



2021 Budget

Township of Douro-Dummer

April 20, 2021



Budget Overview

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Introduction

The Township of Douro-Dummer and all of the world experienced a year like no other due to the Covid-19 pandemic. The pandemic led to low revenues for our Parks and Recreation Department, Town Hall and the front counter services as facilities have had to close due to local and Provincial health regulations. The pandemic has changed the way municipal business is conducted and forced the Township to move to remote work and technological solutions to ensure that we could continue to hold Council meetings and offer services to the public while also keeping the community and staff safe. 2020 also saw a large turnover of staff, with retirements, departures and internal transfers.

Looking forward to 2021, we are continuing to experience the Covid-19 pandemic. This is leading to increased unpredictability in regard to funding, service delivery and revenue generation. The Township has been fortunate to receive funding from the Provincial and Federal levels of government which has greatly assisted in formulating a budget that focuses on a comprehensive capital program. The budget that is before you is taking a different approach than in the past due to recommendations from the Service Delivery Review along with feedback from Council and the public. One of the changes the reader will see is that staff allocations among each department was completed to reflect the current practices and therefore most of the changes to the Operating Budget are due to allocation changes; no new staff are being proposed for 2021 but the budget does allow for the recruitment of positions that are currently vacant.

The focus of staff in the preparation of the budget was to maintain the Operating Budget and focus on Capital projects. This focus can be seen in the proposed 0.6% increase in the Operating Levy. The budget that is being presented is a prudent one with a focus on the bottom line. This focus does result in less moneys being transferred to reserves. In 2022, when Covid-19 is under control and new financial polices have been implemented, Council and staff can focus on a renewed municipal reserve program.

Budget Process

- March 15, 2021 – 2021 Draft Budget released
- March 17, 2021 – Capital Budget Public Meeting
- March 18, 2021 – Operating Budget Public Meeting
- March 24, 2021 – Council Deliberations
- April 6, 2021 – Council gave direction to staff to prepare the budget by-law and final budget document
- April 20, 2021 – 2021 Budget approved

Impact to the Levy

Summary of Change to the 2021 Levy

	2020	2021	\$ Change	% Change
Operating Levy	\$4,052,669	\$4,037,353	-\$15,316	-0.3%
Capital	\$1,433,829	\$1,729,206	\$295,377	5.4%
Levy Requirement	\$5,486,498	\$5,766,559	\$280,061	5.1%
Less: Assessment Growth				1.2%
Percent Change to the Tax Rate				3.9%

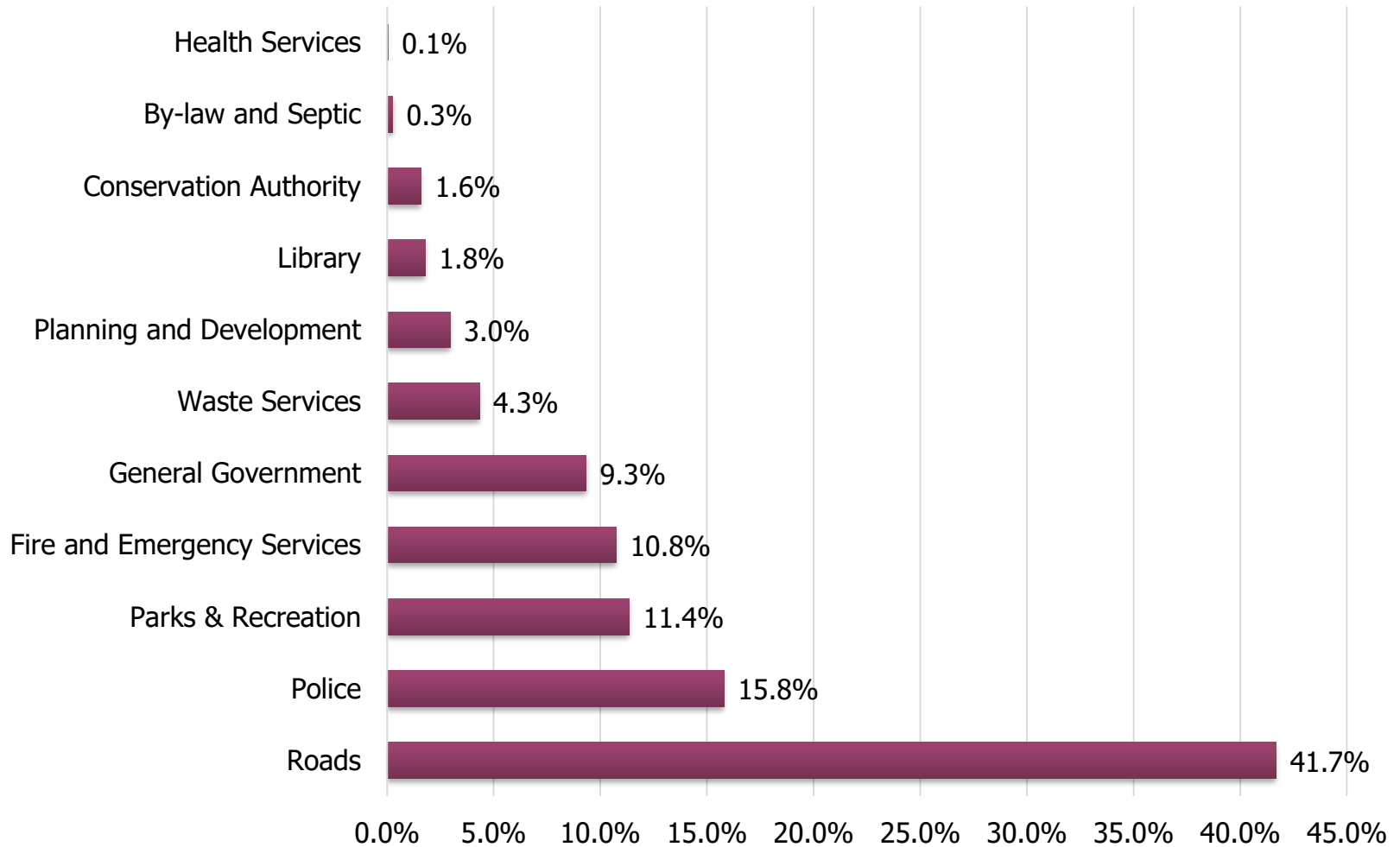
Residential Impact Per \$100,000 of Assessment

	2020	2021	\$ Change	% Change
Education	\$153.00	\$153.00	\$0.00	0.0%
County	\$328.94	\$336.27	\$7.34	2.2%
Township	\$358.27	\$372.08	\$13.82	3.9%
Total	\$840.20	\$861.35	\$21.15	2.5%

