

Appendix C - Divisional Summary & Detail

Global Divisional Summary

Appendix C- Global Divisional Summary

		Global						
		Capital (Non-Debt Funding)	Capital (Borrowing Costs)	Global Facilities	Global Fleet	Global Operations	Global Revenue	Total
FORECAST	Total Revenue	1,683,969	125,000	-	-	24,942	25,363,760	27,197,671
	Personnel Expenses	-	-	-	-	-	-	-
	Operating Expenses	-	2,432,000	1,644,600	905,200	1,800,615	394,996	7,177,411
	Total Expense	-	2,432,000	1,644,600	905,200	1,800,615	394,996	7,177,411
	Surplus/(Deficit) Before Allocations	1,683,969	(2,307,000)	(1,644,600)	(905,200)	(1,775,673)	24,968,764	20,020,260
	Allocations: Within Departments	-	-	-	-	-	-	-
	Allocations: Between Departments	(55,000)	-	328,530	251,700	(238,569)	(84,677)	201,984
	Surplus/(Deficit) After Allocations	1,738,969	(2,307,000)	(1,973,130)	(1,156,900)	(1,537,104)	25,053,441	19,818,276
	Transfers to (from) Reserves	4,750,463	-	-	-	71,400	723,776	5,545,639
	Transfers to (from) Rate	(623,724)	(900,120)	-	-	(988,000)	-	(2,511,844)
	Surplus/(Deficit)	(2,387,770)	(1,406,880)	(1,973,130)	(1,156,900)	(620,504)	24,329,665	16,784,481
BUDGET	Total Revenue	974,115	125,000	-	-	-	24,436,400	25,535,515
	Personnel Expenses	-	-	-	-	-	48,538	48,538
	Operating Expenses	-	2,406,895	2,021,600	909,500	1,461,600	396,396	7,195,991
	Total Expense	-	2,406,895	2,021,600	909,500	1,461,600	444,934	7,244,529
	Surplus/(Deficit) Before Allocations	974,115	(2,281,895)	(2,021,600)	(909,500)	(1,461,600)	23,991,466	18,290,986
	Allocations: Within Departments	-	-	-	-	-	-	-
	Allocations: Between Departments	(55,000)	-	74,787	385,419	(135,100)	(140,277)	129,829
	Surplus/(Deficit) After Allocations	1,029,115	(2,281,895)	(2,096,387)	(1,294,919)	(1,326,500)	24,131,743	18,161,157
	Transfers to (from) Reserves	3,859,378	-	-	-	39,300	103,767	4,002,445
	Transfers to (from) Rate	(623,724)	(900,120)	-	-	(607,100)	-	(2,130,944)
	Surplus/(Deficit)	(2,206,539)	(1,381,775)	(2,096,387)	(1,294,919)	(758,700)	24,027,976	16,289,656
VARIANCE	Total Revenue	709,854	-	-	-	24,942	927,360	1,662,156
	Personnel Expenses	-	-	-	-	-	(48,538)	(48,538)
	Operating Expenses	-	25,105	(377,000)	(4,300)	339,015	(1,400)	(18,580)
	Total Expense	-	25,105	(377,000)	(4,300)	339,015	(49,938)	(67,118)
	Surplus/(Deficit) Before Allocations	709,854	(25,105)	377,000	4,300	(314,073)	977,298	1,729,274
	Allocations: Within Departments	-	-	-	-	-	-	-
	Allocations: Between Departments	-	-	253,743	(133,719)	(103,469)	55,600	72,155
	Surplus/(Deficit) After Allocations	709,854	(25,105)	123,257	138,019	(210,604)	921,698	1,657,119
	Transfers to (from) Reserves	891,085	-	-	-	32,100	620,009	1,543,194
	Transfers to (from) Rate	-	-	-	-	(380,900)	-	(380,900)
	Surplus/(Deficit)	(181,231)	(25,105)	123,257	138,019	138,196	301,689	494,825

