

# City of Sault Ste. Marie - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Taxation	(\$125,905,045.55)	(\$125,248,213.00)	\$656,832.55	(0.52%)	(\$120,946,857.83)	(\$121,262,102.13)	(\$120,985,175.00)	0.03%
Payment in Lieu of taxes	(\$2,533,403.49)	(\$4,480,756.00)	(\$1,947,352.51)	43.46%	(\$2,836,367.76)	(\$4,480,450.89)	(\$4,347,584.00)	34.76%
Fees and user charges	(\$19,349,349.34)	(\$27,386,816.00)	(\$8,037,466.66)	29.35%	(\$15,875,626.64)	(\$22,860,642.36)	(\$29,874,141.00)	46.86%
Government grants	(\$19,416,591.16)	(\$20,822,584.00)	(\$1,405,992.84)	6.75%	(\$15,865,721.58)	(\$25,678,296.46)	(\$20,362,847.00)	22.08%
Interest and Investment income	(\$1,863,622.56)	(\$4,320,000.00)	(\$2,456,377.44)	56.86%	(\$2,055,586.75)	(\$3,385,320.41)	(\$4,320,000.00)	52.42%
Contribution from own funds	(\$173,025.86)	(\$2,198,023.00)	(\$2,024,997.14)	92.13%	(\$14,712.30)	(\$3,075,835.34)	(\$195,000.00)	92.46%
Other income	(\$1,099,501.84)	(\$1,948,455.00)	(\$848,953.16)	43.57%	(\$1,025,405.82)	(\$1,686,866.20)	(\$3,070,093.00)	66.60%
Change in future employee benefits			\$0.00	0.00%		(\$1,067,679.86)		0.00%
	(\$170,340,539.80)	(\$186,404,847.00)	(\$16,064,307.20)	8.62%	(\$158,620,278.68)	(\$183,497,193.65)	(\$183,154,840.00)	13.40%
<b>EXPENDITURES</b>								
Salaries	\$49,236,532.12	\$69,917,018.00	\$20,680,485.88	29.58%	\$47,786,086.59	\$68,781,876.58	\$67,967,693.00	29.69%
Benefits	\$13,931,557.00	\$20,172,092.00	\$6,240,535.00	30.94%	\$13,312,905.64	\$17,749,683.91	\$19,063,685.00	30.17%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$63,168,089.12</b>	<b>\$90,089,110.00</b>	<b>\$26,921,020.88</b>	<b>29.88%</b>	<b>\$61,098,992.23</b>	<b>\$86,531,560.49</b>	<b>\$87,031,378.00</b>	<b>29.80%</b>
Travel and training	\$370,359.81	\$1,221,558.00	\$851,198.19	69.68%	\$313,205.25	\$519,694.53	\$1,168,243.00	73.19%
Vehicle allowance, maintenance and repairs	\$4,286,317.59	\$4,017,240.00	(\$269,077.59)	(6.70%)	\$4,169,162.02	\$5,994,444.28	\$4,696,446.00	11.23%
Utilities and Fuel	\$6,589,733.92	\$10,881,568.00	\$4,291,834.08	39.44%	\$6,267,626.65	\$9,113,994.77	\$10,808,363.00	42.01%
Materials and supplies	\$4,481,735.73	\$6,539,043.00	\$2,057,307.27	31.46%	\$4,993,639.56	\$6,895,583.96	\$6,485,810.00	23.01%
Maintenance and repairs	\$1,927,521.37	\$2,776,528.00	\$849,006.63	30.58%	\$1,767,992.93	\$2,319,329.28	\$2,524,059.00	29.95%
Program expenses	\$297,759.08	\$575,458.00	\$277,698.92	48.26%	\$420,197.81	\$875,992.50	\$930,720.00	54.85%
Goods for resale	\$192,884.78	\$489,160.00	\$296,275.22	60.57%	\$229,478.05	\$251,782.60	\$576,422.00	60.19%
Rents and leases	\$194,052.28	\$289,557.00	\$95,504.72	32.98%	\$148,258.16	\$184,777.67	\$288,152.00	48.55%
Taxes and licenses	\$1,969,523.10	\$2,404,690.00	\$435,166.90	18.10%	\$1,648,843.85	\$1,844,291.49	\$1,842,089.00	10.49%
Financial expenses	\$2,655,096.41	\$2,710,039.00	\$54,942.59	2.03%	\$3,199,886.55	\$3,367,005.35	\$2,640,058.00	(21.21%)
Purchased and contracted services	\$7,158,035.27	\$10,928,558.00	\$3,770,522.73	34.50%	\$6,786,671.13	\$9,706,392.80	\$10,556,197.00	35.71%
Grants to others	\$19,589,512.08	\$26,042,966.00	\$6,453,453.92	24.78%	\$19,277,116.78	\$25,431,317.44	\$25,589,424.00	24.67%
Long term debt	\$635,176.45	\$1,795,301.00	\$1,160,124.55	64.62%	\$1,671,410.95	\$2,831,536.14	\$2,875,685.00	41.88%
Transfer to own funds	\$728,416.94	\$24,560,400.00	\$23,831,983.06	97.03%	\$1,285,521.94	\$26,372,235.43	\$23,832,785.00	94.61%
Capital expense	\$977,834.13	\$1,303,801.00	\$325,966.87	25.00%	\$1,012,137.76	\$1,724,375.16	\$1,529,139.00	33.81%
Depreciation			\$0.00	0.00%		\$17,252,318.95		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$408,800.52		0.00%
Less: recoverable costs	(\$222,844.25)	(\$220,130.00)	\$2,714.25	(1.23%)	(\$259,144.63)	(\$467,120.24)	(\$220,130.00)	(17.72%)
<b>TOTAL OTHER EXPENSES</b>	<b>\$51,831,114.69</b>	<b>\$96,315,737.00</b>	<b>\$44,484,622.31</b>	<b>46.19%</b>	<b>\$52,932,004.76</b>	<b>\$114,626,752.63</b>	<b>\$96,123,462.00</b>	<b>44.93%</b>
	\$114,999,203.81	\$186,404,847.00	\$71,405,643.19	38.31%	\$114,030,996.99	\$201,158,313.12	\$183,154,840.00	37.74%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>(\$55,341,335.99)</b>	<b>\$0.00</b>	<b>\$55,341,335.99</b>	<b>0.00%</b>	<b>(\$44,589,281.69)</b>	<b>\$17,661,119.47</b>	<b>\$0.00</b>	<b>0.00%</b>
Mayor and Council	\$479,993.51	\$749,356.00	\$269,362.49					
Chief Administrative Officer	\$293,782.83	\$408,063.00	\$114,280.17					
Corporate Services	\$5,579,866.31	\$8,634,060.00	\$3,054,193.69					
Legal	\$1,513,367.67	\$1,921,446.00	\$408,078.33					
Fire Services	\$10,481,495.86	\$14,985,114.00	\$4,503,618.14					
Public Works and Engineering	\$28,153,765.89	\$43,955,275.00	\$15,801,509.11					
CD&ES	\$10,225,152.26	\$17,447,283.00	\$7,222,130.74					
Levy Board	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00					
Outside Agencies	\$2,869,058.78	\$3,887,382.00	\$1,018,323.22					
Outside Agencies - Other	\$170,147.40	\$367,890.00	\$197,742.60					
Economic Diversification	\$48,783.04	\$500,000.00	\$451,216.96					
Corporate	(\$152,771,996.18)	(\$151,768,910.00)	\$1,003,086.18					
Capital and Debt	\$530,377.68	\$7,688,815.00	\$7,158,437.32					
Police	\$20,854,385.96	\$29,570,897.00	\$8,716,511.04					
	(\$55,341,335.99)	\$0.00	\$55,341,335.99					