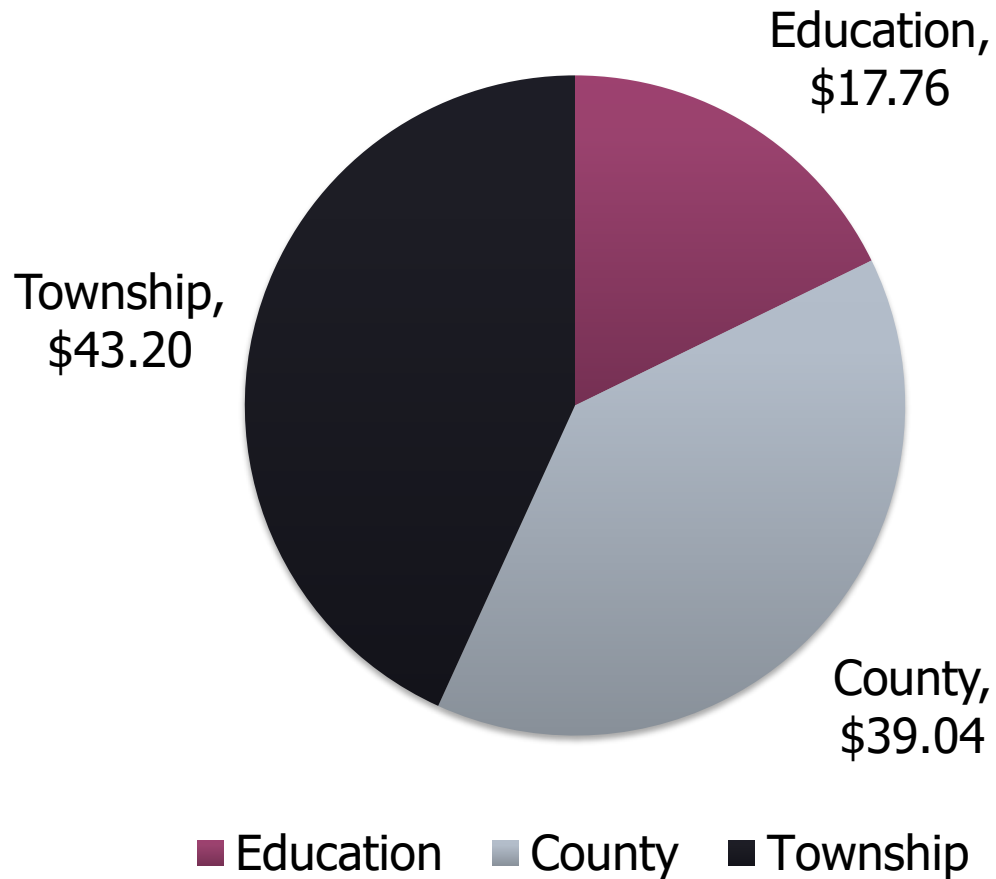
Breakdown of \$100 of Property Taxes

Service	Operating	Capital	Total
Roads	\$8.18	\$9.78	\$17.96
Police	\$6.81	\$0.00	\$6.81
Parks & Recreation	\$3.98	\$0.92	\$4.90
Fire and Emergency Services	\$4.13	\$0.50	\$4.63
General Government	\$2.64	\$1.38	\$4.02
Waste Services	\$1.49	\$0.37	\$1.87
Planning and Development	\$1.28	\$0.00	\$1.28
Library	\$0.77	\$0.00	\$0.77
Conservation Authority	\$0.69	\$0.00	\$0.69
By-law and Septic	\$0.12	\$0.00	\$0.12
Health Services	\$0.02	\$0.00	\$0.02
Township	\$30.13	\$12.95	\$43.20
County			\$39.04
Education			\$17.76
Total			\$100.00

Percent of Levy by Township Service



Breakdown of \$100 of Property Taxes



Capital Budget

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Carryforward Projects from Previous Years

	Project Cost
Protection Services	
Fire	
Pumper @ STN #2 Douro (2000)	\$375,000
Rescue Van #5 @ Stn #5 - Lake (1999)	\$275,000
Tanker @ Stn #1 Donwood (2000)	\$343,346
Transportation Services	
Roads	
Centre Road from Douro 3rd line to Douro 5th line	\$11,315
Cooney Island Rd from Douro 4th line to East limit	\$10,275
Daleview Road - From County Road 4 to Division Road	\$307,876
Fuel Pumps- Douro & Warsaw	\$50,000
Indacom Drive - Indacom drive	\$40,000
General Government	
Corporate Management	
Asset Management Plan	\$125,368
Recreation and Cultural Services	
Additional Staff Time (from Rec Master Plan)	\$18,500
Tables & Chairs	\$14,730
Douro Rink (Community Centre)	
Exterior Doors/Frames	\$10,000
Warsaw Rink (Community Centre)	
Exterior Doors/Frames	\$8,000
Parks & Recreation	
Parks and Rec Master Plan - Implementation	\$6,500
Tile drain and infield clay South Diamond	\$50,000
Grand Total	\$1,645,910

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
Environmental Services			
Waste Hall's Glen			
Landfill/Transfer Station	Moneys that are set aside for annual testing and any remediation work that is required.	Under the Township's Environmental Compliance Approval from MECP, the Township is responsible for annual testing and monitoring of three closed landfill sites	\$50,000
Environmental Services Total			\$50,000

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
General Government			
Corporate Management			
Back Dam (ORCA 90% of \$300,000 if no funding)	Repairs to Back Dam and Warsaw Auxiallaraly Dam	As per ORCA budget, ORCA will also be investigating Provincial and Federal Funding Sources, if sources are not found ORCA will come back to Township to look at options such as spreading the projects out more or balloon funding	\$145,350
Building Condition Assessment	(blank)	(blank)	\$18,300
Demolition of Old House at Fifth Line Property	Demolition of derilect house due to stafey concerns.	There is a derilect house at the Fifth Line Road North Dummer site, due to safety concerns regarding the state of the structure and no future use of the building, it should be demolished to reduce Township liability.	\$8,000
HR Evaluation and Pay Equity Review	A review of the job descriptions in the Corporation and a full scale pay equity and salary grid review	This taskes have not been completed across the corporation for over 10 years. The Service Delivery Review strongly recommended that these reviews take place to modernize the job descriptions and bring the Township into compliance with Pay Equity regulations and review the salary grid to ensure that it is within an acceptable delta with other similar Township in and outside of the County.	\$25,000
New cubicles walls	Increase the height of cubicle walls	The cubicle walls in the front part of the office are only 5 feet tall. Tall walls at 6ft would be more effective at providing seperation between staff and providing a quieter work environment as it will cut down on noise transfer. As well the new systems would replaceable if components break or wearout. The current cubicle wallls are all from different vendors and replacement parts and inserts are no longer available.	\$13,500
Wayfinding Implementation	Wayfinding Signage	This project is County wide and would synchronize the design of wayfinding signs for community members and visitors. This project is dependen on PKED receiving funding.	\$15,000