Appendix C - Divisional Summary & Detail

Global Divisional Detail

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	Total		Capital (Non-Debt Funding)		Capital (Borrowing Costs)		Global Facilities	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Donations	125,000	125,000	-	-	125,000	125,000	-	-
Investment Income	192,000	105,000	-	-	-	-	-	-
Lease Income	40,200	40,200	-	-	-	-	-	-
Rentals	18,000	18,000	-	-	-	-	-	-
Other Revenue	693,111	-	869	-	-	-	-	-
Provincial Offences Act	22,260	-	-	-	-	-	-	-
Grants - Other	125,636	-	125,636	-	-	-	-	-
Grant - Federal	1,138,704	555,355	1,138,704	555,355	-	-	-	-
Grant - Provincial	3,131,160	3,109,860	418,760	418,760	-	-	-	-
Penalties and Interest	600,000	470,500	-	-	-	-	-	-
Property Taxes	20,577,600	20,577,600	-	-	-	-	-	-
Payment In lieu	384,000	384,000	-	-	-	-	-	-
Supplemental Tax	150,000	150,000	-	-	-	-	-	-
Total Revenue	27,197,671	25,535,515	1,683,969	974,115	125,000	125,000	-	-
Salaries and Wages - Full Time	-	35,138	-	-	-	-	-	-
Employee Benefits	-	13,400	-	-	-	-	-	-
Association/Membership Fees	12,700	12,700	-	-	-	-	-	-
Auto - Fuel	190,000	208,500	-	-	-	-	-	-
Computer Software	340,000	274,000	-	-	-	-	-	-
Contract Services	633,600	641,100	-	-	-	-	457,600	457,600
Cost of Borrowing External Interest	961,000	944,182	-	-	961,000	944,182	-	-
Cost of Borrowing External Principal	1,471,000	1,462,713	-	-	1,471,000	1,462,713	-	-
Credit Card Fees	95,000	84,500	-	-	-	-	-	-
Equipment - Rental	422,200	427,600	-	-	-	-	4,000	9,400
Financial Expenses	7,000	7,000	-	-	-	-	-	-
Land Leases	40,000	-	-	-	-	-	40,000	-
Insurance - Contract	611,515	517,500	-	-	-	-	-	-
Insurance Ded and Adm cost	150,000	150,000	-	-	-	-	-	-
Protective & Uniform Clothing	32,300	32,300	-	-	-	-	-	-
R&M Consumables and Parts	136,000	136,000	-	-	-	-	136,000	136,000
Repairs and Maintenance - Auto	180,000	151,800	-	-	-	-	-	-
Staff Training & Development	88,800	88,800	-	-	-	-	-	-
Subject Matter Experts - Legal	292,000	120,000	-	-	-	-	-	-
Telephone/Internet	81,000	105,900	-	-	-	-	-	-
Travel	-	17,800	-	-	-	-	-	-
Utilities - Gas	132,000	170,400	-	-	-	-	132,000	170,400
Utilities - Hydro	750,000	1,053,800	-	-	-	-	750,000	1,053,800
Utilities - Water	125,000	194,400	-	-	-	-	125,000	194,400
Tax Reassessment and Uncollect	323,996	323,996	-	-	-	-	-	-
Property Taxes - Rebates	37,000	37,000	-	-	-	-	-	-
Property Taxes - Tax Incentive Grants	34,000	34,000	-	-	-	-	-	-
Total Expense	7,177,411	7,244,529	-	-	2,432,000	2,406,895	1,644,600	2,021,600

