000	973	4,120
WMMC ARENA-BUILDING MAINTENANCE	24,500	23,483	25,235	21,695	25,992
WMMC-REFRIGERATION PLANT	15,000	24,523	20,000	12,207	20,000
WMMC - VEHICLE EXPENSE				29,393	
GEMINI-EQUIPMENT MAINTENANCE	13,750	13,336	14,163	12,067	14,587
GEMINI - VEHICLE EXPENSE				30,034	
GEMINI-ICE MACHINE	5,000	7,756	5,150	7,801	7,500
GEMINI-BLDG MAINTENANCE	30,000	23,002	30,000	31,611	30,900
GEMINI-REFRIGERATION PLANT	15,000	25,550	19,500	24,013	25,000
ARENAS-TRANS TO RESERVE FUND					
WMMC-TRANSFER TO FLEET RESERVE	10,000	10,000	10,000	10,000	10,000
GEMINI-TRANSFER TO FLEET RESERVE	9,500	9,500	9,500	9,500	9,500
WMMC-LICENCES & PERMITS	1,500	1,703	1,545	591	1,591
WMMC ARENA-WASTE DISPOSAL	2,500	2,749	2,575	2,577	2,652
WMMC ARENA-PROPERTY INSURANCE	28,596	30,494	35,000	36,335	37,788
WMMC ARENA-LIABILITY INSURANCE	45,280	48,287	50,000	57,535	59,836

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	704,996	764,996	713,320	713,320	631,066
User Fees	883,865	1,090,701	1,029,615	1,134,645	1,213,840
Grants					
Internal Transfer					
Reserve Transfer	0	38,919	0	0	0
<b>Total Operating Revenue</b>	<b>1,588,861</b>	<b>1,894,616</b>	<b>1,742,935</b>	<b>1,847,965</b>	<b>1,844,906</b>
Wages and Benefits	848,620	854,221	906,671	988,449	939,042
Service Contracts	168,491	167,463	184,602	185,823	211,159
Advertising	-	-	-	-	-
Supplies	434,500	539,827	503,298	490,796	534,417
Conferences, Training, and Professional Fees	1,000	1,727	1,031	0	690
Repairs and Maintenance	116,750	132,915	127,833	180,295	140,099
Internal Transfer					
Reserve Transfer	19,500	19,500	19,500	19,500	19,500
<b>Total Operating Expenses</b>	<b>1,588,861</b>	<b>1,715,653</b>	<b>1,742,935</b>	<b>1,864,863</b>	<b>1,844,906</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
GEMINI-LICENCES & PERMITS	2,000	706	2,000	1,771	2,000
GEMINI-WASTE DISPOSAL	5,000	7,514	5,150	5,855	5,305
GEMINI-PROPERTY INSURANCE	32,342	32,812	33,312	39,096	40,660
GEMINI-LIABILITY INSURANCE	31,273	33,349	35,020	39,737	41,326
GEMINI-JOINT USE COSTS	20,000	9,849	20,000	2,326	20,000
WMMC-JANITORIAL SUPPLIES	8,000	8,032	8,240	7,102	8,487
WMMC-PROGRAM EXPENSES	1,000	724	1,000	152	1,030
WMMC ARENA-OTHER COSTS	1,000	1,342	1,000	95	1,030
WMMC ARENA-UTILITIES-HYDRO	107,300	98,212	110,519	109,061	113,835
WMMC-UTILITIES-GAS	24,000	31,811	38,000	21,710	39,140
WMMC-UTILITIES-WATER	14,700	15,881	15,729	21,519	20,000
GEMINI-DEBIT/CREDIT CARD MACHINE BANK CHARGES	12,000	18,626	12,360	19,959	20,000
GEMINI-JANITORIAL SUPPLIES	12,500	11,303	12,500	11,793	12,875
GEMINI-PROGRAM EXPENSES	2,000	2,030	2,000	762	2,060
GEMINI-OTHER COSTS	2,000	2,161	2,000	1,220	2,060
GEMINI-UTILITIES - HYDRO	165,000	171,392	169,950	195,391	180,000
GEMINI-UTILITIES-GAS	60,000	90,684	90,000	62,642	92,700
GEMINI-UTILITIES-WATER	25,000	34,140	40,000	39,390	41,200
TRI TWP ARENA-MISC EXPENSES		53,489			
WMMC ARENA-WAGES-F/T	174,976	123,430	179,754	148,560	189,190
WMMC ARENA-WAGES-P/T	34,000	27,673	41,000	5,151	42,000
WMMC - Wages OT	5,000	8,225	7,500	6,953	5,000
WMMC-Wages Shift Premium	8,640	6,082	8,640	4,925	8,640
WMMC ARENA-PAYROLL BENEFITS	58,411	52,949	60,163	60,884	79,660
WMMC ARENA-CLOTHING	500	2,500	515	2,560	-
GEMINI-WAGES F/T	366,052	380,201	371,492	415,231	387,591
GEMINI-WAGES P/T	35,000	31,901	38,255	71,964	40,000
GEMINI-Wages OT-	5,500	22,415	10,000	27,253	10,000
Gemini -Wages Shift Premium	14,352	14,663	14,352	16,204	14,352
GEMINI-PAYROLL BENEFITS	136,189	156,163	165,000	193,343	152,609
GEMINI-CLOTHING	10,000	9,835	10,000	6,488	10,000
TRI TWP ARENA - WAGES F/T		80,620		169,616	
TRI TWP ARENA - WAGES-P/T		160,403		82,434	
TRI TWP ARENA-MISC EXPENSES				25,373	
TRI-TWP ARENA-REMUNERATION		400		150	
TRI TWP ARENA-PAYROLL BENEFITS		57,574		73,816	
TRI-TWP ARENA-STAFF WAGES & BENEFITS REIMBURSE		- 280,813		- 322,456	
<b>Total General Expenses</b>	<b>1,588,861</b>	<b>1,715,653</b>	<b>1,742,935</b>	<b>1,864,863</b>	<b>1,844,906</b>
<b>Total Operating Expenses</b>	<b>1,588,861</b>	<b>1,715,653</b>	<b>1,742,935</b>	<b>1,864,863</b>	<b>1,844,906</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>178,963</b>	<b>0</b>	<b>-16,898</b>	<b>-0</b>

	2023	2024	2025
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	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