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
Town Hall			
New Sloped Roof on rear of Town Hall	Replace Flat roof over rear of Town Hall	This was a project that had previously been approved in 2015 and then deferred to 2016. When we had to complete substantial repairs to the Town Hall due to a bat issue, it was brought back to staff attention that the flat roof has structural issues and if not addressed shortly we would see more water damage and safety issues.	\$35,000
Office and lower level of Town Hall Painting	Painting of municipal office and lower level	This had been presented in the 2020 budget but it was removed to focus on the Town Hall and public hallway. Both the office and the lower level have not been painting since the renovation in 2010 and the paint is showing it's age. To avoid deterioration of the building and the work space painting is recommended.	\$25,000
Update bathrooms on both levels with touchless fixtures	Modernize washroom facilities in municipal building	The fixtures in the municipal building are all activated via touch from the user. This project would replace them will touchless units which would be more sanitary and would increase water conservation.	\$5,900
General Government Total			\$291,050

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
Protection Services			
Fire			
Bunker Gear	3 sets of Gear	7 New hires, 2 that won't fit into stock gear	\$5,000
Douro Protection Services Station Reconfiguration	(blank)	(blank)	\$100,000
Extrication Tools	E-Hydraulics set of 3 tools	Replacing one set per year. Two stations with full set of 3 tools and two stations with one combi use tool. Old tools will not cut new strength steel and reinforcement bars	\$42,000
Protection Services Helmets	Protection Servicesfighter Helemts	New style helmets much safer for both protection and ergonomics, based on research and internal testing. New SCBA should not have a helmet with a shield in front of it due to upgrades in new SCBA mask standards	\$15,000
Protection Services Hose	Continuous Hose replacement due to hose testing failures	(blank)	\$5,000
SCBA Packs with Bottles (22) plus 40 Bottles	Replacement of all SCBA and bottles	current SCBA being phased out for support, parts limited, costs escalating	\$300,000
Protection Services Total			\$467,000

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
Transportation Services			
Roads			
#20 Truck Roads (2007)	Replacement of Plow Truck #20	This vehicle has a 10 year projected service life and was purchased in 2007 and therefore is past due for replacement. This is the oldest truck of the fleet.	\$315,000
#21 - 2009 Roads Pickup Truck	Replacement of Pickup Truck #21	This vehicle has a 10 year projected service life and was purchased in 2009 and therefore is past due for replacement.	\$46,000
Brushing Unit	New piece of equipment to deal with ongoing roadside brushing.	By dealing with the roadside brush the life of the roads can be extended and costs related to gravel and resurfacing can be minimized. Regular brushing also increases road safety by improving sightlines.	\$150,000
Grader 2007 Volvo	Replacement of the Volvo Grader	This replacement is earlier than the expected useful life however there have been some major mechanical issues / repairs and it has been recommended by the Township's mechanic to replace as soon as possible due to high risk of failure. The Champion grader was due for replacement in 2021 but has been pushed to 2023 as it is operating sufficiently.	\$500,000
Pressure Washer Replacement	Replacement of "HOTSY" Hot Water Pressure Washer	Used for washing vehicles and equipment. Current pressure washer is an outdated model which has been rebuilt over the years, it no longer has adequate pressure for our use. The current model is also a cold water unit which does not perform well in the winter months, the proposed unit will produce hot water and will be much more efficient when washing various pieces of equipment in all months.	\$8,500
Roads Needs Study incl Condition Assessments	This project provides the Township with critical data on the condition of the roads which assists in prioritizing and determining what transportation work is required	Required every 4 years and it was last completed in 2017.	\$30,000
Sidewalk	Replace approximately 40 metres of sidewalks in Douro.	Council direction in 2020 to address resident concerns.	\$40,000
Transportation Services Total			\$1,089,500

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
Recreation and Cultural Services			
Douro Rink (Community Centre)			
Douro Ice Resurfacers (2010)	Douro Ice Resurfacers	Past projected service life - Due for replacement	\$85,000
Harvest Room Flooring	Tile floor Replacement	Current tile is original and past life expectancy and is starting to separate	\$9,000
Infloor Heat by Olympia Room	Floor heat between ice surface and olympia room	Current floor heat has failed and unable to repair. Without the ice builds up substantially and could cause someone to slip.	\$6,400
Refridgeration and Ammonia Detector Monitoring	Failure Alarm Monitoring	TSSA regulations require regular compressor Rm checks daily. Remote monitoring would eliminate a daily check when building is .	\$3,500
Parks & Recreation			
Infield Groomer	Ball diamond infield groomer.	We were using an old piece of field harrow and metal screen. The harrow have broke and we need something to level the surface for safe play.	\$5,000
Tile drain and infield clay South Diamond	Additional funds required to add to carry-forward project due to increase in material costs.	The current state of the field in the spring is usually to wet for safe play and delays the season starting time consideralby. This will also correct the uneven ground and infield to outfield transition issues.	\$10,000
Warsaw Rink (Community Centre)			
Brine Pump	(blank)	Cimco Recommendation last 2 years	\$24,000
Refridgeration and Ammonia Detectors	Failure Alarm Monitoring	TSSA regulations require regular compressor Rm checks daily. Remote monitoring would eliminate a daily check when building is .	\$3,500
Historical Committee			
Lime Kiln Project	Restoration of Historic Lime Kiln	This project has been led by the Historical Society, to date over \$58000 has been spent inlcuding legal fees and the purchase of the land. Council will need to decide how much more work they would like to do at this site. Weity Hamersma has submitted a work plan to finish the project with landscapining which totals \$35,900. The first pahse is to finish the outside retaining walls on east side of structure for a cost of \$20,000. It should be noted that landscaping work could be completed by Township staff or could be put out for quotes.	\$10,000

2021 Capital Projects - with Descriptions

	Project Description	Project Justification	Project Cost
Donwood Community Centre			
Signage	Signage at Maryvale, the Fire Hall flower beds and Clintonia Park	(blank)	\$2,500
Frisbee Golf	Frisbee golf baskets at the Daleview property.	This project will be funded from \$1,000 of in-kind donations.	\$1,500
Library			
Books and Materials	(blank)	(blank)	\$12,500
Computer	(blank)	(blank)	\$1,000
Recreation and Cultural Services Total			\$173,900
Grand Total			\$2,071,450