Appendix C - Global Divisional Detail

	Total		Capital (Non-Debt Funding)		Capital (Borrowing Costs)		Global Facilities	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Surplus/(Deficit) Before Allocations	20,020,260	18,290,986	1,683,969	974,115	(2,307,000)	(2,281,895)	(1,644,600)	(2,021,600)
Allocations: Within Departments	-	-	-	-	-	-	-	-
Allocated Overhead (Credit Cards / Insurance)	(238,569)	(135,100)	-	-	-	-	-	-
Cost of Borrowing - Internal - Interest	(7,794)	(7,794)	-	-	-	-	-	-
Cost of Borrowing - Internal - Principal	(76,883)	(76,883)	-	-	-	-	-	-
Capital and Related Project (SSE/BC only)	(55,000)	(55,000)	(55,000)	(55,000)	-	-	-	-
COVID - Other	270,000	-	-	-	-	-	270,000	-
Facility Costs	(348,800)	(348,900)	-	-	-	-	(348,800)	(348,900)
Technology - Hardware	659,030	753,506	-	-	-	-	407,330	423,687
Allocations: Between Departments	201,984	129,829	(55,000)	(55,000)	-	-	328,530	74,787
Surplus/(Deficit) (After Allocations)	19,818,276	18,161,157	1,738,969	1,029,115	(2,307,000)	(2,281,895)	(1,973,130)	(2,096,387)
Transfers to (from) Reserves	5,545,639	4,002,445	4,750,463	3,859,378	-	-	-	-
Transfers to (from) Rate	(2,511,844)	(2,130,944)	(623,724)	(623,724)	(900,120)	(900,120)	-	-
Total Transfers	3,033,795	1,871,501	4,126,739	3,235,654	(900,120)	(900,120)	-	-
Surplus/(Deficit)	16,784,481	16,289,656	(2,387,770)	(2,206,539)	(1,406,880)	(1,381,775)	(1,973,130)	(2,096,387)

Appendix C - Global Divisional Detail

	Global Fleet		Global Operations		Global Revenue	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Donations	-	-	-	-	-	-
Investment Income	-	-	-	-	192,000	105,000
Lease Income	-	-	-	-	40,200	40,200
Rentals	-	-	-	-	18,000	18,000
Other Revenue	-	-	24,942	-	667,300	-
Provincial Offences Act	-	-	-	-	22,260	-
Grants - Other	-	-	-	-	-	-
Grant - Federal	-	-	-	-	-	-
Grant - Provincial	-	-	-	-	2,712,400	2,691,100
Penalties and Interest	-	-	-	-	600,000	470,500
Property Taxes	-	-	-	-	20,577,600	20,577,600
Payment In lieu	-	-	-	-	384,000	384,000
Supplemental Tax	-	-	-	-	150,000	150,000
Total Revenue	-	-	24,942	-	25,363,760	24,436,400
Salaries and Wages - Full Time	-	-	-	-	-	35,138
Employee Benefits	-	-	-	-	-	13,400
Association/Membership Fees	-	-	12,700	12,700	-	-
Auto - Fuel	190,000	208,500	-	-	-	-
Computer Software	-	-	340,000	274,000	-	-
Contract Services	96,000	106,000	80,000	77,500	-	-
Cost of Borrowing External Interest	-	-	-	-	-	-
Cost of Borrowing External Principal	-	-	-	-	-	-
Credit Card Fees	-	-	95,000	84,500	-	-
Equipment - Rental	418,200	418,200	-	-	-	-
Financial Expenses	-	-	7,000	7,000	-	-
Land Leases	-	-	-	-	-	-
Insurance - Contract	-	-	611,515	517,500	-	-
Insurance Ded and Adm cost	-	-	150,000	150,000	-	-
Protective & Uniform Clothing	-	-	32,300	32,300	-	-
R&M Consumables and Parts	-	-	-	-	-	-
Repairs and Maintenance - Auto	180,000	151,800	-	-	-	-
Staff Training & Development	-	-	88,800	88,800	-	-
Subject Matter Experts - Legal	-	-	292,000	120,000	-	-
Telephone/Internet	21,000	25,000	60,000	79,500	-	1,400
Travel	-	-	-	17,800	-	-
Utilities - Gas	-	-	-	-	-	-
Utilities - Hydro	-	-	-	-	-	-
Utilities - Water	-	-	-	-	-	-
Tax Reassessment and Uncollect	-	-	-	-	323,996	323,996
Property Taxes - Rebates	-	-	-	-	37,000	37,000
Property Taxes - Tax Incentive Grants	-	-	-	-	34,000	34,000
Total Expense	905,200	909,500	1,800,615	1,461,600	394,996	444,934