CC CENTRE-GENERAL TAXATION	58,046	58,046	59,720	59,720	58,251
CC CENTRE-RENTAL FEES	25,082	12,209	15,350	40,345	20,000
<b>Total OPERATING REVENUE</b>	<b>83,128</b>	<b>70,255</b>	<b>75,070</b>	<b>100,065</b>	<b>78,251</b>
CC CENTRE-BLDG MAINTENANCE	10,000	12,640	10,300	10,966	11,445
Caradoc Community Centre- Trans to Reserves					
CC CENTRE-CONTRACTS	50,000	16,818	32,000	21,742	32,000
CC CENTRE-WASTE PICKUP	2,500	3,586	3,000	3,742	3,075
CC CENTRE-INSURANCE	5,628	6,058	6,240	7,219	7,508
CC CENTRE-SUPPLIES	2,500	369	2,500	2,657	2,562
CC CENTRE-UTILITIES	7,000	9,567	10,000	11,980	10,300
CC CENTRE-UTILITIES-GAS	4,500	6,488	10,000	1,526	10,300
CC CENTRE-UTILITIES-WATER	1,000	1,052	1,030	1,278	1,061
<b>Total General Expenses</b>	<b>83,128</b>	<b>56,578</b>	<b>75,070</b>	<b>61,110</b>	<b>78,251</b>
<b>Total Operating Expenses</b>	<b>83,128</b>	<b>56,578</b>	<b>75,070</b>	<b>61,110</b>	<b>78,251</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>13,677</b>	<b>0</b>	<b>38,955</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	58,046	58,046	59,720	59,720	58,251
User Fees	25,082	12,209	15,350	40,345	20,000
Grants					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>83,128</b>	<b>70,255</b>	<b>75,070</b>	<b>100,065</b>	<b>78,251</b>
Wages and Benefits					
Service Contracts	58,128	26,462	41,240	32,703	42,583
Advertising					
Supplies	15,000	17,476	23,530	17,441	24,223
Conferences, Training, and Professional Fees					
Repairs and Maintenance	10,000	12,640	10,300	10,966	11,445
Internal Transfer					
Reserve Transfer	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>83,128</b>	<b>56,578</b>	<b>75,070</b>	<b>61,110</b>	<b>78,251</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
CEMETERY-INT INCOME FR TRUST FUND	15,000	27,235	15,000	19,926	15,450
CEMETERY- GENERAL TAXATION-	190,808	190,808	211,512	211,512	208,047
Realized (gain)/loss on Cemetery trust investments	-	5,872	-	12,794	
CEMETERY-TRADITIONAL INTERMENT CHARGES	29,400	25,931	20,000	22,615	22,000
CEMETERY-CREMATATION INTERMENT CHARGES	17,500	15,820	17,500	15,660	18,025
CEMETERY-ONE INURMENT IN COLUMBARIUM NICHE	5,000	4,033	4,000	5,201	4,120
CEMETERY-SECOND INURNMENT	800	565	800	232	824
CEMETERY-INTERMENTS-WINTER SURCHARGE	1,000	2,449	1,000	3,440	1,030
CEMETERY-INTERMENTS-AFTER HOURS SURCHARGE	6,000	5,323	6,000	5,160	6,180
CEMETERY-TRNSFR OWNERSHIP FEE-GRAVES,NICHES	120	106	120		125
Operating Revenue-Cemetery- Cremation Disinterment	500		500		
CEMETERY-Cemetery - Strathroy- No Vault Burials	100		100	553	
CEMETERY-SALE OF GRAVES	29,000	27,122	26,000	31,862	26,780
CEMETERY-SALE OF NICHES IN COLUMBARIUM	15,750	7,846	14,000	24,336	14,420
CEMETERY-SALE OF CREMATION LOT		408		834	
CEMETERY-C & M FUND ALLCT- flat markers>173 sq.in	350	800	350	300	361
CEMETERY-C & M FUND ALLC-upright mon-to 4" h or w	2,000	8,000	2,000	4,400	2,060
CEMETERY-C & M FUND ALLC-upright mon > 4" h or w	200		200	400	206
CEMETERY-MISCELLANEOUS REVENUE					
CEMETERY-C & M FUND ALLOC-GRAVES/NICHES	20,000	19,738	20,000	26,092	20,600
CEMETERY - BURIAL PERMITS		1,300		850	
Transfer from Fleet Reserve		228			
<b>Total OPERATING REVENUE</b>	<b>333,528</b>	<b>331,840</b>	<b>339,082</b>	<b>360,579</b>	<b>340,228</b>
CEMETERY - -MEMBERSHIP DUES		320		286	
CEMETERY-EQUIPMENT MAINTENANCE	5,000	4,893	5,000	3,927	5,250
CEMETERY - MONUMENT REPAIR	4,500	892	5,000	1,259	5,000
CEMETERY-BUILDING MAINTENANCE	4,000	3,343	4,500	2,262	4,500
CEMETERY-GROUND SUPPLIES, MAINTENANCE	7,000	1,428	7,000	2,584	6,500

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	190,808	190,808	211,512	211,512	208,047
User Fees	127,720	113,569	112,570	129,141	116,731
Grants					
Internal Transfer					
Reserve Transfer	15,000	27,463	15,000	19,926	15,450
<b>Total Operating Revenue</b>	<b>333,528</b>	<b>331,840</b>	<b>339,082</b>	<b>360,579</b>	<b>340,228</b>
Wages and Benefits	241,519	178,584	244,918	238,138	242,039
Service Contracts	12,500	12,165	12,590	11,705	12,999
Advertising					
Supplies	24,300	26,109	25,365	28,684	29,232
Conferences, Training, and Professional Fees	0	320	0	286	0
Repairs and Maintenance	20,500	10,556	21,500	10,032	21,250
Internal Transfer					
Reserve Transfer	34,709	46,464	34,709	34,709	34,709