## Mayor & Council - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020 2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
<b>EXPENDITURES</b>								
Salaries	\$344,528.21	\$487,354.00	\$142,825.79	29.31%	\$326,783.84	\$444,380.54	\$467,925.00	30.16%
Benefits	\$57,280.73	\$72,817.00	\$15,536.27	21.34%	\$52,222.01	\$69,392.04	\$64,726.00	19.32%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$401,808.94</b>	<b>\$560,171.00</b>	<b>\$158,362.06</b>	<b>28.27%</b>	<b>\$379,005.85</b>	<b>\$513,772.58</b>	<b>\$532,651.00</b>	<b>28.85%</b>
Travel and training	\$2,697.73	\$53,500.00	\$50,802.27	94.96%	\$7,164.79	\$6,152.28	\$53,500.00	86.61%
Vehicle allowance, maintenance and repairs	\$23,331.83	\$35,675.00	\$12,343.17	34.60%	\$23,571.99	\$29,364.44	\$35,675.00	33.93%
Materials and supplies	\$52,115.43	\$62,910.00	\$10,794.57	17.16%	\$48,687.81	\$55,320.45	\$61,910.00	21.36%
Purchased and contracted services	\$39.58	\$2,100.00	\$2,060.42	98.12%	\$306.17	\$1,619.95	\$3,100.00	90.12%
Grants to others		\$35,000.00	\$35,000.00	100.00%	\$1,425.00	\$5,159.52	\$35,000.00	95.93%
Depreciation			\$0.00	0.00%		\$343.53		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$78,184.57</b>	<b>\$189,185.00</b>	<b>\$111,000.43</b>	<b>58.67%</b>	<b>\$81,155.76</b>	<b>\$97,960.17</b>	<b>\$189,185.00</b>	<b>57.10%</b>
	\$479,993.51	\$749,356.00	\$269,362.49	35.95%	\$460,161.61	\$611,732.75	\$721,836.00	36.25%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$479,993.51</b>	<b>\$749,356.00</b>	<b>\$269,362.49</b>	<b>35.95%</b>	<b>\$460,161.61</b>	<b>\$611,732.75</b>	<b>\$721,836.00</b>	<b>36.25%</b>

## CAO's Office - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
<b>EXPENDITURES</b>								
Salaries	\$229,903.57	\$312,248.00	\$82,344.43	26.37%	\$211,132.53	\$321,231.22	\$296,395.00	28.77%
Benefits	\$54,842.65	\$72,755.00	\$17,912.35	24.62%	\$53,028.18	\$70,481.43	\$69,220.00	23.39%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$284,746.22</b>	<b>\$385,003.00</b>	<b>\$100,256.78</b>	<b>26.04%</b>	<b>\$264,160.71</b>	<b>\$391,712.65</b>	<b>\$365,615.00</b>	<b>27.75%</b>
Travel and training	\$1,300.96	\$4,260.00	\$2,959.04	69.46%	\$814.79	\$998.98	\$5,050.00	83.87%
Vehicle allowance, maintenance and repairs	\$3,296.32	\$4,500.00	\$1,203.68	26.75%	\$3,682.62	\$4,424.33	\$4,480.00	17.80%
Materials and supplies	\$4,205.29	\$14,120.00	\$9,914.71	70.22%	\$5,011.02	\$8,439.54	\$13,290.00	62.29%
Purchased and contracted services		\$30.00	\$30.00	100.00%			\$90.00	100.00%
Capital expense	\$234.04	\$150.00	(\$84.04)	(56.03%)			\$150.00	100.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$9,036.61</b>	<b>\$23,060.00</b>	<b>\$14,023.39</b>	<b>60.81%</b>	<b>\$9,508.43</b>	<b>\$13,862.85</b>	<b>\$23,060.00</b>	<b>58.77%</b>
	\$293,782.83	\$408,063.00	\$114,280.17	28.01%	\$273,669.14	\$405,575.50	\$388,675.00	29.59%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$293,782.83</b>	<b>\$408,063.00</b>	<b>\$114,280.17</b>	<b>28.01%</b>	<b>\$273,669.14</b>	<b>\$405,575.50</b>	<b>\$388,675.00</b>	<b>29.59%</b>