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	Global Fleet		Global Operations		Global Revenue	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Surplus/(Deficit) Before Allocations	(905,200)	(909,500)	(1,775,673)	(1,461,600)	24,968,764	23,991,466
Allocations: Within Departments	-	-	-	-	-	-
Allocated Overhead (Credit Cards / Insurance)	-	-	(238,569)	(135,100)	-	-
Cost of Borrowing - Internal - Interest	-	-	-	-	(7,794)	(7,794)
Cost of Borrowing - Internal - Principal	-	-	-	-	(76,883)	(76,883)
Capital and Related Project (SSE/BC only)	-	-	-	-	-	-
COVID - Other	-	-	-	-	-	-
Facility Costs	-	-	-	-	-	-
Technology - Hardware	251,700	385,419	-	-	-	(55,600)
Allocations: Between Departments	251,700	385,419	(238,569)	(135,100)	(84,677)	(140,277)
Surplus/(Deficit) (After Allocations)	(1,156,900)	(1,294,919)	(1,537,104)	(1,326,500)	25,053,441	24,131,743
Transfers to (from) Reserves	-	-	71,400	39,300	723,776	103,767
Transfers to (from) Rate	-	-	(988,000)	(607,100)	-	-
Total Transfers	-	-	(916,600)	(567,800)	723,776	103,767
Surplus/(Deficit)	(1,156,900)	(1,294,919)	(620,504)	(758,700)	24,329,665	24,027,976

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Programs, Grants and Activities (PGA) Divisional Summary

Appendix C - PGA Divisional Summary

		Programs, Grants and Activities										
		Airport	Animal Control	Canal Days	CIP Incentives	Civic Celebrations	Community Grants	COVID-19	Crossing Guards	EcDev & Tourism Grants	Goderich Elevator	Municipal Election
FORECAST	Total Revenue	4,804	-	-	-	-	-	630,536	-	-	150,000	-
	Personnel Expenses	-	-	-	-	-	-	-	175,000	-	-	-
	Operating Expenses	29,406	183,100	-	68,000	18,000	144,200	126,686	2,400	6,500	85,000	2,000
	Total Expense	29,406	183,100	-	68,000	18,000	144,200	126,686	177,400	6,500	85,000	2,000
	Surplus/(Deficit) Before Allocations	(24,602)	(183,100)	-	(68,000)	(18,000)	(144,200)	503,850	(177,400)	(6,500)	65,000	(2,000)
	Allocations: Within Departments	-	-	-	-	-	-	-	-	-	-	-
	Allocations: Between Departments	-	3,700	23,238	-	23,238	14,700	411,850	-	2,789	-	-
	Surplus/(Deficit) After Allocations	(24,602)	(186,800)	(23,238)	(68,000)	(41,238)	(158,900)	92,000	(177,400)	(9,289)	65,000	(2,000)
	Transfers to (from) Reserves	-	-	-	-	-	15,000	92,000	-	-	-	28,000
	Transfers to (from) Rate	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	(24,602)	(186,800)	(23,238)	(68,000)	(41,238)	(173,900)	-	(177,400)	(9,289)	65,000	(30,000)
BUDGET	Total Revenue	-	-	160,500	-	28,600	-	(78,900)	-	-	150,000	-
	Personnel Expenses	-	-	-	-	-	-	40,000	347,000	-	-	-
	Operating Expenses	30,000	189,800	285,500	68,000	45,200	144,200	134,500	12,700	25,000	85,000	-
	Total Expense	30,000	189,800	285,500	68,000	45,200	144,200	174,500	359,700	25,000	85,000	-
	Surplus/(Deficit) Before Allocations	(30,000)	(189,800)	(125,000)	(68,000)	(16,600)	(144,200)	(253,400)	(359,700)	(25,000)	65,000	-
	Allocations: Within Departments	-	-	-	-	-	-	-	-	-	-	-
	Allocations: Between Departments	-	3,700	66,475	-	53,180	14,700	-	-	3,989	-	-
	Surplus/(Deficit) After Allocations	(30,000)	(193,500)	(191,475)	(68,000)	(69,780)	(158,900)	(253,400)	(359,700)	(28,989)	65,000	-
	Transfers to (from) Reserves	-	-	-	-	-	15,000	(253,400)	-	-	-	30,000
	Transfers to (from) Rate	-	-	-	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	15,000	(253,400)	-	-	-	30,000
	Surplus/(Deficit)	(30,000)	(193,500)	(191,475)	(68,000)	(69,780)	(173,900)	-	(359,700)	(28,989)	65,000	(30,000)
VARIANCE	Total Revenue	4,804	-	(160,500)	-	(28,600)	-	709,436	-	-	-	-
	Personnel Expenses	-	-	-	-	-	-	(40,000)	(172,000)	-	-	-
	Operating Expenses	(594)	(6,700)	(285,500)	-	(27,200)	-	(7,814)	(10,300)	(18,500)	-	2,000
	Total Expense	(594)	(6,700)	(285,500)	-	(27,200)	-	(47,814)	(182,300)	(18,500)	-	2,000
	Surplus/(Deficit) Before Allocations	5,398	6,700	125,000	-	(1,400)	-	757,250	182,300	18,500	-	(2,000)
	Allocations: Within Departments	-	-	-	-	-	-	-	-	-	-	-
	Allocations: Between Departments	-	-	(43,238)	-	(29,943)	-	411,850	-	(1,200)	-	-
	Surplus/(Deficit) After Allocations	5,398	6,700	168,238	-	28,543	-	345,400	182,300	19,700	-	(2,000)
	Transfers to (from) Reserves	-	-	-	-	-	-	345,400	-	-	-	(2,000)
	Transfers to (from) Rate	-	-	-	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	345,400	-	-	-	(2,000)
	Surplus/(Deficit)	5,398	6,700	168,238	-	28,543	-	-	182,300	19,700	-	-