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
Protection Services				
Fire				
Bldg Imp				
Douro Protection Services Station Reconfiguration	\$100,000			\$100,000
Equipment				
Bunker Gear		\$5,000		\$5,000
Extrication Tools		\$42,000		\$42,000
SCBA Packs with Bottles (22) plus 40 Bottles			\$300,000	\$300,000
Protection Services Helmets		\$15,000		\$15,000
Protection Services Hose		\$5,000		\$5,000
Fire Total	\$100,000	\$67,000	\$300,000	\$467,000

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
Transportation Services				
Roads				
Brushing				
4th Line S Dummer from Center Dummer Rd to Cooper Rd		\$12,380		\$12,380
4th Line S Dummer from Clifford Rd to Cty Rd 8		\$12,380		\$12,380
4th Line S Dummer from Clifford to Center Dummer Rd		\$7,450		\$7,450
4th Line S Dummer from Cooper Rd to North Limit		\$12,640		\$12,640
4th Line S Dummer from Cty Rd 8 to Dummer Asphodel Rd		\$19,445		\$19,445
Nassau Rd from Cty Rd 4 to Douro 9th Line		\$26,200		\$26,200
Consultant Fees				
Roads Needs Study incl Condition Assessments	\$30,000			\$30,000
Equipment				
Brushing Unit		\$150,000		\$150,000
Pressure Washer Replacement		\$8,500		\$8,500
Gravel				
3rd line Dummer from County Rd 8 to Clifford Rd		\$28,547		\$28,547
3rd Line Dummer from County Rd 8 to South limit		\$30,573		\$30,573
4th line Rd South Dummer from Cooper Rd to North limit		\$35,425		\$35,425
Centre Rd from Highway 28 to County Rd 32		\$32,445		\$32,445
Douro 1st line from Cedar Cross Rd to County Rd 4		\$33,727		\$33,727
Douro 1st line from County Rd 4 to South limit		\$7,005		\$7,005
Douro 1st line from Division Rd to County Rd 8		\$66,302		\$66,302
Douro 3rd line from Lynch's Rock Rd to County Rd 4		\$34,824		\$34,824
Douro 5th line from County Rd 6 to Lynch's Rock Rd		\$15,366		\$15,366
Douro 5th line from Division Rd to County Rd 8		\$50,869		\$50,869
Douro 9th line from County Rd 32 to Nassau Rd		\$35,468		\$35,468
Ivandale Rd from White Lake Rd East to West limit		\$23,155		\$23,155
Payne Line from Oke Rd to County Rd 4		\$25,170		\$25,170
Surface Treatment				
Clinton Avenue from Platti Avenue to Gifford Drive		\$8,200		\$8,200
Coral Drive from Television Rd to East limit		\$8,045		\$8,045

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
Dalview Road from County Rd 4 to Division Rd	\$212,777	\$17,223		\$230,000
Donwood Drive from County Rd 4 to Hillview Avenue		\$10,250		\$10,250
Douglas Road from Rock Rd to 4th Line S Dummer		\$86,840		\$86,840
Douro 4th Line from County Rd 6 to Highway 28		\$32,800		\$32,800
Dummer Asphodel Rd from Bridge to Cty Rd 8	\$11,275			\$11,275
Dummer Asphodel Rd from Cty Rd 38 to 400m East of the 4th Dummer		\$33,825		\$33,825
Dummer Asphodel Rd from Cty Rd 38 to Carlow Line		\$14,350		\$14,350
Gifford Drive from Television Rd to Kinsdale Drive		\$10,250		\$10,250
Hillview Avenue from Donwood Dr to Orchard Crescent		\$4,100		\$4,100
Indacom Dr from County Rd 4 to West limit		\$47,976	\$7,000	\$54,976
Indacom Dr from County Rd 4 to West limit - Asphalt entrance County spec			\$50,000	\$50,000
Kinsdale Drive from Parkhill Rd to North limit		\$12,300		\$12,300
Maryvale Road from County Rd 4 to North limit		\$8,200		\$8,200
Orchard Crescent from Donwood Dr to Hillview Avenue		\$8,200		\$8,200
Plati Avenue from Kinsdale Drive to Orchard Crescent		\$10,250		\$10,250
Rock Rd from South Street to Douglas Rd		\$71,726		\$71,726
Roxton Street from Kinsdale Dr to East limit		\$2,050		\$2,050
White Lake Rd East From Cty Rd 6 to South Limit	\$73,773			\$73,773
Vehicles				
#20 Truck Roads (2007)		\$315,000		\$315,000
#21 - 2009 Roads Pickup Truck		\$46,000		\$46,000
Grader 2007 Volvo			\$500,000	\$500,000
Roads				
Sidewalk		\$40,000		\$40,000
Roads Total	\$327,825	\$1,455,456	\$557,000	\$2,340,281

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
General Government				
Corporate Management				
Consultant Fees				
HR Evaluation and Pay Equity Review	\$25,000			\$25,000
Building Condition Assessment	\$18,300			\$18,300
Equipment				
New cubicles walls	\$13,500			\$13,500
Land Improvements				
Back Dam (ORCA 90% of \$300,000 if no funding)		\$145,350		\$145,350
Demolition of Old House at Fifth Line Property		\$8,000		\$8,000
Wayfinding Implementation	\$15,000			\$15,000
Corporate Management Total	\$71,800	\$153,350		\$225,150
Town Hall				
Bldg Imp				
New Sloped Roof on rear of Town Hall			\$35,000	\$35,000
Office and lower level of Town Hall Painting		\$25,000		\$25,000
Update bathrooms on both levels with touchless fixtures		\$5,900		\$5,900
Town Hall Total		\$30,900	\$35,000	\$65,900

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
Environmental Services				
Waste Hall's Glen				
Land Improvements				
Landfill/Transfer Station		\$50,000		\$50,000
Waste Hall's Glen Total		\$50,000		\$50,000

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
Recreation and Cultural Services				
Douro Rink (Community Centre)				
Bldg Imp				
Harvest Room Flooring			\$9,000	\$9,000
Infloor Heat by Olympia Room			\$6,400	\$6,400
Refridgeration and Ammonia Detector Monitoring			\$3,500	\$3,500
Equipment				
Douro Ice Resurfacer (2010)		\$85,000		\$85,000
Douro Rink (Community Centre) Total		\$85,000	\$18,900	\$103,900
Warsaw Rink (Community Centre)				
Bldg Imp				
Refridgeration and Ammonia Detectors		\$3,500		\$3,500
Equipment				
Brine Pump		\$24,000		\$24,000
Warsaw Rink (Community Centre) Total		\$27,500		\$27,500
Parks & Recreation				
Equipment				
Infield Groomer			\$5,000	\$5,000
Land Improvements				
Tile drain and infield clay South Diamond			\$10,000	\$10,000
Parks & Recreation Total			\$15,000	\$15,000
Historical Committee				
Bldg Imp				
Lime Kiln Project		\$10,000		\$10,000
Historical Committee Total		\$10,000		\$10,000
Donwood Community Centre				
Land Improvements				
Signage			\$2,500	\$2,500
Frisbee Golf			\$1,500	\$1,500
Donwood Community Centre Total			\$4,000	\$4,000