## Corporate Services - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To:	Actual	2020	Budget-Rem
				25%	September	Year End	2020	YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$73,485.13)	(\$131,891.00)	(\$58,405.87)	44.28%	(\$79,573.09)	(\$103,378.25)	(\$152,270.00)	47.74%
Government grants		(\$1,540.00)	(\$1,540.00)	100.00%	\$50.88	(\$11,139.32)	(\$1,540.00)	103.30%
Contribution from own funds			\$0.00	0.00%		(\$8,158.72)		0.00%
Other income	(\$107,245.37)	(\$118,535.00)	(\$11,289.63)	9.52%	(\$86,747.39)	(\$118,643.09)	(\$120,293.00)	27.89%
	(\$180,730.50)	(\$251,966.00)	(\$71,235.50)	28.27%	(\$166,269.60)	(\$241,319.38)	(\$274,103.00)	39.34%
<b>EXPENDITURES</b>								
Salaries	\$3,089,731.80	\$4,555,085.00	\$1,465,353.20	32.17%	\$2,964,533.66	\$4,255,524.57	\$4,476,419.00	33.77%
Benefits	\$1,336,362.00	\$1,918,204.00	\$581,842.00	30.33%	\$1,298,234.86	\$1,756,602.95	\$1,905,077.00	31.85%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$4,426,093.80</b>	<b>\$6,473,289.00</b>	<b>\$2,047,195.20</b>	<b>31.63%</b>	<b>\$4,262,768.52</b>	<b>\$6,012,127.52</b>	<b>\$6,381,496.00</b>	<b>33.20%</b>
Travel and training	\$39,993.34	\$135,195.00	\$95,201.66	70.42%	\$25,924.92	\$68,933.29	\$139,445.00	81.41%
Vehicle allowance, maintenance and repairs	\$153.70	\$1,190.00	\$1,036.30	87.08%	\$469.32	\$643.85	\$1,340.00	64.98%
Materials and supplies	(\$67,654.75)	\$79,607.00	\$147,261.75	184.99%	\$36,707.89	\$80,874.51	\$80,496.00	54.40%
Maintenance and repairs	\$713,112.12	\$859,537.00	\$146,424.88	17.04%	\$501,534.73	\$583,259.08	\$670,037.00	25.15%
Goods for resale	\$9,600.00	\$19,200.00	\$9,600.00	50.00%	\$9,600.00	\$9,600.00	\$19,200.00	50.00%
Rents and leases	\$5,514.53	\$3,000.00	(\$2,514.53)	(83.82%)	\$5,093.56	\$1,821.16	\$3,000.00	(69.79%)
Financial expenses	\$20,973.78	\$60,750.00	\$39,776.22	65.48%	\$21,366.85	\$12,770.68	\$60,750.00	64.83%
Purchased and contracted services	\$541,796.42	\$1,051,508.00	\$509,711.58	48.47%	\$679,462.72	\$932,141.37	\$1,040,620.00	34.71%
Grants to others	\$641.09	\$2,000.00	\$1,358.91	67.95%			\$2,000.00	100.00%
Transfer to own funds		\$75,000.00	\$75,000.00	100.00%		\$343,150.15	\$75,000.00	100.00%
Capital expense	\$70,372.78	\$125,750.00	\$55,377.22	44.04%	\$67,867.20	\$97,339.18	\$118,550.00	42.75%
Depreciation			\$0.00	0.00%		\$292,972.99		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,334,503.01</b>	<b>\$2,412,737.00</b>	<b>\$1,078,233.99</b>	<b>44.69%</b>	<b>\$1,348,027.19</b>	<b>\$2,423,506.26</b>	<b>\$2,210,438.00</b>	<b>39.02%</b>
	\$5,760,596.81	\$8,886,026.00	\$3,125,429.19	35.17%	\$5,610,795.71	\$8,435,633.78	\$8,591,934.00	34.70%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$5,579,866.31</b>	<b>\$8,634,060.00</b>	<b>\$3,054,193.69</b>	<b>35.37%</b>	<b>\$5,444,526.11</b>	<b>\$8,194,314.40</b>	<b>\$8,317,831.00</b>	<b>34.54%</b>
HR	1,441,175.11	2,137,568.00	696,392.89	32.58%				
IT	1,745,230.82	2,679,066.00	933,835.18	34.86%				
Clerks	693,686.16	1,135,369.00	441,682.84	38.90%				
Finance	1,699,774.22	2,682,057.00	982,282.78	36.62%				
	5,579,866.31	8,634,060.00	3,054,193.69					

## Legal Department - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$1,143,353.94)	(\$1,770,434.00)	(\$627,080.06)	35.42%	(\$978,539.99)	(\$1,150,613.37)	(\$1,767,019.00)	44.62%
Government grants			\$0.00	0.00%		(\$296,547.11)	(\$27,518.00)	100.00%
Interest and Investment income	(\$934.54)		\$934.54	0.00%	(\$3,736.81)	(\$4,480.61)		0.00%
	(\$1,144,288.48)	(\$1,770,434.00)	(\$626,145.52)	35.37%	(\$982,276.80)	(\$1,451,641.09)	(\$1,794,537.00)	45.26%
<b>EXPENDITURES</b>								
Salaries	\$783,668.66	\$1,112,443.00	\$328,774.34	29.55%	\$762,374.65	\$1,068,820.19	\$1,135,535.00	32.86%
Benefits	\$205,332.35	\$284,197.00	\$78,864.65	27.75%	\$197,987.43	\$259,918.22	\$292,617.00	32.34%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$989,001.01</b>	<b>\$1,396,640.00</b>	<b>\$407,638.99</b>	<b>29.19%</b>	<b>\$960,362.08</b>	<b>\$1,328,738.41</b>	<b>\$1,428,152.00</b>	<b>32.75%</b>
Travel and training	\$9.05	\$25,335.00	\$25,325.95	99.96%	\$6,582.74	\$8,716.09	\$25,335.00	74.02%
Materials and supplies	\$45,655.17	\$79,730.00	\$34,074.83	42.74%	\$36,541.67	\$53,704.95	\$79,730.00	54.17%
Maintenance and repairs		\$2,170.00	\$2,170.00	100.00%			\$2,146.00	100.00%
Rents and leases	\$48,727.14	\$79,302.00	\$30,574.86	38.55%	\$52,973.44	\$73,528.08	\$78,802.00	32.78%
Taxes and licenses	\$1,410,599.29	\$1,753,305.00	\$342,705.71	19.55%	\$1,127,919.90	\$1,308,043.21	\$1,438,464.00	21.59%
Purchased and contracted services	\$157,763.37	\$347,398.00	\$189,634.63	54.59%	\$114,119.91	\$145,300.06	\$322,370.00	64.60%
Capital expense	\$5,901.12	\$8,000.00	\$2,098.88	26.24%	\$2,598.69	\$5,634.19	\$8,000.00	67.52%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$91,416.36		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,668,655.14</b>	<b>\$2,295,240.00</b>	<b>\$626,584.86</b>	<b>27.30%</b>	<b>\$1,340,736.35</b>	<b>\$1,686,342.94</b>	<b>\$1,954,847.00</b>	<b>31.41%</b>
	\$2,657,656.15	\$3,691,880.00	\$1,034,223.85	28.01%	\$2,301,098.43	\$3,015,081.35	\$3,382,999.00	31.98%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$1,513,367.67</b>	<b>\$1,921,446.00</b>	<b>\$408,078.33</b>	<b>21.24%</b>	<b>\$1,318,821.63</b>	<b>\$1,563,440.26</b>	<b>\$1,588,462.00</b>	<b>16.97%</b>