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		Programs, Grants and Activities							
		Outdoor Vendors	Physician Recruitment	Residential Rebates	Roselawn	Showboat - Lighthouse	SportsFest	Transit	Total
FORECAST	Total Revenue	5,495	-	-	6,500	-	-	159,380	956,715
	Personnel Expenses	-	-	-	-	-	-	-	175,000
	Operating Expenses	-	87,000	1,000	6,670	25,500	-	291,000	1,076,462
	Total Expense	-	87,000	1,000	6,670	25,500	-	291,000	1,251,462
	Surplus/(Deficit) Before Allocations	5,495	(87,000)	(1,000)	(170)	(25,500)	-	(131,620)	(294,747)
	Allocations: Within Departments	-	-	-	-	-	-	-	-
	Allocations: Between Departments	3,359	-	-	61,400	-	-	-	544,273
	Surplus/(Deficit) After Allocations	2,136	(87,000)	(1,000)	(61,570)	(25,500)	-	(131,620)	(839,020)
	Transfers to (from) Reserves	-	-	-	-	-	-	-	135,000
	Transfers to (from) Rate	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	2,136	(87,000)	(1,000)	(61,570)	(25,500)	-	(131,620)	(974,020)
BUDGET	Total Revenue	11,600	1,000	-	15,000	-	9,000	138,000	434,800
	Personnel Expenses	-	-	-	-	-	-	-	387,000
	Operating Expenses	6,000	148,000	-	4,300	25,000	5,000	303,700	1,511,900
	Total Expense	6,000	148,000	-	4,300	25,000	5,000	303,700	1,898,900
	Surplus/(Deficit) Before Allocations	5,600	(147,000)	-	10,700	(25,000)	4,000	(165,700)	(1,464,100)
	Allocations: Within Departments	-	-	-	-	-	-	-	-
	Allocations: Between Departments	4,259	-	-	61,400	-	6,648	-	214,350
	Surplus/(Deficit) After Allocations	1,341	(147,000)	-	(50,700)	(25,000)	(2,648)	(165,700)	(1,678,450)
	Transfers to (from) Reserves	-	-	-	-	-	-	-	(208,400)
	Transfers to (from) Rate	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	-	(208,400)
	Surplus/(Deficit)	1,341	(147,000)	-	(50,700)	(25,000)	(2,648)	(165,700)	(1,470,050)
VARIANCE	Total Revenue	(6,105)	(1,000)	-	(8,500)	-	(9,000)	21,380	521,915
	Personnel Expenses	-	-	-	-	-	-	-	(212,000)
	Operating Expenses	(6,000)	(61,000)	1,000	2,370	500	(5,000)	(12,700)	(435,438)
	Total Expense	(6,000)	(61,000)	1,000	2,370	500	(5,000)	(12,700)	(647,438)
	Surplus/(Deficit) Before Allocations	(105)	60,000	(1,000)	(10,870)	(500)	(4,000)	34,080	1,169,353
	Allocations: Within Departments	-	-	-	-	-	-	-	-
	Allocations: Between Departments	(900)	-	-	-	-	(6,648)	-	329,923
	Surplus/(Deficit) After Allocations	795	60,000	(1,000)	(10,870)	(500)	2,648	34,080	839,431
	Transfers to (from) Reserves	-	-	-	-	-	-	-	343,400
	Transfers to (from) Rate	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	-	343,400
	Surplus/(Deficit)	795	60,000	(1,000)	(10,870)	(500)	2,648	34,080	496,031