2021 Capital Projects with Funding Sources

	Grant	Levy	Reserves	Grand Total
Library				
Equipment				
Books and Materials	\$12,500			\$12,500
Computer Hardware				
Computer	\$1,000			\$1,000
Library Total	\$13,500			\$13,500
Grand Total	\$513,125	\$1,879,206	\$929,900	\$3,322,231

Operating Budget

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Corporate					
Corporate					
Transfer to Reserves	\$19,740	\$27,500	\$0	\$27,500	\$0
Transfer From Reserves	-\$19,789	-\$20,000	\$0	-\$166,987	-\$146,987
Corporate Total	-\$49	\$7,500	\$0	-\$139,487	-\$146,987
Corporate Total	-\$49	\$7,500	\$0	-\$139,487	-\$146,987

*2020 Actuals shown are not audited and will be subject to further accounting entries

2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Environmental Services					
Waste Douro					
Contracted Services	\$25,014	\$26,450	\$20,515	\$26,563	\$113
Other Revenues	-\$108,178	-\$90,000	-\$92,982	-\$90,000	\$0
Waste Douro Total	-\$83,164	-\$63,550	-\$72,468	-\$63,437	\$113
Waste Hall's Glen					
Benefits	\$6,833	\$7,171	\$6,794	\$3,996	-\$3,175
Contracted Services	\$19,092	\$19,190	\$23,872	\$19,101	-\$89
Materials and Supplies	\$2,352	\$1,576	\$687	\$1,575	-\$1
Other Revenues	-\$34,938	-\$40,484	-\$26,456	-\$28,500	\$11,984
Repairs and Maintenance	\$35,371	\$53,330	\$28,965	\$38,330	-\$15,000
Salaries and Wages	\$37,418	\$37,975	\$36,515	\$20,607	-\$17,368
Travel and Training	\$133	\$245	\$45	\$255	\$10
Internal Rental Recoveries	\$2,550	\$3,000	\$3,209	\$3,000	\$0
Waste Hall's Glen Total	\$68,811	\$82,003	\$73,632	\$58,364	-\$23,639
Waste Management					
Benefits	\$45	\$0	\$0	\$0	\$0
Contracted Services	\$155,106	\$157,000	\$177,029	\$208,055	\$51,055
Materials and Supplies	\$1,021	\$2,000	\$2,438	\$2,000	\$0
Other Revenues	-\$1,690	-\$2,000	-\$2,029	-\$2,000	\$0
Repairs and Maintenance	\$458	\$0	\$0	\$0	\$0
Salaries and Wages	\$212	\$0	\$0	\$0	\$0
Travel and Training	\$66	\$0	\$22	\$50	\$50
Waste Management Total	\$155,218	\$157,000	\$177,460	\$208,105	\$51,105
Environmental Services Total	\$140,865	\$175,453	\$178,624	\$203,032	\$27,579

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
General Government					
Corporate Management					
Benefits	\$151,965	\$139,083	\$150,306	\$171,598	\$32,515
Contracted Services	\$193,417	\$329,711	\$180,648	\$276,062	-\$53,649
Grants	-\$1,168,572	-\$564,200	-\$564,200	-\$812,718	-\$248,518
Interest Expense	\$21	\$52	\$268	\$300	\$248
Materials and Supplies	\$31,037	\$36,523	\$25,853	\$32,900	-\$3,623
Minor Capital Expenses	\$2,280	\$0	\$4,317	\$0	\$0
Other Expenses	\$4,272	\$4,080	\$5,183	-\$20,670	-\$24,750
Other Revenues	-\$161,855	-\$136,469	-\$55,055	-\$109,505	\$26,964
Repairs and Maintenance	\$64,131	\$65,888	\$78,167	\$79,430	\$13,543
Salaries and Wages	\$468,623	\$437,860	\$427,055	\$545,157	\$107,297
Travel and Training	\$11,839	\$17,081	\$6,062	\$19,900	\$2,819
Corporate Management Total	-\$402,842	\$329,608	\$258,604	\$182,454	-\$147,153
Council					
Benefits	\$6,582	\$6,710	\$6,942	\$7,115	\$405
Contracted Services	\$27,157	\$32,413	\$9,666	\$35,500	\$3,087
Materials and Supplies	\$7,555	\$6,171	\$3,814	\$6,643	\$472
Other Expenses	\$3,071	\$4,000	\$50	\$3,900	-\$100
Repairs and Maintenance	\$0	\$1,020	\$0	\$500	-\$520
Salaries and Wages	\$112,391	\$113,248	\$114,639	\$116,932	\$3,684
Travel and Training	\$12,193	\$16,915	\$10,221	\$13,400	-\$3,515
Council Total	\$168,950	\$180,477	\$145,332	\$183,990	\$3,513

*2020 Actuals shown are not audited and will be subject to further accounting entries

2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Election					
Contracted Services	\$1,450	\$1,500	\$1,450	\$1,500	\$0
Other Revenues	\$900	\$0	\$0	\$0	\$0
Transfer to Reserves	\$14,000	\$14,000	\$0	\$14,000	\$0
Election Total	\$16,350	\$15,500	\$1,450	\$15,500	\$0
Town Hall					
Benefits	\$751	\$1,013	\$586	\$717	-\$296
Contracted Services	\$19,445	\$19,700	\$16,375	\$3,325	-\$16,375
Materials and Supplies	\$943	\$1,250	\$132	\$1,118	-\$132
Minor Capital Expenses	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$265	\$0	\$0	\$0	\$0
Other Revenues	-\$5,743	-\$3,000	-\$470	-\$2,530	\$470
Repairs and Maintenance	\$6,965	\$5,020	\$15,736	-\$10,716	-\$15,736
Salaries and Wages	\$6,490	\$6,500	\$5,353	\$6,701	\$201
Travel and Training	\$96	\$255	\$29	\$226	-\$29
Town Hall Total	\$29,211	\$30,738	\$37,742	-\$1,160	-\$31,898
General Government Total	-\$188,330	\$556,323	\$443,129	\$380,784	-\$175,538

*2020 Actuals shown are not audited and will be subject to further accounting entries