## Fire Services - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To:	Actual	2020	Budget-Rem
				25%	September	Year End	2020	YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$240,321.12)	(\$250,438.00)	(\$10,116.88)	4.04%	(\$250,969.41)	(\$298,287.28)	(\$252,142.00)	0.47%
Government grants	(\$22,600.00)		\$22,600.00	0.00%				0.00%
Other income	(\$808.94)	(\$3,000.00)	(\$2,191.06)	73.04%	(\$381.81)	(\$381.81)	(\$2,700.00)	85.86%
	(\$263,730.06)	(\$253,438.00)	\$10,292.06	(4.06%)	(\$251,351.22)	(\$298,669.09)	(\$254,842.00)	1.37%
<b>EXPENDITURES</b>								
Salaries	\$7,860,414.09	\$10,745,671.00	\$2,885,256.91	26.85%	\$7,586,009.86	\$10,675,777.25	\$10,298,901.00	26.34%
Benefits	\$2,299,113.18	\$3,322,916.00	\$1,023,802.82	30.81%	\$2,278,882.68	\$3,051,576.21	\$3,061,275.00	25.56%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$10,159,527.27</b>	<b>\$14,068,587.00</b>	<b>\$3,909,059.73</b>	<b>27.79%</b>	<b>\$9,864,892.54</b>	<b>\$13,727,353.46</b>	<b>\$13,360,176.00</b>	<b>26.16%</b>
Travel and training	\$51,860.08	\$116,220.00	\$64,359.92	55.38%	\$44,180.74	\$53,031.99	\$116,220.00	61.99%
Vehicle allowance, maintenance and repairs	\$152,000.55	\$162,440.00	\$10,439.45	6.43%	\$118,145.09	\$217,091.27	\$145,929.00	19.04%
Utilities and Fuel	\$144,646.29	\$249,100.00	\$104,453.71	41.93%	\$120,616.70	\$185,037.43	\$264,989.00	54.48%
Materials and supplies	\$69,886.74	\$119,200.00	\$49,313.26	41.37%	\$17,341.37	\$67,125.38	\$80,600.00	78.48%
Maintenance and repairs	\$106,860.90	\$135,709.00	\$28,848.10	21.26%	\$99,597.84	\$154,733.90	\$110,771.00	10.09%
Financial expenses	\$4,258.60	\$2,500.00	(\$1,758.60)	(70.34%)	\$4,242.55	\$4,922.79	\$2,500.00	(69.70%)
Purchased and contracted services	\$5,492.21	\$18,200.00	\$12,707.79	69.82%	\$5,171.44	\$18,381.17	\$18,400.00	71.89%
Transfer to own funds		\$306,030.00	\$306,030.00	100.00%		\$345,327.19	\$303,000.00	100.00%
Capital expense	\$50,693.28	\$60,566.00	\$9,872.72	16.30%	\$12,231.43	\$38,728.60	\$60,566.00	79.80%
Depreciation			\$0.00	0.00%		\$430,737.19		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$585,698.65</b>	<b>\$1,169,965.00</b>	<b>\$584,266.35</b>	<b>49.94%</b>	<b>\$421,527.16</b>	<b>\$1,515,116.91</b>	<b>\$1,102,975.00</b>	<b>61.78%</b>
	\$10,745,225.92	\$15,238,552.00	\$4,493,326.08	29.49%	\$10,286,419.70	\$15,242,470.37	\$14,463,151.00	28.88%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$10,481,495.86</b>	<b>\$14,985,114.00</b>	<b>\$4,503,618.14</b>	<b>30.05%</b>	<b>\$10,035,068.48</b>	<b>\$14,943,801.28</b>	<b>\$14,208,309.00</b>	<b>29.37%</b>

## Public Works & Engineering - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To:	Actual	2020	Budget-Rem
				25%	September	Year End		YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$3,371,975.64)	(\$3,443,387.00)	(\$71,411.36)	2.07%	(\$2,717,712.36)	(\$3,689,182.35)	(\$3,455,659.00)	21.35%
Government grants	(\$435,557.60)	(\$698,769.00)	(\$263,211.40)	37.67%	(\$405,430.91)	(\$736,743.26)	(\$664,013.00)	38.94%
Contribution from own funds		(\$5,000.00)	(\$5,000.00)	100.00%		(\$4,222.71)	(\$5,000.00)	100.00%
Other income	(\$138,997.61)	(\$75,000.00)	\$63,997.61	(85.33%)	(\$54,988.28)	(\$104,481.45)	(\$75,000.00)	26.68%
	(\$3,946,530.85)	(\$4,222,156.00)	(\$275,625.15)	6.53%	(\$3,178,131.55)	(\$4,534,629.77)	(\$4,199,672.00)	24.32%
<b>EXPENDITURES</b>								
Salaries	\$13,103,474.05	\$18,655,428.00	\$5,551,953.95	29.76%	\$12,807,406.78	\$17,759,667.66	\$18,508,964.00	30.80%
Benefits	\$3,565,873.48	\$5,200,177.00	\$1,634,303.52	31.43%	\$3,397,748.41	\$4,540,143.92	\$5,116,965.00	33.60%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$16,669,347.53</b>	<b>\$23,855,605.00</b>	<b>\$7,186,257.47</b>	<b>30.12%</b>	<b>\$16,205,155.19</b>	<b>\$22,299,811.58</b>	<b>\$23,625,929.00</b>	<b>31.41%</b>
Travel and training	\$27,670.57	\$117,846.00	\$90,175.43	76.52%	\$39,416.75	\$64,294.08	\$85,926.00	54.13%
Vehicle allowance, maintenance and repairs	\$2,490,251.12	\$1,967,120.00	(\$523,131.12)	(26.59%)	\$2,623,439.26	\$3,633,375.20	\$2,632,188.00	0.33%
Utilities and Fuel	\$4,286,750.09	\$7,089,400.00	\$2,802,649.91	39.53%	\$4,147,429.68	\$5,990,215.50	\$6,987,530.00	40.65%
Materials and supplies	\$2,742,524.89	\$3,663,105.00	\$920,580.11	25.13%	\$3,141,158.82	\$4,227,547.86	\$3,658,299.00	14.14%
Maintenance and repairs	\$148,935.68	\$201,940.00	\$53,004.32	26.25%	\$170,233.78	\$209,784.66	\$199,140.00	14.52%
Taxes and licenses	\$77,318.53	\$97,455.00	\$20,136.47	20.66%	\$76,307.39	\$84,189.74	\$124,715.00	38.81%
Financial expenses	\$9,010.00	\$5,518.00	(\$3,492.00)	(63.28%)	\$11,236.66	\$14,436.75	\$5,518.00	(103.64%)
Purchased and contracted services	\$5,148,598.40	\$7,247,102.00	\$2,098,503.60	28.96%	\$5,018,730.36	\$7,024,035.09	\$7,050,675.00	28.82%
Transfer to own funds	\$692,416.00	\$4,055,452.00	\$3,363,036.00	82.93%	\$1,038,623.00	\$4,924,636.93	\$3,732,846.00	72.18%
Capital expense	\$30,318.18	\$97,018.00	\$66,699.82	68.75%	\$45,464.70	\$47,043.06	\$94,618.00	51.95%
Depreciation			\$0.00	0.00%		\$13,813,991.56		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$35,029.08		0.00%
Less: recoverable costs	(\$222,844.25)	(\$220,130.00)	\$2,714.25	(1.23%)	(\$259,144.63)	(\$467,120.24)	(\$220,130.00)	(17.72%)
<b>TOTAL OTHER EXPENSES</b>	<b>\$15,430,949.21</b>	<b>\$24,321,826.00</b>	<b>\$8,890,876.79</b>	<b>36.56%</b>	<b>\$16,052,895.77</b>	<b>\$39,601,459.27</b>	<b>\$24,351,325.00</b>	<b>34.08%</b>
	\$32,100,296.74	\$48,177,431.00	\$16,077,134.26	33.37%	\$32,258,050.96	\$61,901,270.85	\$47,977,254.00	32.76%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$28,153,765.89</b>	<b>\$43,955,275.00</b>	<b>\$15,801,509.11</b>	<b>35.95%</b>	<b>\$29,079,919.41</b>	<b>\$57,366,641.08</b>	<b>\$43,777,582.00</b>	<b>33.57%</b>
Public Works	20,845,747.47	30,098,862.00	9,253,114.53	30.74%				
Engineering	7,308,018.42	13,856,413.00	6,548,394.58	47.26%				
	28,153,765.89	43,955,275.00	15,801,509.11					