<b>Total Operating Expenses</b>	<b>333,528</b>	<b>274,198</b>	<b>339,082</b>	<b>323,554</b>	<b>340,228</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
CEMETERY-TRANSFERS TO TRUSTS		11,755			
CEMETERY-Transfer to Fleet Reserve	29,709	29,709	29,709	29,709	29,709
Operating Expense-CEMETERY-TRANS TO RESERVE F-					
CEMETERY - TRANSFER TO COLUMBRIAM RESERVE	5,000	5,000	5,000	5,000	5,000
CEMETERY-PROVINCIAL BURIAL PERMIT FEE		1,194	-	207	-
CEMETERY - Investment Management Fees	9,500	7,643	9,500	7,947	9,785
CEMETERY-PROPERTY INSURANCE	3,000	3,328	3,090	3,965	3,214
CEMETERY-OFFICE SUPPLIES		209			
CEMETERY-MONUMENT ENGRAVING	1,500	1,660	1,545	3,500	2,000
CEMETERY - FUEL	10,000	8,455	10,245	10,927	10,250
CEMETERY-UTILITIES - HYDRO	1,800	1,427	2,000	1,581	2,000
CEMETERY-UTILITIES -HEATING/OIL	6,000	6,415	6,500	5,378	6,982
CEMETERY-UTILITIES - WATER/SEWER	2,500	5,414	2,575	5,459	5,500
CEMETERY-SMALL EQUIP PURCHASE	2,500	2,529	2,500	1,839	2,500
CEMETERY-WAGES-F/T	161,963	125,063	162,260	159,257	154,945
CEMETERY-WAGES-P/T	11,616	965	12,300	15,988	20,540
CEMETERY -Wages-OT	2,500	4,042	2,500	2,674	2,500
CEMETERY-PAYROLL BENEFITS	63,940	46,514	65,858	58,219	62,054
CEMETERY-CLOTHING ALLOWANCE	1,500	2,000	2,000	2,000	2,000
<b>Total General Expenses</b>	<b>333,528</b>	<b>274,198</b>	<b>339,082</b>	<b>323,554</b>	<b>340,228</b>
<b>Total Operating Expenses</b>	<b>333,528</b>	<b>274,198</b>	<b>339,082</b>	<b>323,554</b>	<b>340,228</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>57,642</b>	<b>0</b>	<b>37,025</b>	<b>-0</b>

	2023	2024	2025
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	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Community Development- Event Donations	20,000	25,274	20,000	34,400	40,000
<b>COMMUNITY DEVELOPMENT-DONATIONS</b>	20,000	4,140	25,000	2,938	-
COMMUNITY DEVELOPMENT - DSM Vendor Fees			22,145	19,814	19,000
COMMUNITY DEVELOPMENT - Other DSM Income					1,500
<b>COMMUNITY DEVELOPMENT-TRANSFER FROM RESERVE-PTP</b>	25,000	5,861	40,000		40,000
<b>COMMUNITY DEVELOPMENT-GENERAL TAXATION</b>	24,000	24,000	30,012	30,012	135,541
<b>Total OPERATING REVENUE</b>	<b>89,000</b>	<b>59,275</b>	<b>137,157</b>	<b>87,164</b>	<b>236,041</b>
<b>COMMUNITY DEVELOPMENT- PTP</b>	40,000	5,861	40,000	2,646	40,000
<b>Community Development - Special Events</b>	27,500	30,711	37,500	41,741	55,000
COMMUNITY DEVELOPMENT - Special Events/DSM - FT Wages					57,411
COMMUNITY DEVELOPMENT - Special Events/DSM - PT Wages			24,252	7,386	25,112
COMMUNITY DEVELOPMENT - Special Events/DSM - Benefits			4,635	957	27,018
COMMUNITY DEVELOPMENT - DSM Expenses			9,270	9,354	10,000
<b>COMMUNITY DEVELOPMENT-ENGAGEMENT</b>	10,000	15,008	10,000	11,278	10,000
<b>COMMUNITY DEVELOPMENT-MISC PROJECT MTCE</b>	11,500	12,620	11,500	8,934	11,500
<b>COMMUNITY DEVELOPMENT - Transfer to Reserves</b>				450	
<b>Total General Expenses</b>	<b>89,000</b>	<b>64,200</b>	<b>137,157</b>	<b>82,746</b>	<b>236,041</b>
<b>Total Operating Expenses</b>	<b>89,000</b>	<b>64,200</b>	<b>137,157</b>	<b>82,746</b>	<b>236,041</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>-4,925</b>	<b>0</b>	<b>4,418</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	24,000	24,000	30,012	30,012	135,541
<b>User Fees</b>	0	0	22,145	19,814	20,500
<b>Grants</b>	40,000	29,414	45,000	37,338	40,000
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	25,000	5,861	40,000	0	40,000
<b>Total Operating Revenue</b>	<b>89,000</b>	<b>59,275</b>	<b>137,157</b>	<b>87,164</b>	<b>236,041</b>
<b>Wages and Benefits</b>	0	0	28,887	8,343	109,541
<b>Service Contracts</b>	67,500	36,572	77,500	44,387	95,000
<b>Advertising</b>					
<b>Supplies</b>	21,500	27,628	30,770	29,566	31,500
<b>Conferences, Training, and Professional Fees</b>					
<b>Repairs and Maintenance</b>					
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	0	0	450	0
<b>Total Operating Expenses</b>	<b>89,000</b>	<b>64,200</b>	<b>137,157</b>	<b>82,746</b>	<b>236,041</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
RECREATION-GRANTS-SUBSIDY PROGRAMS	10,000	10,000	10,000	8,000	10,000
REC PROGRAMS - Grants, Sponsorships and Donations		3,200		7,222	
RECREATION-GENERAL TAXATION	234,051	234,051	224,676	224,676	210,347
RECREATION-SALE OF SERVICES-GENERAL PROGRAMS	100,167	130,466	125,173	156,970	135,000