2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Health Services					
Cemeteries					
Benefits	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Repairs and Maintenance	\$1,763	\$2,500	\$1,763	\$2,000	-\$500
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Internal Rental Recoveries	\$50	\$500	\$0	\$500	\$0
Cemeteries Total	\$1,813	\$3,000	\$1,763	\$2,500	-\$500
Cenotaph					
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Repairs and Maintenance	\$686	\$700	\$743	\$750	\$50
Cenotaph Total	\$686	\$700	\$743	\$750	\$50
Health Services Total	\$2,499	\$3,700	\$2,506	\$3,250	-\$450

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Planning and Development					
Committee of Adjustment					
Benefits	\$2,000	\$1,580	\$442	\$3,882	\$2,302
Contracted Services	\$3,163	\$3,500	\$3,420	\$3,500	\$0
Materials and Supplies	\$54	\$150	\$27	\$150	\$0
Minor Capital Expenses	\$0	\$150	\$132	\$0	-\$150
Salaries and Wages	\$5,539	\$5,575	\$655	\$11,142	\$5,567
Travel and Training	\$2,049	\$4,971	\$1,327	\$4,750	-\$221
Committee of Adjustment Total	\$12,804	\$15,926	\$6,002	\$23,425	\$7,499
Economic Development					
Benefits	\$2,050	\$2,076	\$80	\$3,329	\$1,253
Grants	\$0	\$0	\$0	-\$10,000	-\$10,000
Materials and Supplies	\$711	\$42,405	\$2,107	\$42,900	\$495
Other Revenues	-\$148	-\$150	-\$30	-\$150	\$0
Salaries and Wages	\$5,728	\$4,501	\$315	\$10,555	\$6,054
Travel and Training	\$43	\$45	\$0	\$45	\$0
Economic Development Total	\$8,383	\$48,877	\$2,472	\$46,679	-\$2,198
Official Plan					
Benefits	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Other Revenues	-\$1,000	\$0	-\$1,000	-\$1,000	-\$1,000
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Official Plan Total	-\$1,000	\$0	-\$1,000	-\$1,000	-\$1,000

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Planning & Development					
Benefits	\$8,979	\$10,636	\$12,235	\$25,219	\$14,583
Contracted Services	\$14,371	\$26,200	-\$283	\$32,200	\$6,000
Grants	-\$17,260	\$0	\$0	\$0	\$0
Materials and Supplies	\$1,698	\$950	\$137	\$1,500	\$550
Other Revenues	-\$30,403	-\$27,030	-\$33,456	-\$25,800	\$1,230
Salaries and Wages	\$27,367	\$46,489	\$41,883	\$81,387	\$34,898
Travel and Training	\$83	\$816	\$0	\$765	-\$51
Internal Rental Recoveries	\$228	\$0	\$0	\$0	\$0
Planning & Development Total	\$5,064	\$58,061	\$20,516	\$115,271	\$57,210
Zoning By-Law					
Contracted Services	\$0	\$0	\$0	\$0	\$0
Zoning By-Law Total	\$0	\$0	\$0	\$0	\$0
Planning and Development Total	\$25,252	\$122,864	\$27,990	\$184,375	\$61,511

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Protection Services					
By-Law Enforcement					
Benefits	\$38,053	\$40,491	\$41,810	\$36,824	-\$3,667
Contracted Services	\$51,788	\$61,790	\$19,925	\$58,100	-\$3,690
Interest Expense	\$0	\$0	\$3	\$0	\$0
Materials and Supplies	\$5,853	\$3,331	\$2,741	\$3,288	-\$44
Minor Capital Expenses	\$5,703	\$2,500	\$0	\$1,500	-\$1,000
Other Expenses	\$0	\$0	\$0	\$24,670	\$24,670
Other Revenues	-\$339,628	-\$284,428	-\$175,069	-\$273,295	\$11,133
Repairs and Maintenance	\$699	\$1,000	\$1,540	\$2,000	\$1,000
Salaries and Wages	\$110,302	\$107,346	\$120,464	\$105,310	-\$2,036
Travel and Training	\$10,756	\$4,675	\$5,893	\$4,100	-\$575
Transfer to Reserves	\$0	\$0	\$0	\$7,723	\$0
Transfer From Reserves	-\$1,617	-\$2,348	\$0	\$0	\$2,348
By-Law Enforcement Total	-\$118,090	-\$65,643	\$17,308	-\$29,781	\$28,139
Emergency Services					
Benefits	\$3,889	\$3,137	\$3,446	\$4,821	\$1,684
Contracted Services	\$925	\$900	\$4,269	\$1,000	\$100
Materials and Supplies	\$366	\$320	\$21,993	\$150	-\$170
Minor Capital Expenses	\$0	\$0	\$6,508	\$0	\$0
Repairs and Maintenance	\$871	\$1,450	\$11,975	\$0	-\$1,450
Salaries and Wages	\$13,009	\$12,040	\$12,965	\$16,370	\$4,330
Travel and Training	\$27	\$950	\$0	\$405	-\$545
Internal Rental Recoveries	\$0	\$0	\$110	\$0	\$0
Emergency Services Total	\$19,087	\$18,797	\$61,265	\$22,746	\$3,948
Fence Viewing					
Contracted Services	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$100	\$0	\$100	\$0
Fence Viewing Total	\$0	\$100	\$0	\$100	\$0

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Livestock					
Contracted Services	\$5,319	\$5,714	\$5,230	\$5,750	\$36
Materials and Supplies	\$0	\$227	\$0	\$200	-\$27
Other Revenues	-\$4,959	-\$5,220	-\$3,930	-\$5,200	\$20
Travel and Training	\$270	\$450	\$161	\$450	\$0
Livestock Total	\$630	\$1,171	\$1,461	\$1,200	\$29
Otonabee CA					
Taxes Payable	\$93,939	\$98,861	\$98,861	\$99,313	\$452
Otonabee CA Total	\$93,939	\$98,861	\$98,861	\$99,313	\$452
Police					
Benefits	\$182	\$214	\$258	\$368	\$154
Contracted Services	\$998,612	\$1,011,258	\$993,854	\$988,198	-\$23,060
Grants	-\$10,764	-\$6,000	\$0	-\$6,000	\$0
Materials and Supplies	\$201	\$760	\$0	\$700	-\$60
Minor Capital Expenses	\$0	\$4,500	\$4,261	\$0	-\$4,500
Other Revenues	-\$4,781	-\$5,810	-\$4,468	-\$5,000	\$810
Salaries and Wages	\$900	\$1,354	\$1,153	\$1,259	-\$95
Travel and Training	\$93	\$612	\$16	\$2,100	\$1,488
Internal Rental Recoveries	\$50	\$0	\$0	\$0	\$0
Transfer to Reserves	\$5,000	\$0	\$0	\$0	\$0
Transfer From Reserves	\$0	-\$500	\$0	-\$500	\$0
Police Total	\$989,492	\$1,006,388	\$995,074	\$981,125	-\$25,263