## Public Works - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To:	Actual	2020	Budget-Rem
				25%	September	Year End	2020	YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$1,909,934.45)	(\$2,226,181.00)	(\$316,246.55)	14.21%	(\$1,894,427.32)	(\$2,547,800.56)	(\$2,249,886.00)	15.80%
Government grants	(\$352,527.38)	(\$668,769.00)	(\$316,241.62)	47.29%	(\$334,651.71)	(\$659,906.26)	(\$634,013.00)	47.22%
Contribution from own funds		(\$5,000.00)	(\$5,000.00)	100.00%		(\$4,222.71)	(\$5,000.00)	100.00%
Other income	(\$138,997.61)	(\$75,000.00)	\$63,997.61	(85.33%)	(\$54,927.05)	(\$104,420.22)	(\$75,000.00)	26.76%
	(\$2,401,459.44)	(\$2,974,950.00)	(\$573,490.56)	19.28%	(\$2,284,006.08)	(\$3,316,349.75)	(\$2,963,899.00)	22.94%
<b>EXPENDITURES</b>								
Salaries	\$11,028,147.36	\$15,555,454.00	\$4,527,306.64	29.10%	\$10,698,673.78	\$14,815,293.73	\$15,437,391.00	30.70%
Benefits	\$3,023,227.24	\$4,430,910.00	\$1,407,682.76	31.77%	\$2,884,430.18	\$3,863,082.39	\$4,374,324.00	34.06%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$14,051,374.60</b>	<b>\$19,986,364.00</b>	<b>\$5,934,989.40</b>	<b>29.70%</b>	<b>\$13,583,103.96</b>	<b>\$18,678,376.12</b>	<b>\$19,811,715.00</b>	<b>31.44%</b>
Travel and training	\$24,814.52	\$88,990.00	\$64,175.48	72.12%	\$33,581.50	\$57,334.59	\$58,070.00	42.17%
Vehicle allowance, maintenance and repairs	\$2,471,710.93	\$1,937,520.00	(\$534,190.93)	(27.57%)	\$2,605,458.94	\$3,610,354.54	\$2,605,677.00	0.01%
Utilities and Fuel	\$1,168,003.10	\$1,626,188.00	\$458,184.90	28.18%	\$1,012,565.59	\$1,466,581.32	\$1,626,188.00	37.73%
Materials and supplies	\$2,588,616.75	\$3,437,858.00	\$849,241.25	24.70%	\$2,959,332.64	\$4,069,945.34	\$3,428,283.00	13.68%
Taxes and licenses	\$77,318.53	\$97,455.00	\$20,136.47	20.66%	\$76,307.39	\$84,189.74	\$124,715.00	38.81%
Financial expenses	\$8,522.11	\$5,000.00	(\$3,522.11)	(70.44%)	\$10,733.53	\$13,958.83	\$5,000.00	(114.67%)
Purchased and contracted services	\$2,366,693.85	\$3,422,794.00	\$1,056,100.15	30.85%	\$2,300,334.79	\$3,324,693.90	\$3,348,217.00	31.30%
Transfer to own funds	\$692,416.00	\$2,645,173.00	\$1,952,757.00	73.82%	\$1,038,623.00	\$2,842,017.99	\$2,307,149.00	54.98%
Capital expense	\$20,580.77	\$46,600.00	\$26,019.23	55.84%	\$35,800.71	\$35,800.71	\$46,600.00	23.17%
Depreciation			\$0.00	0.00%		\$2,955,002.90		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$35,042.20		0.00%
Less: recoverable costs	(\$222,844.25)	(\$220,130.00)	\$2,714.25	(1.23%)	(\$259,144.63)	(\$467,120.24)	(\$220,130.00)	(17.72%)
<b>TOTAL OTHER EXPENSES</b>	<b>\$9,195,832.31</b>	<b>\$13,087,448.00</b>	<b>\$3,891,615.69</b>	<b>29.74%</b>	<b>\$9,813,593.46</b>	<b>\$18,027,801.82</b>	<b>\$13,329,769.00</b>	<b>26.38%</b>
	\$23,247,206.91	\$33,073,812.00	\$9,826,605.09	29.71%	\$23,396,697.42	\$36,706,177.94	\$33,141,484.00	29.40%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$20,845,747.47</b>	<b>\$30,098,862.00</b>	<b>\$9,253,114.53</b>	<b>30.74%</b>	<b>\$21,112,691.34</b>	<b>\$33,389,828.19</b>	<b>\$30,177,585.00</b>	<b>30.04%</b>
<b>Operations</b>								
Winter Control: Roadways and Sidewalks	4,637,375.27	7,242,942.00	2,605,566.73	35.97%				
Sanitary Sewers	1,446,162.10	2,007,040.00	560,877.90	27.95%				
Storm Sewers	355,734.04	618,984.00	263,249.96	42.53%				
Roadways and Sidewalks	2,190,540.89	3,607,663.00	1,417,122.11	39.28%				
Supervision and Overhead	2,555,973.38	3,166,933.00	610,959.62	19.29%				
Traffic & Communications	1,396,101.76	1,693,599.00	297,497.24	17.57%				
Carpentry	490,825.36	747,403.00	256,577.64	34.33%				
Administration	1,217,257.05	1,672,085.00	454,827.95	27.20%				
Buildings & Equipment	1,983,028.39	2,210,177.00	227,148.61	10.28%				
Waste Management	1,604,383.21	3,697,513.00	2,093,129.79	56.61%				
Parks	2,968,366.02	3,434,523.00	466,156.98	13.57%				
	20,845,747.47	30,098,862.00	9,253,114.53					