RECREATION PROGRAMS- Party Packages	20,000	15,868	20,600	16,647	22,500
RECREATION PROGRAMS-DAY CAMP PROGRAM	320,813	360,654	350,000	409,832	420,000
RECREATION PROGRAMS-SALE OF SERVICES		506	-	46	
Transfer From Reserves		14,083		1,241	
<b>Total OPERATING REVENUE</b>	<b>685,031</b>	<b>768,828</b>	<b>730,449</b>	<b>824,542</b>	<b>797,847</b>
HR-RECREATION-MEMBERSHIP DUES	2,000	1,261	2,000	2,175	2,250
RECREATION PROGRAMS- -CONFERENCES, CONVENTIONS		142			
CULTURE, RECREATION TRAVEL EXPENSES	1,500	1,354	1,500		1,500
Operating Expense-GENERAL RECREATION- -TRANS TO RE					
COMMUNITY SERVICES- VEHICLE EXPENSE		14,182		7,848	
RECREATION PROGRAMS-Civic Award	1,500	690	1,500	87	1,500
CULTURE, RECREATION-OFFICE SUPPLIES	2,500	2,089	2,000	5,569	4,000
CULTURE, RECREATION-GENERAL PROGRAM EXPENSES	25,000	28,458	27,000	34,233	35,000
RECREATION PROGRAMS- Party Packages	4,000	6,637	6,000	1,691	6,000
RECREATION PROGRAMS- Summer Day Program	29,000	27,586	31,000	28,035	33,000
REC ADMIN-MISCELLANEOUS EXPENSE	2,500	2,231	2,500	9,207	2,500
CULTURE, RECREATION - IT SUBSCRIPTIONS		1,040		1,040	
RECREATION PROGRAMS-SUMMER CAMP WAGES	199,678	196,572	210,000	287,178	276,230
CULTURE, RECREATION-SUBSIDY-CAN I PLAY TOO	10,000	7,543	10,000	9,480	10,000
CULTURE, RECREATION-WAGES-F/T	237,313	303,427	246,105	253,714	196,432
CULTURE, RECREATION-WAGES-P/T	65,630	57,041	66,943	46,122	69,286
RECREATION PROGRAMS- Wages-OT	3,000	9,276	3,000	4,618	3,000
CULTURE, RECREATION-REMUNERATION	4,500	3,950	4,500	1,800	4,500
CULTURE, RECREATION-PAYROLL BENEFITS	81,325	110,808	100,378	100,340	88,616
SUMMER CAMP-WAGES-OT	1,000	397	1,000	368	500
SUMMER CAMP PROGRAM-PAYROLL BENEFITS	14,585	22,615	15,023	37,782	63,533
<b>Total General Expenses</b>	<b>685,031</b>	<b>797,299</b>	<b>730,449</b>	<b>831,287</b>	<b>797,847</b>
<b>Total Operating Expenses</b>	<b>685,031</b>	<b>797,299</b>	<b>730,449</b>	<b>831,287</b>	<b>797,847</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>-28,471</b>	<b>0</b>	<b>-6,745</b>	<b>0</b>

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	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	234,051	234,051	224,676	224,676	210,347
User Fees	440,980	507,494	495,773	583,403	577,500
Grants	10,000	13,200	10,000	15,222	10,000
Internal Transfer					
Reserve Transfer	0	14,083	0	1,241	0
<b>Total Operating Revenue</b>	<b>685,031</b>	<b>768,828</b>	<b>730,449</b>	<b>824,542</b>	<b>797,847</b>
Wages and Benefits	407,353	507,514	436,949	444,744	425,867
Service Contracts					
Advertising					
Supplies	274,178	287,028	290,000	384,368	368,230
Conferences, Training, and Professional Fees	3,500	2,757	3,500	2,175	3,750
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>685,031</b>	<b>797,299</b>	<b>730,449</b>	<b>831,287</b>	<b>797,847</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
STRATHROY LIBRARY- LEASE FEES	129,588	131,855	137,747	102,756	141,191
COUNTY LIBRARY ADMIN- LEASE FEES	42,310	45,249	47,270	35,263	48,452
MOUNT BRYDGES LIBRARY- LEASE FEES	23,829	25,480	26,628	19,845	27,294
<b>Total OPERATING REVENUE</b>	<b>195,727</b>	<b>202,584</b>	<b>211,645</b>	<b>157,864</b>	<b>216,936</b>
STRATHROY LIBRARY- MAINTENANCE	1,500		1,500		1252
STRATHROY LIBRARY-MAINTENANCE	20,000	20,908	23,000	20,841	23000
STRATHROY LIBRARY- BUILDING REPAIRS/IMPROVEMENTS	2,000	1,847	2,000	1,452	2000
COUNTY LIBRARY ADMIN/MUSEUM-MAINTENANCE	12,000	9,636	12,000	12,010	12000
MOUNT BRYDGES LIBRARY-MAINTENANCE	17,000	12,416	18,000	14,369	17000
MELBOURNE LIBRARY- MAINTENANCE	2,000		2,000		1750
LIBRARY-STRATHROY-TRANSFER TO RESERVE	47,327	47327	47,327		47327
LIBRARY - transfer to reserve					
STRATHROY LIBRARY-PROPERTY INSURANCE	5,915	7,137	8,000	8,498	8837.92
MOUNT BRYDGES LIBRARY-PROPERTY INSURANCE	2,468	2,975	3,500	3,545	4500
LIBRARY-County General Expense					
STRATHROY LIBRARY-UTILITIES - HYDRO	11,630	10,463	12,199	11,207	12744
STRATHROY LIBRARY-UTILITIES - NATURAL GAS	5,500	5,593	8,000	3,872	8500
STRATHROY LIBRARY WATER/SEWER	1,600	1,057	1,600	1,058	1648
COUNTY LIBRARY ADMIN/MUSEUM-UTILITIES-HYDRO	10,000	6,153	10,000	4,805	10000
COUNTY LIBRARY ADMIN/MUSEUM-WATER/SEWER	750		750	937	853
COUNTY LIBRARY ADMIN/NATURAL GAS				427	
MOUNT BRYDGES LIBRARY-UTILITIES	4,000	2,518	4,000	2,859	4000
MOUNT BRYDGES LIBRARY- NATURAL GAS	1,600	1,792	3,000	1,481	2500