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Programs, Grants and Activities (PGA) Divisional Detail

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Object Name	Total		Airport		Animal Control		Canal Days		CIP Incentives	
	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	-	53,000	-	-	-	-	-	52,500	-	-
Donations	1,000	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-
Lease Income	155,000	151,000	-	-	-	-	-	-	-	-
Rentals	(5)	(2,300)	-	-	-	-	-	45,000	-	-
Other Revenue	6,804	-	4,804	-	-	-	-	-	-	-
Fees	9,000	48,900	-	-	-	-	-	38,000	-	-
Grants - Other	4,000	41,200	-	-	-	-	-	-	-	-
Grant - Provincial	780,916	138,000	-	-	-	-	-	-	-	-
Sales	-	25,000	-	-	-	-	-	25,000	-	-
Penalties and Interest	-	(20,000)	-	-	-	-	-	-	-	-
Total Revenue	956,715	434,800	4,804	-	-	-	-	160,500	-	-
Salaries and Wages - Part Time	145,000	273,500	-	-	-	-	-	-	-	-
Salaries and Wages - Students	-	40,000	-	-	-	-	-	-	-	-
Employee Benefits	30,000	73,500	-	-	-	-	-	-	-	-
Association/Membership Fees	-	200	-	-	-	-	-	-	-	-
Cleaning Supplies	10,900	20,700	-	-	-	-	-	-	-	-
Comm and Public Relations	10,000	42,000	-	-	-	-	-	20,000	-	-
Computer Software	15,000	-	-	-	-	-	-	-	-	-
Contract Services	577,192	651,500	29,406	30,000	183,100	189,800	-	75,000	-	-
Cost of of Goods Sold	-	15,000	-	-	-	-	-	15,000	-	-
Equipment - Purchase	-	-	-	-	-	-	-	-	-	-
Equipment - Rental	-	115,000	-	-	-	-	-	115,000	-	-
Financial Expenses	-	-	-	-	-	-	-	-	-	-
Grants and Sponsorship Expense	328,200	373,500	-	-	-	-	-	4,500	68,000	68,000
Hospitality Expense	-	-	-	-	-	-	-	-	-	-
Insurance - Contract	-	-	-	-	-	-	-	-	-	-
Office Supplies	200	500	-	-	-	-	-	-	-	-
Postage & Courier	200	-	-	-	-	-	-	-	-	-
Program Supplies	18,720	107,700	-	-	-	-	-	56,000	-	-
Protective & Uniform Clothing	21,500	48,000	-	-	-	-	-	-	-	-
R&M Grounds	86,500	87,500	-	-	-	-	-	-	-	-
Repairs and Maintenance - Tree	1,500	-	-	-	-	-	-	-	-	-
Staff Training & Development	-	6,800	-	-	-	-	-	-	-	-
SME - Consultants	4,500	40,000	-	-	-	-	-	-	-	-
Subscriptions and Publications	-	-	-	-	-	-	-	-	-	-
Telephone/Internet	1,950	2,100	-	-	-	-	-	-	-	-
Travel	100	1,400	-	-	-	-	-	-	-	-
Total Expense	1,251,462	1,898,900	29,406	30,000	183,100	189,800	-	285,500	68,000	68,000
Surplus/(Deficit) Before Allocations	(294,747)	(1,464,100)	(24,602)	(30,000)	(183,100)	(189,800)	-	(125,000)	(68,000)	(68,000)