## Engineering - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$1,462,041.19)	(\$1,217,206.00)	\$244,835.19	(20.11%)	(\$823,285.04)	(\$1,141,381.79)	(\$1,205,773.00)	31.72%
Government grants	(\$83,030.22)	(\$30,000.00)	\$53,030.22	(176.77%)	(\$70,779.20)	(\$76,837.00)	(\$30,000.00)	(135.93%)
Other income			\$0.00	0.00%	(\$61.23)	(\$61.23)		0.00%
	(\$1,545,071.41)	(\$1,247,206.00)	\$297,865.41	(23.88%)	(\$894,125.47)	(\$1,218,280.02)	(\$1,235,773.00)	27.65%
<b>EXPENDITURES</b>								
Salaries	\$2,075,326.69	\$3,099,974.00	\$1,024,647.31	33.05%	\$2,108,733.00	\$2,944,373.93	\$3,071,573.00	31.35%
Benefits	\$542,646.24	\$769,267.00	\$226,620.76	29.46%	\$513,318.23	\$677,061.53	\$742,641.00	30.88%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$2,617,972.93</b>	<b>\$3,869,241.00</b>	<b>\$1,251,268.07</b>	<b>32.34%</b>	<b>\$2,622,051.23</b>	<b>\$3,621,435.46</b>	<b>\$3,814,214.00</b>	<b>31.26%</b>
Travel and training	\$2,856.05	\$28,856.00	\$25,999.95	90.10%	\$5,835.25	\$6,959.49	\$27,856.00	79.05%
Vehicle allowance, maintenance and repairs	\$18,540.19	\$29,600.00	\$11,059.81	37.36%	\$17,980.32	\$23,020.66	\$26,511.00	32.18%
Utilities and Fuel	\$3,118,746.99	\$5,463,212.00	\$2,344,465.01	42.91%	\$3,134,864.09	\$4,523,634.18	\$5,361,342.00	41.53%
Materials and supplies	\$153,908.14	\$225,247.00	\$71,338.86	31.67%	\$181,826.18	\$157,602.52	\$230,016.00	20.95%
Maintenance and repairs	\$148,935.68	\$201,940.00	\$53,004.32	26.25%	\$170,233.78	\$209,784.66	\$199,140.00	14.52%
Financial expenses	\$487.89	\$518.00	\$30.11	5.81%	\$503.13	\$477.92	\$518.00	2.87%
Purchased and contracted services	\$2,781,904.55	\$3,824,308.00	\$1,042,403.45	27.26%	\$2,718,395.57	\$3,699,341.19	\$3,702,458.00	26.58%
Transfer to own funds		\$1,410,279.00	\$1,410,279.00	100.00%		\$2,082,618.94	\$1,425,697.00	100.00%
Capital expense	\$9,737.41	\$50,418.00	\$40,680.59	80.69%	\$9,663.99	\$11,242.35	\$48,018.00	79.87%
Depreciation			\$0.00	0.00%		\$10,858,988.66		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		(\$13.12)		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$6,235,116.90</b>	<b>\$11,234,378.00</b>	<b>\$4,999,261.10</b>	<b>44.50%</b>	<b>\$6,239,302.31</b>	<b>\$21,573,657.45</b>	<b>\$11,021,556.00</b>	<b>43.39%</b>
	\$8,853,089.83	\$15,103,619.00	\$6,250,529.17	41.38%	\$8,861,353.54	\$25,195,092.91	\$14,835,770.00	40.27%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$7,308,018.42</b>	<b>\$13,856,413.00</b>	<b>\$6,548,394.58</b>	<b>47.26%</b>	<b>\$7,967,228.07</b>	<b>\$23,976,812.89</b>	<b>\$13,599,997.00</b>	<b>41.42%</b>

## Community Development & Enterprise Services - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$3,309,130.59)	(\$6,841,922.00)	(\$3,532,791.41)	51.63%	(\$3,623,985.77)	(\$5,558,292.41)	(\$8,412,655.00)	56.92%
Government grants	(\$3,089,177.77)	(\$2,018,792.00)	\$1,070,385.77	(53.02%)	(\$1,632,852.19)	(\$3,364,398.21)	(\$2,058,376.00)	20.67%
Contribution from own funds	(\$173,025.86)	(\$278,715.00)	(\$105,689.14)	37.92%		(\$248,505.73)	(\$100,000.00)	100.00%
Other income	(\$74,960.54)	(\$111,920.00)	(\$36,959.46)	33.02%	(\$186,690.64)	(\$187,323.24)	(\$242,100.00)	22.89%
	(\$6,646,294.76)	(\$9,251,349.00)	(\$2,605,054.24)	28.16%	(\$5,443,528.60)	(\$9,358,519.59)	(\$10,813,131.00)	49.66%
<b>EXPENDITURES</b>								
Salaries	\$8,750,076.23	\$13,867,870.00	\$5,117,793.77	36.90%	\$8,878,751.11	\$12,465,988.93	\$13,899,699.00	36.12%
Benefits	\$2,333,951.87	\$3,476,393.00	\$1,142,441.13	32.86%	\$2,382,396.99	\$3,115,541.93	\$3,394,225.00	29.81%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$11,084,028.10</b>	<b>\$17,344,263.00</b>	<b>\$6,260,234.90</b>	<b>36.09%</b>	<b>\$11,261,148.10</b>	<b>\$15,581,530.86</b>	<b>\$17,293,924.00</b>	<b>34.88%</b>
Travel and training	\$13,510.97	\$137,327.00	\$123,816.03	90.16%	\$28,592.87	\$44,099.82	\$166,722.00	82.85%
Vehicle allowance, maintenance and repairs	\$980,324.72	\$987,560.00	\$7,235.28	0.73%	\$693,216.21	\$993,770.46	\$963,069.00	28.02%
Utilities and Fuel	\$1,840,483.25	\$3,093,438.00	\$1,252,954.75	40.50%	\$1,710,112.17	\$2,525,688.67	\$3,104,934.00	44.92%
Materials and supplies	\$600,286.18	\$894,030.00	\$293,743.82	32.86%	\$405,544.30	\$596,887.43	\$935,363.00	56.64%
Maintenance and repairs	\$692,374.81	\$1,229,787.00	\$537,412.19	43.70%	\$689,807.71	\$965,266.63	\$1,221,630.00	43.53%
Program expenses	\$552.08	\$102,470.00	\$101,917.92	99.46%	\$40,150.31	\$115,897.50	\$170,625.00	76.47%
Goods for resale	\$183,284.78	\$469,960.00	\$286,675.22	61.00%	\$219,878.05	\$242,182.60	\$557,222.00	60.54%
Rents and leases	\$68,642.40	\$82,255.00	\$13,612.60	16.55%	\$1,841.64	\$1,841.64	\$81,350.00	97.74%
Taxes and licenses	\$171,640.58	\$172,250.00	\$609.42	0.35%	\$163,687.98	\$163,687.98	\$172,400.00	5.05%
Financial expenses	\$42,361.18	\$110,515.00	\$68,153.82	61.67%	\$52,808.00	\$68,473.30	\$91,960.00	42.58%
Purchased and contracted services	\$919,162.68	\$1,731,620.00	\$812,457.32	46.92%	\$704,800.02	\$1,114,131.68	\$1,583,942.00	55.50%
Grants to others	\$165,863.23	\$66,500.00	(\$99,363.23)	(149.42%)	\$117,803.79	\$154,039.44	\$16,500.00	(613.96%)
Transfer to own funds		\$218,040.00	\$218,040.00	100.00%		\$1,442,759.93	\$224,510.00	100.00%
Capital expense	\$108,932.06	\$58,617.00	(\$50,315.06)	(85.84%)	\$53,257.28	\$65,842.78	\$59,105.00	9.89%
Depreciation		\$0.00	\$0.00	0.00%		\$1,822,769.31		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$249,773.10		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$5,787,418.92</b>	<b>\$9,354,369.00</b>	<b>\$3,566,950.08</b>	<b>38.13%</b>	<b>\$4,881,500.33</b>	<b>\$10,567,112.27</b>	<b>\$9,349,332.00</b>	<b>47.79%</b>
	\$16,871,447.02	\$26,698,632.00	\$9,827,184.98	36.81%	\$16,142,648.43	\$26,148,643.13	\$26,643,256.00	39.41%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$10,225,152.26</b>	<b>\$17,447,283.00</b>	<b>\$7,222,130.74</b>	<b>41.39%</b>	<b>\$10,699,119.83</b>	<b>\$16,790,123.54</b>	<b>\$15,830,125.00</b>	<b>32.41%</b>
Planning	834,355.16	1,024,281.00	189,925.84	18.54%				
LIP	(212,506.84)	0.00	212,506.84	.00%				
Humane Society	449,650.84	600,122.00	150,471.16	25.07%				
Recreation & Culture	863,117.23	1,622,971.00	759,853.77	46.82%				
Community Centres								
John Rhodes Community Centre	920,675.11	1,718,765.00	798,089.89	46.43%				
McMeeken Centre	85,690.11	192,735.00	107,044.89	55.54%				
Northern Community Centre	102,710.63	44,580.00	(58,130.63)	(130.40%)				
Outdoor Pools/Misc Concessions	130,136.40	165,803.00	35,666.60	21.51%				
Administration	521,053.71	793,250.00	272,196.29	34.31%				
GFL Memorial Gardens	530,325.11	922,968.00	392,642.89	42.54%				
Locks	31,354.44	28,263.00	(3,091.44)	(10.94%)				
Cemetery	(29,631.52)	53,874.00	83,505.52	155.00%				
Transit	4,187,446.25	7,279,960.00	3,092,513.75	42.48%				
School Guards	115,387.17	294,233.00	178,845.83	60.78%				
Tourism and Community Development	482,238.27	947,072.00	464,833.73	49.08%				
Economic Development	555,054.65	711,750.00	156,695.35	22.02%				
Parking	134,377.22	209,523.00	75,145.78	35.87%				
Administration	523,718.32	837,133.00	313,414.68	37.44%				
	10,225,152.26	17,447,283.00	7,222,130.74					