MOUNT BRYDGES LIBRARY-WATER/SEWER	1,500	1,327	1,700	1,353	1751
STRATHROY LIBRARY-WAGES F/T	37,790	25,639	41,588	38,390	42424.42
STRATHROY LIBRARY - PAYROLL BENEFITS	11,147	9,464	11,481	11,537	14848.547
<b>Total General Expenses</b>	<b>195,727</b>	<b>166,252</b>	<b>211,645</b>	<b>138,641</b>	<b>216,936</b>
<b>Total Operating Expenses</b>	<b>195,727</b>	<b>166,252</b>	<b>211,645</b>	<b>138,641</b>	<b>216,936</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>36,332</b>	<b>0</b>	<b>19,223</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation					
User Fees	195,727	202,584	211,645	157,864	216,936
Grants					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>195,727</b>	<b>202,584</b>	<b>211,645</b>	<b>157,864</b>	<b>216,936</b>
Wages and Benefits	48,937	35,103	53,069	49,927	57,273
Service Contracts	8,383	10,112	11,500	12,043	13,338
Advertising					
Supplies	36,580	28,903	41,249	27,999	41,996
Conferences, Training, and Professional Fees					
Repairs and Maintenance	54,500	44,807	58,500	48,672	57,002
Internal Transfer					
Reserve Transfer	47,327	47,327	47,327	0	47,327
<b>Total Operating Expenses</b>	<b>195,727</b>	<b>166,252</b>	<b>211,645</b>	<b>138,641</b>	<b>216,936</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
GRANTS-MUSEUM-OPERATING GRANTS-FEDERAL		4,447		8,500	
MUSEUM - PROVINCIAL GRANT - SUMMER STUDENT		3,812		2,319	
MUSEUM-GOVERNMENT GRANTS, CMOG		14,238		14,238	
MUSEUM-OTHER DONATIONS/FOUNDATION	200	1,225	200	16,772	200
MUSEUM- GENERAL TAXATION	201,703	201,703	219,976	219,976	255,149
MUSEUM-ADMISSION & EDUCATION PROGRAMS	2,000	8,844	6,500	7,899	8,000
MUSEUM- RESEARCH FEES	300	80	300	117	300
MUSEUM-Other Income	300	136	300	449	300
MUSEUM-GIFT SHOP REVENUE	1,500	1,857	1,500	1,368	1,545
<b>Total OPERATING REVENUE</b>	<b>206,003</b>	<b>236,342</b>	<b>228,776</b>	<b>271,638</b>	<b>265,494</b>
MUSEUM-MARKETING & PUBLIC RELATIONS	1,500	769	1,250	606	1,500
HR-MUSEUM-MEMBERSHIPS,DUES	500	441	500	229	500
HR-MUSEUM-CONFERENCES, CONVENTIONS	1,800		1,800	1,047	1,800
MUSEUM-TRAVEL EXPENSES	350	68	350	80	350
MUSEUM-CONSERVATION EXPENSES	1,500	908	1,500		1,500
MUSEUM-EQUIPMENT MAINTENANCE	1,200	480	1,200	1,002	1,200
MUSEUM-PROPERTY MAINTENANCE	4,500	3,927	4,500	3,666	4,500
Museum-TRANSFER TO RESERVES					
MUSEUM-PROPERTY INSURANCE	5,333	6,247	6,500	7,444	7,742
MUSEUM-INTERPRETATION & EDUCATION	4,000	5,548	4,000	3,739	4,000
MUSEUM-EXHIBITION EXPENSES	7,000	8,133	7,000	23,674	7,500
MUSEUM-ARTIFACT ACQUISITION	400		400	25	400
MUSEUM- -SOFTWARE & LICENCING		15		19	100
MUSEUM- BANK INTEREST & CHARGES		775		685	
MUSEUM-OFFICE SUPPLIES	100	97	100	46	100
MUSEUM-RESEARCH FEES,BOOKS,PERIODICALS	100	33	100		100
MUSEUM-PRINTING, COPYING	750	928	1,000	839	750
MUSEUM-POSTAGE/COURIER	75		75	12	75
MUSEUM- Mt. Brydges Fire Replacements		15			
MUSEUM-GIFT SHOP EXPENSES	500	1,271	2,000	1,494	2,000
MUSEUM - IT SUBSCRIPTIONS		585		520	600
MUSEUM-WAGES-F/T	130,041	132,662	138,759	138,796	152,941
MUSEUM-WAGES-P/T		7,525	10,067	8,507	15,405
MUSEUM- Wages-OT	500	1,899	500	686	500
MUSEUM-ADVISORY COMMITTEE REMUNERATION	1,800	600	1,800	450	1,800
MUSEUM-PAYROLL BENEFITS	44,054	46,953	45,375	50,570	60,131
PT Wages					
<b>Total General Expenses</b>	<b>206,003</b>	<b>219,879</b>	<b>228,776</b>	<b>244,136</b>	<b>265,494</b>
<b>Total Operating Expenses</b>	<b>206,003</b>	<b>219,879</b>	<b>228,776</b>	<b>244,136</b>	<b>265,494</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>16,463</b>	<b>0</b>	<b>27,502</b>	<b>-0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	201,703	201,703	219,976	219,976	255,149
User Fees	4,100	10,917	8,600	9,833	10,145
Grants	200	23722	200	41829	200
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>206,003</b>	<b>236,342</b>	<b>228,776</b>	<b>271,638</b>	<b>265,494</b>
Wages and Benefits	176,395	189,639	196,501	199,009	230,777
Service Contracts	16,733	19,943	17,900	34,901	19,742
Advertising	1,500	769	1,250	606	1,500
Supplies	1,525	3,704	3,275	3,596	3,625
Conferences, Training, and Professional Fees	2,650	509	2,650	1,356	2,650
Repairs and Maintenance	7,200	5,315	7,200	4,668	7,200
Internal Transfer					
Reserve Transfer	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>206,003</b>	<b>219,879</b>	<b>228,776</b>	<b>244,136</b>	<b>265,494</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