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Septic Systems					
Benefits	\$0	\$19,642	\$20,533	\$25,751	\$6,109
Contracted Services	\$0	\$3,750	\$0	\$9,200	\$5,450
Materials and Supplies	\$64	\$675	\$630	\$2,025	\$1,350
Other Revenues	-\$26,400	-\$93,280	-\$42,640	-\$91,098	\$2,182
Repairs and Maintenance	\$0	\$400	\$0	\$2,000	\$1,600
Salaries and Wages	\$0	\$67,659	\$56,969	\$77,804	\$10,145
Travel and Training	\$0	\$1,154	\$0	\$4,100	\$2,946
Septic Systems Total	-\$26,336	\$0	\$35,492	\$29,781	\$29,781
Small Animal Control					
Contracted Services	\$8,126	\$10,200	\$8,948	\$12,000	\$1,800
Materials and Supplies	\$193	\$230	\$200	\$230	\$0
Other Revenues	-\$5,445	-\$5,404	-\$3,995	-\$5,000	\$404
Repairs and Maintenance	\$0	\$338	\$0	\$338	\$0
Small Animal Control Total	\$2,873	\$5,364	\$5,153	\$7,568	\$2,204
Source Water Protection					
Benefits	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$4,000	\$0	\$4,000	\$8,000	\$8,000
Materials and Supplies	\$0	\$0	\$8	\$0	\$0
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Source Water Protection Total	\$4,000	\$0	\$4,008	\$8,000	\$8,000

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Fire					
Benefits	\$51,377	\$57,972	\$54,865	\$58,838	\$866
Contracted Services	\$142,917	\$137,027	\$108,664	\$138,247	\$1,220
Interest Expense	\$8	\$0	\$3	\$0	\$0
Materials and Supplies	\$23,211	\$34,933	\$21,300	\$36,850	\$1,917
Minor Capital Expenses	\$0	\$0	\$1,540	\$0	\$0
Other Revenues	-\$53,552	-\$42,559	-\$15,132	-\$41,900	\$659
Repairs and Maintenance	\$63,874	\$58,404	\$49,764	\$62,225	\$3,821
Salaries and Wages	\$251,212	\$279,581	\$258,190	\$274,966	-\$4,615
Travel and Training	\$35,514	\$37,578	\$31,633	\$52,620	\$15,042
Internal Rental Recoveries	\$350	\$0	\$658	\$500	\$500
Transfer From Reserves	-\$10,000	-\$10,000	\$0	-\$10,000	\$0
Fire Total	\$504,911	\$552,937	\$511,484	\$572,346	\$19,410
Protection Services Total	\$1,470,506	\$1,617,975	\$1,730,106	\$1,692,398	\$66,701

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Recreation and Cultural Services					
Douro Bar					
Benefits	\$94	\$57	\$14	\$0	-\$57
Contracted Services	\$0	\$459	\$0	\$450	-\$9
Materials and Supplies	\$5,757	\$7,140	\$214	\$0	-\$7,140
Other Revenues	-\$10,222	-\$8,468	-\$990	\$0	\$8,468
Salaries and Wages	\$1,261	\$812	\$187	\$0	-\$812
Douro Bar Total	-\$3,110	\$0	-\$574	\$450	\$450
Douro Canteen					
Other Revenues	-\$134	-\$700	-\$338	-\$400	\$300
Douro Canteen Total	-\$134	-\$700	-\$338	-\$400	\$300
Douro Kitchen					
Benefits	\$399	\$415	\$146	\$0	-\$415
Materials and Supplies	\$6,974	\$6,500	\$1,439	\$0	-\$6,500
Other Revenues	-\$13,466	-\$13,467	-\$1,347	-\$500	\$12,967
Repairs and Maintenance	\$0	\$1,000	\$0	\$1,000	\$0
Salaries and Wages	\$5,260	\$5,552	\$2,011	\$0	-\$5,552
Douro Kitchen Total	-\$834	\$0	\$2,250	\$500	\$500
Douro Rec Centre					
Benefits	\$32	\$192	\$5	\$0	-\$192
Contracted Services	\$3,064	\$3,000	\$3,226	\$3,500	\$500
Materials and Supplies	\$16	\$25	\$0	\$25	\$0
Other Revenues	-\$86	\$200	-\$465	-\$1,000	-\$1,200
Repairs and Maintenance	\$540	\$1,030	\$768	\$1,030	\$0
Salaries and Wages	\$147	\$688	\$73	\$0	-\$688
Douro Rec Centre Total	\$3,712	\$5,135	\$3,608	\$3,555	-\$1,580

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Douro Rink (Community Centre)					
Benefits	\$24,041	\$33,300	\$36,279	\$28,038	-\$5,262
Contracted Services	\$145,855	\$144,615	\$121,821	\$130,220	-\$14,395
Materials and Supplies	\$4,041	\$5,820	\$3,658	\$7,740	\$1,920
Other Revenues	-\$209,847	-\$211,612	-\$52,921	-\$70,537	\$141,075
Repairs and Maintenance	\$53,646	\$51,425	\$26,596	\$53,225	\$1,800
Salaries and Wages	\$95,155	\$116,127	\$113,147	\$100,417	-\$15,710
Travel and Training	\$870	\$4,040	\$2,858	\$4,650	\$610
Internal Rental Recoveries	\$1,565	\$2,000	\$873	\$1,500	-\$500
Douro Rink (Community Centre) Total	\$115,328	\$145,715	\$252,311	\$255,253	\$109,538
Historical Committee					
Benefits	\$390	\$0	\$542	\$0	\$0
Materials and Supplies	\$1,057	\$3,150	\$871	\$3,250	\$100
Other Revenues	-\$489	\$0	-\$30	\$0	\$0
Salaries and Wages	\$5,290	\$0	\$7,304	\$0	\$0
Historical Committee Total	\$6,248	\$3,150	\$8,686	\$3,250	\$100
Parks & Recreation					
Benefits	\$5,219	\$7,733	\$10,535	\$10,534	\$2,801
Contracted Services	\$12,182	\$8,925	\$7,539	\$9,702	\$777
Materials and Supplies	\$1,484	\$12,376	\$4,282	\$12,750	\$375
Minor Capital Expenses	\$4,058	\$0	\$0	\$0	\$0
Other Revenues	-\$7,934	-\$3,000	-\$5,083	-\$6,000	-\$3,000
Repairs and Maintenance	\$25,356	\$13,750	\$6,342	\$17,850	\$4,100
Salaries and Wages	\$25,350	\$45,503	\$31,992	\$48,742	\$3,239
Travel and Training	\$2,126	\$4,440	\$853	\$3,450	-\$990
Internal Rental Recoveries	\$10,935	\$12,000	\$7,118	\$12,000	\$0
Parks & Recreation Total	\$78,775	\$101,726	\$63,577	\$109,027	\$7,301