Appendix C - PGA Divisional Detail

	Total		Airport		Animal Control		Canal Days		CIP Incentives	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	(294,747)	(1,464,100)	(24,602)	(30,000)	(183,100)	(189,800)	-	(125,000)	(68,000)	(68,000)
COVID - Personnel	414,800	-	-	-	-	-	-	-	-	-
COVID - Other	(2,950)	-	-	-	-	-	-	-	-	-
Facility Costs	81,300	81,400	-	-	3,700	3,700	-	-	-	-
Personnel	-	-	-	-	-	-	-	-	-	-
Technology - Hardware	51,123	132,950	-	-	-	-	23,238	66,475	-	-
Allocations: Between Departments	544,273	214,350	-	-	3,700	3,700	23,238	66,475	-	-
Surplus/(Deficit) (After Allocations)	(839,020)	(1,678,450)	(24,602)	(30,000)	(186,800)	(193,500)	(23,238)	(191,475)	(68,000)	(68,000)
Transfers to (from) Reserves	135,000	(208,400)	-	-	-	-	-	-	-	-
Total Transfers	135,000	(208,400)	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(974,020)	(1,470,050)	(24,602)	(30,000)	(186,800)	(193,500)	(23,238)	(191,475)	(68,000)	(68,000)

Appendix C - PGA Divisional Detail

	Civic Celebrations		Community Grants		COVID-19		Crossing Guards	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-
Lease Income	-	-	-	-	-	-	-	-
Rentals	-	-	-	-	-	(58,900)	-	-
Other Revenue	-	-	-	-	-	-	-	-
Fees	-	2,400	-	-	-	-	-	-
Grants - Other	-	26,200	-	-	-	-	-	-
Grant - Provincial	-	-	-	-	630,536	-	-	-
Sales	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	(20,000)	-	-
Total Revenue	-	28,600	-	-	630,536	(78,900)	-	-
Salaries and Wages - Part Time	-	-	-	-	-	-	145,000	273,500
Salaries and Wages - Students	-	-	-	-	-	40,000	-	-
Employee Benefits	-	-	-	-	-	-	30,000	73,500
Association/Membership Fees	-	-	-	-	-	-	-	-
Cleaning Supplies	-	-	-	-	10,000	20,000	-	-
Comm and Public Relations	-	-	-	-	10,000	20,000	-	-
Computer Software	-	-	-	-	15,000	-	-	-
Contract Services	-	-	-	-	71,686	49,500	-	-
Cost of of Goods Sold	-	-	-	-	-	-	-	-
Equipment - Purchase	-	-	-	-	-	-	-	-
Equipment - Rental	-	-	-	-	-	-	-	-
Financial Expenses	-	-	-	-	-	-	-	-
Grants and Sponsorship Expense	-	-	144,200	144,200	-	-	-	-
Hospitality Expense	-	-	-	-	-	-	-	-
Insurance - Contract	-	-	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-	200	500
Postage & Courier	-	-	-	-	-	-	-	-
Program Supplies	18,000	42,700	-	-	-	-	600	1,000
Protective & Uniform Clothing	-	-	-	-	20,000	45,000	1,500	3,000
R&M Grounds	-	2,500	-	-	-	-	-	-
Repairs and Maintenance - Tree	-	-	-	-	-	-	-	-
Staff Training & Development	-	-	-	-	-	-	-	6,800
SME - Consultants	-	-	-	-	-	-	-	-
Subscriptions and Publications	-	-	-	-	-	-	-	-
Telephone/Internet	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	100	1,400
Total Expense	18,000	45,200	144,200	144,200	126,686	174,500	177,400	359,700
Surplus/(Deficit) Before Allocations	(18,000)	(16,600)	(144,200)	(144,200)	503,850	(253,400)	(177,400)	(359,700)