PARKS-GENERAL TAXATION-					
PARKS - PROVINCIAL GRANTS					
PARKS-RENTALS	50,000	61,646	60,000	51,085	65,000
PARKS - Commemorative Bench Program - Revenues	3,000	5,000	5,000		5,000
PARKS - Donations - Sleepy Hollow Train		12,584	3,000	12,817	5,000
PARKS 1-OTHER REVENUE	5,000	654	5,000	493	5,000
PARKS - WARD 1-SPACE RENTAL	1,500		1,500		1,500
PARKS - WARD 1 -DONATIONS					
PARKS- SLEEPY HALLOW TRAIN REV	5,000				
Transfer From Fleet		17,843			
<b>Total OPERATING REVENUE</b>	<b>718,419</b>	<b>752,330</b>	<b>778,602</b>	<b>767,068</b>	<b>809,314</b>
PARKS-Ward 1 Playgrounds	7,500	3,726	7,725	6,086	8,000
PARKS-EQUIPMENT MTCE	13,000	13,076	13,390	18,860	15,000
PARKS-VEHICLE MAINTENANCE	5,000	21,732	5,150	5,522	5,250
PARKS-PROPERTY MAINTENANCE	16,500	29,721	16,995	28,832	20,000
PARKS - WARD 1 - GRAFFITI PROGRAM	5,000	3,526	5,000	2,160	5,000
PARKS-GROUNDS MAINTENANCE	25,000	19,527	25,750	28,734	26,523
PARKS - WARD 1 -LIGHTS MTCE	2,500	5,700	2,500	1,386	2,500
PARKS - WARD 1 -RAILROAD MTCE	5,000		5,000	4,739	5,000
PARKS - WARD 1-TREE MTCE	35,000	18,622	35,000	21,242	35,000
PARKS- MT BRYDGES PLAYGROUND	5,000	7,108	5,150		5,305
PARKS 2-DIAMOND MAIN/REPAIR	2,000	3,633	2,000	938	2,000
PARKS 2-PROPERTY MAINTENANCE	8,500	5,436	8,500	6,017	8,500
PARKS -TRANSFER TO RESERVE FUND					
PARKS-Transfer to Fleet Reserve	78,474	78,474	78,474	84,838	78,474
PARKS-LICENCES & PERMITS	650	1,012	670		690
PARKS-PROPERTY INSURANCE	12,892	13,748	14,500	16,381	17,036
PARKS-LIABILITY INSURANCE	7,290	7,774	8,000	9,263	9,634
Parks Open Space-Consultants	50,000	15,673	50,000	46,279	50,000
PARKS - Commemorative Bench Program - Expenses	5,000	6,047	5,150	6,071	5,150
PARKS - Misc expenses					
PARKS 1-JANITORIAL SUPPLIES	500		500	13	500
PARKS 1-FUEL	25,000	23,147	25,750	21,319	26,523
PARKS-UTILITIES	25,000	25,253	25,750	24,469	27,000
PARKS 2-HYDRO	1,500	650	1,500	721	1,500
PARKS 2-GRASS CUTTING	39,000	54,146	55,000	49,131	56,650
PARKS-WAGES-F/T	220,305	245,700	266,860	216,402	273,744
PARKS-WAGES-P/T	40,000	95	8,538		10,000
PARKS - Wages-OT	5,000	10,814	5,000	9,474	5,000
PARKS - WARD 1-Wages Shift Premium	2,500	2,184	2,500	2,131	2,500
PARKS-PAYROLL BENEFITS	72,058	98,367	95,000	78,714	103,585
PARKS - CLOTHING ALLOW,	3,250	1,667	3,250	3,664	3,250
<b>Total General Expenses</b>	<b>718,419</b>	<b>716,558</b>	<b>778,602</b>	<b>693,386</b>	<b>809,314</b>
<b>Total Operating Expenses</b>	<b>718,419</b>	<b>716,558</b>	<b>778,602</b>	<b>693,386</b>	<b>809,314</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>35,772</b>	<b>0</b>	<b>73,682</b>	<b>-0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	653,919	653,503	704,102	702,673	727,814
<b>User Fees</b>	64,500	79,884	74,500	64,395	81,500
<b>Grants</b>	-	1,100	-	-	-
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	17,843	0	0	0
<b>Total Operating Revenue</b>	<b>718,419</b>	<b>752,330</b>	<b>778,602</b>	<b>767,068</b>	<b>809,314</b>
<b>Wages and Benefits</b>	343,113	358,827	381,148	310,385	398,079
<b>Service Contracts</b>	70,832	38,207	73,170	71,923	77,360
<b>Advertising</b>					
<b>Supplies</b>	96,000	109,243	113,650	101,724	117,323
<b>Conferences, Training, and Professional Fees</b>					
<b>Repairs and Maintenance</b>	130,000	131,807	132,160	124,516	138,078
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	78,474	78,474	78,474	84,838	78,474
<b>Total Operating Expenses</b>	<b>718,419</b>	<b>716,558</b>	<b>778,602</b>	<b>693,386</b>	<b>809,314</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
SCOUT HALL- GENERAL TAXATION	2,000	2,000	6,936	6,936	7,015
SCOUT HALL-RENTAL	4,800				
<b>Total OPERATING REVENUE</b>	<b>6,800</b>	<b>2,000</b>	<b>6,936</b>	<b>6,936</b>	<b>7,015</b>
SCOUT HALL-BLDG MAINT	1,500	1,270	1,530	676	1,500
SCOUT HALL-UTILITIES -HYDRO	2,500	2,292	2,550	3,049	2,600
SCOUT HALL-UTILITIES-GAS	2,800	3,180	2,856	2,169	2,915
SCOUT HALL - Transfer to Reserves					
<b>Total General Expenses</b>	<b>6,800</b>	<b>6,742</b>	<b>6,936</b>	<b>5,894</b>	<b>7,015</b>
<b>Total Operating Expenses</b>	<b>6,800</b>	<b>6,742</b>	<b>6,936</b>	<b>5,894</b>	<b>7,015</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>-4,742</b>	<b>0</b>	<b>1,042</b>	<b>0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	2,000	2,000	6,936	6,936	7,015