# Levy Boards - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	2020	Budget-Rem
				25%				YTD 2020
REVENUE								
EXPENDITURES								
Grants to others	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00	25.04%	\$15,989,413.50	\$21,157,677.65	\$21,319,218.00	25.00%
TOTAL OTHER EXPENSES	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00	25.04%	\$15,989,413.50	\$21,157,677.65	\$21,319,218.00	25.00%
	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00	25.04%	\$15,989,413.50	\$21,157,677.65	\$21,319,218.00	25.00%
NET (REVENUE)/EXPENDITURE	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00	25.04%	\$15,989,413.50	\$21,157,677.65	\$21,319,218.00	25.00%

## Outside Agencies (Main) - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Government grants	(\$45,575.98)	(\$200,000.00)	(\$154,424.02)	77.21%	(\$77,847.91)	(\$140,624.86)	(\$200,000.00)	61.08%
	(\$45,575.98)	(\$200,000.00)	(\$154,424.02)	77.21%	(\$77,847.91)	(\$140,624.86)	(\$200,000.00)	61.08%
<b>EXPENDITURES</b>								
Grants to others	\$23,769,020.72	\$33,578,279.00	\$9,809,258.28	29.21%	\$2,890,584.49	\$3,835,687.11	\$3,937,951.00	26.60%
Transfer to own funds		\$80,000.00	\$80,000.00	100.00%		\$80,000.00	\$80,000.00	100.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,914,634.76</b>	<b>\$4,087,382.00</b>	<b>\$1,172,747.24</b>	<b>28.69%</b>	<b>\$2,890,584.49</b>	<b>\$3,915,687.11</b>	<b>\$4,017,951.00</b>	<b>28.06%</b>
	\$2,914,634.76	\$4,087,382.00	\$1,172,747.24	28.69%	\$2,890,584.49	\$3,915,687.11	\$4,017,951.00	28.06%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$2,869,058.78</b>	<b>\$3,887,382.00</b>	<b>\$1,018,323.22</b>	<b>26.20%</b>	<b>\$2,812,736.58</b>	<b>\$3,775,062.25</b>	<b>\$3,817,951.00</b>	<b>26.33%</b>

## Outside Agencies (Other) - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$153,110.28)	(\$130,000.00)	\$23,110.28	(17.78%)	<b>(\$145,713.00)</b>	<b>(\$122,602.72)</b>	(\$130,000.00)	(12.09%)
Contribution from own funds			\$0.00	0.00%		<b>(\$84,878.82)</b>	(\$90,000.00)	100.00%
	<b>(\$153,110.28)</b>	<b>(\$130,000.00)</b>	<b>\$23,110.28</b>	<b>(17.78%)</b>	<b>(\$145,713.00)</b>	<b>(\$207,481.54)</b>	<b>(\$220,000.00)</b>	<b>33.77%</b>
<b>EXPENDITURES</b>								
Materials and supplies	\$45,367.68	\$220,000.00	\$174,632.32	79.38%	<b>\$135,325.93</b>	<b>\$207,481.55</b>	\$220,000.00	38.49%
Grants to others	\$277,890.00	\$277,890.00	\$0.00	0.00%	<b>\$277,890.00</b>	<b>\$277,890.00</b>	\$277,890.00	0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$323,257.68</b>	<b>\$497,890.00</b>	<b>\$174,632.32</b>	<b>35.07%</b>	<b>\$413,215.93</b>	<b>\$485,371.55</b>	<b>\$497,890.00</b>	<b>17.01%</b>
	<b>\$323,257.68</b>	<b>\$497,890.00</b>	<b>\$174,632.32</b>	<b>35.07%</b>	<b>\$413,215.93</b>	<b>\$485,371.55</b>	<b>\$497,890.00</b>	<b>17.01%</b>
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$170,147.40</b>	<b>\$367,890.00</b>	<b>\$197,742.60</b>	<b>53.75%</b>	<b>\$267,502.93</b>	<b>\$277,890.01</b>	<b>\$277,890.00</b>	<b>3.74%</b>

