



Financial Plan
Operating Plan - Cost Code Summary
Corporate Services

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
Grants	179,559			(179,559)
User Charges				
3300 Misc Rev	2,922	1,135	3,056	134
3400 Permit Fees	1,560	1,180	1,740	180
3410 Licence Fees	6,358	4,708	10,510	4,152
3420 Cert Rev	5,280	120	265	(5,015)
3500 Rent Rev	59,184	62,925	62,925	3,741
3505 Merch Rev	135	50	300	165
Total User Charges	75,439	70,118	78,796	3,357
Other Revenue	27,892			(27,892)
Contribution from Reserves	90,310	5,527		(90,310)
Total Revenues	373,200	75,645	78,796	(294,404)
Expenditures				
Labour	494,850	294,020	299,002	195,848
Purchases	199,450	166,925	165,298	34,152
Contracted Services	93,169	122,369	81,137	12,032
Contribution to Reserves	146,772			146,772
Interfunctional Adjustments	(218,301)	(167,302)	(195,365)	(22,936)
Debt Principal & Interest				
Total Expenditures	715,940	416,012	350,072	(365,868)
Total Net Levy	(342,740)	(340,367)	(271,276)	71,464



Financial Plan
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Financial Services

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
Grants		283,384	316,294	316,294
User Charges		6,840	5,679	5,679
Other Revenue				0
3600 Interest Rev		12,327	6,480	6,480
Total Other Revenue		12,327	6,480	6,480
Contribution from Reserves		195,388		
Total Revenues		497,939	328,453	328,453
Expenditures				
Labour		177,626	186,654	(186,654)
Purchases		5,825	13,586	(13,586)
Contracted Services		(20,311)	(30,331)	30,331
Contribution to Reserves		240,068	158,085	(158,085)
Interfunctional Adjustments		(49,779)	(56,796)	56,796
Total Expenditures		353,429	271,198	271,198
Total Net Levy		144,510	57,255	57,255



Financial Plan
Operating Plan - Cost Code Summary
Fire

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
Grants			55,561	55,561
User Charges	9,409	38,401	38,242	28,833
Total Revenues	9,409	38,401	93,803	84,394
Expenditures				
Labour	266,471	313,240	302,424	(35,953)
Purchases	47,488	29,092	31,819	15,669
Contracted Services	21,042	64,398	15,319	5,723
Contribution to Reserves				0
Interfunctional Adjustments	73,182	73,749	81,590	(8,408)
Debt Principal & Interest	3,630	3,630		3,630
Total Expenditures	411,813	484,109	431,152	19,339
Total Net Levy	(402,404)	(445,708)	(337,349)	65,055



Financial Plan
Operating Plan - Cost Code Summary
Operations

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
Levy, PILS	53,556	69,646	72,283	18,727
Grants		131,240	96,163	96,163
User Charges				0
3300 Misc Rev	2,129	2,053	8,067	5,938
3310 Fares	3,246	3,067	3,875	629
3420 Cert Rev	300	700	185	(115)
3430 Inspections	9,700			(9,700)
3440 Site Plan Review	1,200	4,601	1,416	216
3450 Subdivision Review	100	3,150		(100)
3500 Rent Rev	372,195	480,250	390,960	18,765
3505 Merch Rev	42,114	29,254	39,652	(2,462)
Total User Charges	430,984	523,075	444,155	13,171
Other Revenue	2			(2)
Contribution from Reserves				
Total Revenues	484,542	723,961	612,601	128,059
Expenditures				
Labour	584,898	650,536	665,786	(80,888)
Purchases	369,056	418,710	446,821	(77,765)
Contracted Services	81,432	100,160	127,075	(45,643)
Contribution to Reserves				
Interfunctional Adjustments	154,104	112,953	121,098	33,006
Debt Principal & Interest	52,117	50,764	49,129	2,988
Total Expenditures	1,241,607	1,333,123	1,409,909	168,302
Total Net Levy	(757,065)	(609,162)	(797,308)	(40,243)