User Fees	4,800	0	0	0	0
Grants					
Internal Transfer					
Reserve Transfer					
<b>Total Operating Revenue</b>	<b>6,800</b>	<b>2,000</b>	<b>6,936</b>	<b>6,936</b>	<b>7,015</b>
Wages and Benefits					
Service Contracts					
Advertising					
Supplies	5,300	5,472	5,406	5,218	5,515
Conferences, Training, and Professional Fees					
Repairs and Maintenance	1,500	1,270	1,530	676	1,500
Internal Transfer					
Reserve Transfer	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>6,800</b>	<b>6,742</b>	<b>6,936</b>	<b>5,894</b>	<b>7,015</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
ECONOMIC DEVELOPMENT- GENERAL TAXATION	551,050	551,050	579,862	579,862	557,198
ECONOMIC DEVELOPMENT - CFDC GRANT		152,438		881,847	
ECONOMIC DEVELOPMENT - MTO TRANSPORTATION GRANT		378,236	485,000		125,000
ECONOMIC DEVELOPMENT-Digital Service Grant		47,300			
ECONOMIC DEVELOPMENT - TOURISM/SPONSORSHIP GRANT		- 2,500		18,000	
ECONOMIC DEVELOPMENT - MIDD. COUNTY CIP PROGRAM		6,909	1,000	35,437	
ECONOMIC DEV - INTER COMMUNITY TRANSIT REVENUE	482,500	122,970	250,000		250,000
ECONOMIC DEVELOPMENT- SPECIAL PROJECTS					
ECONOMIC DEV - TF FROM RESERVE - FACADE	315,592	149,375	200,000		
<b>Total OPERATING REVENUE</b>	<b>1,349,142</b>	<b>1,405,778</b>	<b>1,515,862</b>	<b>1,515,146</b>	<b>932,198</b>
ECONOMIC DEVELOPMENT-MARKETING & PROMOTION	20,000	12,768	20,750	5,469	21,250
ECONOMIC DEV - MEMBERSHIPS, DUES	2,500	807	3,000		3,100
ECONOMIC DEV - TRAVEL EXPENSE	2,500	1,743	10,806		21,000
ECONOMIC DEVELOPMENT-PROF DEV & NETWORKING	2,000	1,356	2,500	1,033	2,750
ECONOMIC DEVELOPMENT -TRANS TO RESERVE					
ECONOMIC DEV - T/F TO STRATEGIC INITIATIVE RESERVE	15,000	15,000	15,000		15,000
ECONOMIC DEVELOPMENT-CONTRACTED WORK	5,000	509	5,000	600	50,000
ECONOMIC DEVELOPMENT- INTERCOMMUNITY TRSPT.	458,500	501,206	485,000	340,626	125,000
ECONOMIC DEVELOPMENT- Skilled Trades Centre	1,500	148,618	10,000	57,345	
ECONOMIC DEVELOPMENT-Digital Services Program-	1,750	8,246			
ECONOMIC DEVELOPMENT- DATA & ANALYTICAL	10,000	11,691	10,500		5,000
EC Dev - Industrial Land Sale Expenses	3,500		3,500		3,500
ECONOMIC DEVELOPMENT-COMMUNICATIONS	12,500	1,755	15,000	5,231	16,000
ECONOMIC DEVELOPMENT-OUTREACH	10,000	1,528	10,500	3,191	11,000
ECONOMIC DEVELOPMENT-OTHER COSTS	10,000	- 230	10,500		10,825
ECONOMIC DEVELOPMENT- 402 GATEWAY	1,000		1,000		1,000
ECONOMIC DEVELOPMENT-BUSINESS DEVELOPMENT	10,000	51	35,000	18,899	20,000
ECONOMIC DEV - COMMUNITY IMPROVEMENT PROGRAM	666,992	156,284	750,000	76,351	500,000
ECONOMIC DEVELOPMENT- WAGES F/T	82,400	92,339	93,930	92,124	96,748
ECONOMIC DEVELOPMENT- WAGES P/T	7,000	43,779			
ECONOMIC DEVELOPMENT- Wages-OT	3,000	617	1,000	1,084	1,000
ECONOMIC DEVELOPMENT-PAYROLL BENEFITS	24,000	41,344	32,876	32,245	29,024
Transfer to Reserves		351,400		315,595	
<b>Total General Expenses</b>	<b>1,349,142</b>	<b>1,390,811</b>	<b>1,515,862</b>	<b>949,793</b>	<b>932,198</b>
<b>Total Operating Expenses</b>	<b>1,349,142</b>	<b>1,390,811</b>	<b>1,515,862</b>	<b>949,793</b>	<b>932,198</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>14,967</b>	<b>0</b>	<b>565,353</b>	<b>0</b>

Ec Dev Strategic Plan

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
Taxation	551,050	551,050	579,862	579,862	557,198
User Fees					
Grants	482,500	705,353	736,000	935,284	375,000
Internal Transfer					
Reserve Transfer	315,592	149,375	200,000	0	0
<b>Total Operating Revenue</b>	<b>1,349,142</b>	<b>1,405,778</b>	<b>1,515,862</b>	<b>1,515,146</b>	<b>932,198</b>
Wages and Benefits	116,400	178,079	127,806	125,453	126,773
Service Contracts	476,750	670,270	510,500	398,571	180,000
Advertising	20,000	12,768	20,750	5,469	21,250
Supplies	713,992	159,388	825,500	103,672	562,325
Conferences, Training, and Professional Fees	7,000	3,906	16,306	1,033	26,850
Repairs and Maintenance					
Internal Transfer					
Reserve Transfer	15,000	366,400	15,000	315,595	15,000
<b>Total Operating Expenses</b>	<b>1,349,142</b>	<b>1,390,811</b>	<b>1,515,862</b>	<b>949,793</b>	<b>932,198</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
PLANNING & ZONING- GENERAL TAXATION	161,925	161,925	251,007	251,007	263,147
PLANNING-PLANNING INFORMATION FEES	500		500		500