## Economic Diversification Fund - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	2020	Budget-Rem
				25%				YTD 2020
<b>REVENUE</b>								
Contribution from own funds			\$0.00	0.00%		(\$206,616.72)		0.00%
	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	(\$206,616.72)	\$0.00	0.00%
<b>EXPENDITURES</b>								
Materials and supplies	\$48,783.04		(\$48,783.04)	0.00%	\$206,616.72	\$206,616.72		0.00%
Transfer to own funds		\$500,000.00	\$500,000.00	100.00%		\$500,000.00	\$500,000.00	100.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$48,783.04</b>	<b>\$500,000.00</b>	<b>\$451,216.96</b>	<b>90.24%</b>	<b>\$206,616.72</b>	<b>\$706,616.72</b>	<b>\$500,000.00</b>	<b>58.68%</b>
	\$48,783.04	\$500,000.00	\$451,216.96	90.24%	\$206,616.72	\$706,616.72	\$500,000.00	58.68%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$48,783.04</b>	<b>\$500,000.00</b>	<b>\$451,216.96</b>	<b>90.24%</b>	<b>\$206,616.72</b>	<b>\$500,000.00</b>	<b>\$500,000.00</b>	<b>58.68%</b>

## Corporate Financials - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem 25%	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Taxation	(\$125,510,648.95)	(\$125,248,213.00)	\$262,435.95	(0.21%)	(\$120,946,857.83)	(\$121,262,102.13)	(\$120,985,175.00)	0.03%
Payment in Lieu of taxes	(\$2,533,403.49)	(\$4,480,756.00)	(\$1,947,352.51)	43.46%	(\$2,836,367.76)	(\$4,480,450.89)	(\$4,347,584.00)	34.76%
Fees and user charges	(\$10,677,252.65)	(\$14,116,044.00)	(\$3,438,791.35)	24.36%	(\$7,704,896.78)	(\$11,373,563.84)	(\$15,001,696.00)	48.64%
Government grants	(\$14,373,800.19)	(\$16,412,618.00)	(\$2,038,817.81)	12.42%	(\$12,453,148.69)	(\$19,414,751.03)	(\$15,960,400.00)	21.97%
Interest and Investment income	(\$1,862,688.02)	(\$4,320,000.00)	(\$2,457,311.98)	56.88%	(\$2,051,849.94)	(\$3,380,839.80)	(\$4,320,000.00)	52.50%
Contribution from own funds		(\$1,914,308.00)	(\$1,914,308.00)	100.00%	(\$14,712.30)	(\$1,301,161.23)		0.00%
Other income	(\$630,280.02)	(\$1,540,000.00)	(\$909,719.98)	59.07%	(\$657,540.44)	(\$1,206,629.60)	(\$2,530,000.00)	74.01%
Change in future employee benefits			\$0.00	0.00%		(\$1,067,679.86)		0.00%
	(\$155,588,073.32)	(\$168,031,939.00)	(\$12,443,865.68)	7.41%	(\$146,665,373.74)	(\$163,487,178.38)	(\$163,144,855.00)	10.10%
<b>EXPENDITURES</b>								
Salaries	\$109.48		(\$109.48)	0.00%	(\$174,305.30)	\$1,112,143.63		0.00%
Benefits	\$14,000.00	\$20,000.00	\$6,000.00	30.00%	\$14,000.00	\$16,000.00	\$20,000.00	30.00%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$14,109.48</b>	<b>\$20,000.00</b>	<b>\$5,890.52</b>	<b>29.45%</b>	<b>(\$160,305.30)</b>	<b>\$1,128,143.63</b>	<b>\$20,000.00</b>	<b>901.53%</b>
Materials and supplies	\$250,174.57	\$310,056.00	\$59,881.43	19.31%	\$223,224.00	\$231,411.54	\$308,427.00	27.63%
Program expenses	\$297,207.00	\$472,988.00	\$175,781.00	37.16%	\$380,047.50	\$760,095.00	\$760,095.00	50.00%
Financial expenses	\$2,182,905.03	\$2,530,756.00	\$347,850.97	13.74%	\$3,108,811.52	\$3,264,541.53	\$2,479,330.00	(25.39%)
Purchased and contracted services	\$35,680.12	\$11,000.00	(\$24,680.12)	(224.36%)	\$8,226.09	\$26,886.39	\$11,000.00	25.22%
Grants to others		\$865.00	\$865.00	100.00%		\$863.72	\$865.00	100.00%
Transfer to own funds	\$36,000.94	\$12,917,364.00	\$12,881,363.06	99.72%	\$246,898.94	\$12,408,764.23	\$12,509,849.00	98.03%
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,801,967.66</b>	<b>\$16,243,029.00</b>	<b>\$13,441,061.34</b>	<b>82.75%</b>	<b>\$3,967,208.05</b>	<b>\$16,692,562.41</b>	<b>\$16,069,566.00</b>	<b>75.31%</b>
	\$2,816,077.14	\$16,263,029.00	\$13,446,951.86	82.68%	\$3,806,902.75	\$17,820,706.04	\$16,089,566.00	76.34%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>(\$152,771,996.18)</b>	<b>(\$151,768,910.00)</b>	<b>\$1,003,086.18</b>	<b>(0.66%)</b>	<b>(\$142,858,470.99)</b>	<b>(\$145,666,472.34)</b>	<b>(\$147,055,289.00)</b>	<b>2.85%</b>

## Capital Levy & Debenture Debt - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD	Budget	Variance	Percentage	2020	2020	Budget	Percentage
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$104,798.77)	(\$350,000.00)	(\$245,201.23)	70.06%	(\$140,424.95)	(\$222,520.42)	(\$350,000.00)	59.88%
	(\$104,798.77)	(\$350,000.00)	(\$245,201.23)	70.06%	(\$140,424.95)	(\$222,520.42)	(\$350,000.00)	59.88%
<b>EXPENDITURES</b>								
Long term debt	\$635,176.45	\$1,795,301.00	\$1,160,124.55	64.62%	\$1,671,410.95	\$2,831,536.14	\$2,875,685.00	41.88%
Transfer to own funds		\$6,243,514.00	\$6,243,514.00	100.00%		\$6,162,597.00	\$6,242,580.00	100.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$635,176.45</b>	<b>\$8,038,815.00</b>	<b>\$7,403,638.55</b>	<b>92.10%</b>	<b>\$1,671,410.95</b>	<b>\$8,994,133.14</b>	<b>\$9,118,265.00</b>	<b>81.67%</b>
	\$635,176.45	\$8,038,815.00	\$7,403,638.55	92.10%	\$1,671,410.95	\$8,994,133.14	\$9,118,265.00	81.67%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$530,377.68</b>	<b>\$7,688,815.00</b>	<b>\$7,158,437.32</b>	<b>93.10%</b>	<b>\$1,530,986.00</b>	<b>\$8,771,612.72</b>	<b>\$8,768,265.00</b>	<b>82.54%</b>