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Santa Parade					
Benefits	\$306	\$330	\$0	\$330	\$0
Materials and Supplies	\$971	\$3,501	\$261	\$3,501	\$0
Other Revenues	-\$595	-\$700	\$0	-\$700	\$0
Repairs and Maintenance	\$3,742	\$0	\$0	\$0	\$0
Salaries and Wages	\$605	\$635	\$0	\$635	\$0
Santa Parade Total	\$5,030	\$3,766	\$261	\$3,766	\$0
Warsaw Bar					
Benefits	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$1,789	\$0	\$0	\$0	\$0
Other Revenues	-\$4,750	\$0	\$0	\$0	\$0
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Warsaw Bar Total	-\$2,961	\$0	\$0	\$0	\$0
Warsaw Canteen					
Other Revenues	-\$17	-\$700	-\$300	-\$400	\$300
Warsaw Canteen Total	-\$17	-\$700	-\$300	-\$400	\$300
Warsaw Kitchen					
Benefits	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$0	\$0	\$0	\$0	\$0
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Warsaw Kitchen Total	\$0	\$0	\$0	\$0	\$0

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Warsaw Rink (Community Centre)					
Benefits	\$13,211	\$15,713	\$18,813	\$23,428	\$7,715
Contracted Services	\$94,215	\$94,250	\$70,664	\$86,511	-\$7,739
Materials and Supplies	\$3,112	\$6,175	\$5,998	\$7,800	\$1,625
Minor Capital Expenses	\$0	\$0	\$0	\$0	\$0
Other Revenues	-\$93,791	-\$100,966	-\$27,258	-\$44,555	\$56,411
Repairs and Maintenance	\$57,617	\$40,550	\$16,791	\$40,200	-\$350
Salaries and Wages	\$57,135	\$84,084	\$59,983	\$79,625	-\$4,459
Travel and Training	\$870	\$4,040	\$1,984	\$3,050	-\$990
Internal Rental Recoveries	\$2,183	\$2,000	\$635	\$2,000	\$0
Warsaw Rink (Community Centre) Total	\$134,551	\$145,846	\$147,610	\$198,058	\$52,212
Library					
Benefits	\$5,081	\$6,955	\$5,567	\$7,516	\$561
Contracted Services	\$15,475	\$16,260	\$13,597	\$17,932	\$1,672
Grants	-\$79,383	\$0	\$0	\$0	\$0
Interest Expense	\$3	\$10	\$42	\$10	\$0
Materials and Supplies	\$4,840	\$6,900	\$3,617	\$6,900	\$0
Minor Capital Expenses	\$7,629	\$5,027	\$4,917	\$5,027	\$0
Other Expenses	\$24	\$20	\$12	\$20	\$0
Other Revenues	-\$1,166	-\$1,128	-\$225	-\$1,128	\$0
Repairs and Maintenance	\$8,137	\$9,100	\$3,976	\$10,100	\$1,000
Salaries and Wages	\$56,676	\$63,631	\$45,168	\$62,042	-\$1,589
Travel and Training	\$1,592	\$2,890	\$1,422	\$2,890	\$0
Internal Rental Recoveries	\$100	\$204	\$138	\$204	\$0
Library Total	\$19,008	\$109,869	\$78,230	\$111,513	\$1,644
Recreation and Cultural Services Total	\$355,597	\$513,808	\$555,321	\$684,573	\$170,765

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Taxation					
Municipal					
Materials and Supplies	\$10,297	\$10,000	\$2,855	\$10,000	\$0
Other Expenses	\$26,254	\$20,000	\$33,093	\$25,000	\$5,000
Other Revenues	-\$142,252	-\$136,379	-\$105,958	-\$136,340	\$39
Taxation Revenue	-\$9,841	-\$9,819	-\$279,650	-\$9,841	-\$23
Municipal Total	-\$115,542	-\$116,197	-\$349,660	-\$111,181	\$5,016
Municipal Supps					
Taxation Revenue	-\$57,772	-\$45,000	-\$58,030	-\$50,000	-\$5,000
Municipal Supps Total	-\$57,772	-\$45,000	-\$58,030	-\$50,000	-\$5,000
Taxation Total	-\$173,314	-\$161,197	-\$407,690	-\$161,181	\$16

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2021 Draft Operating Budget

	2019 Actual	2020	2020 Actual*	2021	Levy Impact
Transportation Services					
Roads					
Benefits	\$153,640	\$182,296	\$152,725	\$172,031	-\$10,265
Contracted Services	\$231,049	\$210,807	\$217,291	\$257,894	\$47,087
Grants	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$324,664	\$272,812	\$204,491	\$282,718	\$9,906
Minor Capital Expenses	\$1,018	\$3,570	\$4,606	\$3,500	-\$70
Other Revenues	-\$61,713	-\$55,250	-\$59,070	-\$59,250	-\$4,000
Repairs and Maintenance	-\$229,373	-\$298,895	-\$268,567	-\$500,710	-\$201,815
Salaries and Wages	\$500,662	\$554,264	\$452,412	\$562,207	\$7,943
Travel and Training	\$12,058	\$14,354	\$6,455	\$13,400	-\$954
Internal Rental Recoveries	\$346,894	\$382,440	\$346,166	\$401,626	\$19,186
Transfer to Reserves	\$0	\$105,100	\$6,053	\$51,659	-\$53,441
Transfer From Reserves	-\$5,916	-\$6,770	\$0	-\$6,770	\$0
Roads Total	\$1,272,982	\$1,364,728	\$1,062,561	\$1,178,305	-\$186,423
Solar Panels					
Contracted Services	\$860	\$200	\$198	\$200	\$0
Other Revenues	-\$22,920	-\$20,400	-\$24,163	-\$25,000	-\$4,600
Repairs and Maintenance	\$2,228	\$2,500	\$1,353	\$2,200	-\$300
Transfer to Reserves	\$22,900	\$17,700	\$0	\$17,700	\$0
Solar Panels Total	\$3,068	\$0	-\$22,612	-\$4,900	-\$4,900
Transportation Services Total	\$1,276,049	\$1,364,728	\$1,039,950	\$1,173,405	-\$191,323

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