PLANNING-OFFICIAL PLAN APPLICATIONS FEES	6,000	7,800	6,000	5,550	6,000
PLANNING-REZONING APPLICATION FEES	20,000	37,300	15,000	49,650	30,000
PLANNING-SITE PLAN FEES	5,000	13,500	5,000	6,250	5,000
PLANNING-PLAN OF SUBD & CONDO FEES	6,000	4,700	3,000	4,750	5,000
PLANNING-SEVERANCE FEES	15,000	26,075	15,000	28,500	17,500
PLANNING-MINOR VARIANCES FEES	10,000	19,790	10,000	18,605	15,000
PLANNING- ZONING CERT FEE	2,000	5,775	2,000	5,075	4,000
PLANNING & ZONING- PART LOT CONTROL FEE	6,000	750	6,000	2,250	6,000
PLANNING & ZONING- -Cash In Lieu of Parkland		4,000		111,450	
PLANNING & ZONING- Septic Search		150		225	300
PLANNING & ZONING-Site Alteration Permit Fee MAJOR	3,000	4,000	3,000	1,000	3,000
PLANNING & ZONING-Appeal to OLT Prep Fee	200		200	200	200
PLANNING & ZONING-Renewal of Temp Use	3,000	1,500			200
PLANNING & ZONING-"H" Symbol Removal	900	1,500	900	500	900
PLANNING & ZONING- Addn. Open House/PublicMeeting				1,000	
PLANNING & ZONING - SITE ALT PERMIT FEE - MINOR				500	
PLANNING & ZONING - TITLE SEARCH				100	200
PLANNING & ZONING-Site Plan Amendment	1,500	1,000	1,500	600	1,500
PLANNING & ZONING-Consent - Minor Var Combo					
PLANNING & ZONING- Consent Request-Extent/Change	1,000		1,000		
PLANNING & ZONING-Plan of Sub/Condo Exempt-Conver			2,500		2,500
PLANNING & ZONING- Sub/Condo Red Line Rev Minor		200			1,000
PLANNING & ZONING-Conc. Plan of Sub&Zoning Combo		5,100			
PLANNING & ZONING-Surcharge for Rebills		618		2,246	
PLANNING&ZONING - PRE-CONSULTATION FEE-MAJOR	15,000	30,000	10,000	19,500	12,000
PLANNING&ZONING - PRE-CONSULTATION FEE-MINOR	4,000	6,400	4,000	5,600	6,000
PLANNING&ZONING - REQUEST FOR CONSENT CERTIFICATE	3,000	2,000	3,000		3,000
Planning - Transfer from Reserve Funds (DC's)					
PLANNING & ZONING-Psub/Condo Red-line Revision - Major			1,000	1,000	1,000
Off-list Street Name			300		300
Review Fees			500		500
Transfer from Reserve			92,625		1,000
<b>Total OPERATING REVENUE</b>	<b>264,025</b>	<b>334,083</b>	<b>434,032</b>	<b>515,558</b>	<b>385,747</b>
PLANNING-ADVERTISING	9,400.0	1,775.0	17,307.0	288.0	10,222.0
HR-PLANNING-MEMBERSHIPS DUES	1,700.0	1,277.0	1,751.0	560.0	1,795.0
PLANNING -CONFERENCES, CONVENTIONS	2,275.0	2,568.0	1,500.0		1,538.0
PLANNING & ZONING - BUSINESS MEETINGS	1,000.0	623.0		37.0	
PLANNING-TRANSFER TO IT DEPT	7,500.0	7,500.0			
Operating Expense-PLANNING -TRANS TO RESERVE FUND-				4,000.0	
PLANNING-SPECIAL CONSULTING	70,000.0	193.0	85,000.0	26,642.0	30,000.0
PLANNING-ENGINEERING					
PLANNING & ZONING- -SOFTWARE & LICENCING		324.0	7,725.0	354.0	7,918.0
General Legal			5,000.0	2,377.0	10,000.0
PLANNING - OFFICE SUPPLIES	1,000.0	1,134.0	3,000.0	2,385.0	3,075.0
PLANNING-GENERAL-OTHER	1,150.0	724.0	1,185.0	152.0	1,215.0
PLANNING & ZONING - IT EQUIPMENT	3,500.0	71.0	5,000.0		5,125.0
PLANNING-WAGES F/T	125,000.0	104,261.0	225,940.0	97,099.0	230,987.0
-PLANNING- Wages-OT		341.0		635.0	
PLANNING-COMM OF ADJUST REMUNERATION	1,500.0	1,450.0	1,545.0	1,400.0	1,591.4
PLANNING-PAYROLL BENEFITS	40,000.0	35,372.0	79,079.0	31,119.0	82,281.0
<b>Total General Expenses</b>	<b>264,025</b>	<b>157,613</b>	<b>434,032</b>	<b>167,048</b>	<b>385,747</b>
<b>Total Operating Expenses</b>	<b>264,025</b>	<b>157,613</b>	<b>434,032</b>	<b>167,048</b>	<b>385,747</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>	<b>176,470</b>	<b>0</b>	<b>348,510</b>	<b>-0</b>

	2023		2024		2025
	Budget	Actual	Budget	Actual	Budget
<b>Taxation</b>	161,925	161,925	251,007	251,007	263,147
<b>User Fees</b>	102,100	172,158	90,400	264,551	121,600
<b>Grants</b>					
<b>Internal Transfer</b>					
<b>Reserve Transfer</b>	0	0	92,625	0	1,000
<b>Total Operating Revenue</b>	<b>264,025</b>	<b>334,083</b>	<b>434,032</b>	<b>515,558</b>	<b>385,747</b>
<b>Wages and Benefits</b>	166,500	141,424	306,564	130,253	314,859
<b>Service Contracts</b>	70,000	517	97,725	29,373	47,918
<b>Advertising</b>	9,400	1,775	17,307	288	10,222
<b>Supplies</b>	5,650	1,929	9,185	2,537	9,415
<b>Conferences, Training, and Professional Fees</b>	4,975	4,468	3,251	597	3,333
<b>Repairs and Maintence</b>					
<b>Internal Transfer</b>	7,500	7,500	0	0	0
<b>Reserve Transfer</b>	0	0	0	4,000	0
<b>Total Operating Expenses</b>	<b>264,025</b>	<b>157,613</b>	<b>434,032</b>	<b>167,048</b>	<b>385,747</b>