Financial Plan
Operating Plan - Cost Code Summary
Building & Bylaw

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
User Charges				
3300 Misc Rev	16,495	21,654	12,959	(3,536)
3400 Permit Fees	182,513	379,769	443,911	261,398
3405 Forfeited Building Deposits	6,000	2,500	3,000	(3,000)
3406 Forfeited Design Criteria				0
3410 Licence Fees	27,652	28,233	8,184	(19,468)
3420 Cert Rev	2,305	1,375	1,530	(775)
Total User Charges	234,965	433,531	469,584	234,619
Total Revenues	234,965	433,531	469,584	234,619
Expenditures				
Labour	172,245	177,138	184,819	(12,574)
Purchases	22,727	23,617	15,602	7,125
Contracted Services	971	1,832	35,730	(34,759)
Contribution to Reserves				
Interfunctional Adjustments	15,525	29,628	34,950	(19,425)
Total Expenditures	211,468	232,215	271,101	59,633
Total Net Levy	23,497	201,316	198,483	174,986



Financial Plan
Operating Plan - Cost Code Summary
Recreation, Culture & Parks

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
Grants	35,675	26,655	13,715	(21,960)
User Charges				
3300 Misc Rev	360	7,325	822	462
3305 Admissions	9,152	670	8,418	(734)
3310 Fares	32,486		407	(32,079)
3315 Memberships	47,928	13,788	18,061	(29,867)
3320 Seasonal Rev	34,569	9,196		(34,569)
3321 Niche Sales Rev	4,505	16,800	14,280	9,775
3322 Plot Sales Rev	1,260	4,185	4,200	2,940
3323 Services Rev	8,680	13,270	18,230	9,550
3324 Foundation Rev	180	140	40	(140)
3325 Sports Fields Fees				
3330 Youth Program Fees	48,602	12,247	34,722	(13,880)
3335 Adult Program Fees	17,926	7,502	6,061	(11,865)
3340 Summer Programs	(650)		(2,301)	(1,651)
3350 Minor Hockey	70,425	6,138		(70,425)
3355 Figure Skating	16,876	9,903		(16,876)
3360 Programs	11,232	8,797	54,318	43,086
3375 F.A.R.E. Subsidy	5,791		2,782	(3,009)
3500 Rent Rev	56,932	36,317	101,370	44,438
3505 Merch Rev	99	22	52	(47)
3510 Concession Sales	2,852	37		(2,852)
3515 Vending Machines	658		312	(346)
3710 Prepaid on Account	(14)	(16)		14
Total User Charges	369,849	146,321	261,774	(108,075)
Other Revenue	33,131	7,384	13,893	(19,238)
Specified Revenue	2,056	445	1,025	(1,031)
Contribution from Reserves				
Total Revenues	440,711	180,805	290,407	(150,304)
Expenditures				
Labour	673,166	599,774	651,085	22,081
Purchases	219,940	289,074	221,676	(1,736)
Contracted Services	105,674	103,361	120,691	(15,017)
Contribution to Reserves	1,293	2,855	3,124	(1,831)
Interfunctional Adjustments	104,325	109,197	116,326	(12,001)
Debt Principal & Interest	40,151	38,755	37,644	2,507
Total Expenditures	1,144,549	1,143,016	1,150,546	5,997
Total Net Levy	(703,838)	(962,211)	(860,139)	(156,301)



Financial Plan
Operating Plan - Cost Code Summary
Econ Development & Marketing

As of March 31, 2022

	2020	2021	2022	2022 vs 2020
	Q1 Actuals	Q1 Actuals	Q1 Actuals	Difference
Revenues				
Grants		4,000	23,598	23,598
User Charges				0
3300 Misc Rev		19,000		0
3500 Rent Rev	8,813		24,450	15,637
Total User Charges	8,813	19,000	24,450	15,637
Contribution from Reserves				
Total Revenues	8,813	23,000	48,048	39,235
Expenditures				
Labour	56,766	47,011	47,135	9,631
Purchases	86,445	76,389	60,222	26,223
Contracted Services		1,078	627	(627)
Contribution to Reserves		19,000		0
Interfunctional Adjustments	(3,774)	(3,549)	(3,975)	201
Debt Principal & Interest	32,484			32,484
Total Expenditures	171,921	139,929	104,009	(67,912)
Total Net Levy	(163,108)	(116,929)	(55,961)	107,147