Appendix C - PGA Divisional Detail

	Civic Celebrations		Community Grants		COVID-19		Crossing Guards	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	(18,000)	(16,600)	(144,200)	(144,200)	503,850	(253,400)	(177,400)	(359,700)
COVID - Personnel	-	-	-	-	414,800	-	-	-
COVID - Other	-	-	-	-	(2,950)	-	-	-
Facility Costs	-	-	14,700	14,700	-	-	-	-
Personnel	-	-	-	-	-	-	-	-
Technology - Hardware	23,238	53,180	-	-	-	-	-	-
Allocations: Between Departments	23,238	53,180	14,700	14,700	411,850	-	-	-
Surplus/(Deficit) (After Allocations)	(41,238)	(69,780)	(158,900)	(158,900)	92,000	(253,400)	(177,400)	(359,700)
Transfers to (from) Reserves	-	-	15,000	15,000	92,000	(253,400)	-	-
Total Transfers	-	-	15,000	15,000	92,000	(253,400)	-	-
Surplus/(Deficit)	(41,238)	(69,780)	(173,900)	(173,900)	-	-	(177,400)	(359,700)

Appendix C - PGA Divisional Detail

	EcDev and Tourism Grants		Goderich Elevator		Municipal Election		Outdoor Vendors	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-
Lease Income	-	-	150,000	150,000	-	-	5,000	-
Rentals	-	-	-	-	-	-	(5)	11,600
Other Revenue	-	-	-	-	-	-	500	-
Fees	-	-	-	-	-	-	-	-
Grants - Other	-	-	-	-	-	-	-	-
Grant - Provincial	-	-	-	-	-	-	-	-
Sales	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
Total Revenue	-	-	150,000	150,000	-	-	5,495	11,600
Salaries and Wages - Part Time	-	-	-	-	-	-	-	-
Salaries and Wages - Students	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Association/Membership Fees	-	-	-	-	-	-	-	-
Cleaning Supplies	-	-	-	-	-	-	-	700
Comm and Public Relations	-	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-	-	-
Contract Services	-	-	-	-	2,000	-	-	300
Cost of of Goods Sold	-	-	-	-	-	-	-	-
Equipment - Purchase	-	-	-	-	-	-	-	-
Equipment - Rental	-	-	-	-	-	-	-	-
Financial Expenses	-	-	-	-	-	-	-	-
Grants and Sponsorship Expense	6,500	25,000	-	-	-	-	-	-
Hospitality Expense	-	-	-	-	-	-	-	-
Insurance - Contract	-	-	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-	-	-
Postage & Courier	-	-	-	-	-	-	-	-
Program Supplies	-	-	-	-	-	-	-	5,000
Protective & Uniform Clothing	-	-	-	-	-	-	-	-
R&M Grounds	-	-	85,000	85,000	-	-	-	-
Repairs and Maintenance - Tree	-	-	-	-	-	-	-	-
Staff Training & Development	-	-	-	-	-	-	-	-
SME - Consultants	-	-	-	-	-	-	-	-
Subscriptions and Publications	-	-	-	-	-	-	-	-
Telephone/Internet	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-
Total Expense	6,500	25,000	85,000	85,000	2,000	-	-	6,000
Surplus/(Deficit) Before Allocations	(6,500)	(25,000)	65,000	65,000	(2,000)	-	5,495	5,600

Appendix C - PGA Divisional Detail

	EcDev and Tourism Grants		Goderich Elevator		Municipal Election		Outdoor Vendors	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	(6,500)	(25,000)	65,000	65,000	(2,000)	-	5,495	5,600
COVID - Personnel	-	-	-	-	-	-	-	-
COVID - Other	-	-	-	-	-	-	-	-
Facility Costs	-	-	-	-	-	-	1,500	1,600
Personnel	-	-	-	-	-	-	-	-
Technology - Hardware	2,789	3,989	-	-	-	-	1,859	2,659
Allocations: Between Departments	2,789	3,989	-	-	-	-	3,359	4,259
Surplus/(Deficit) (After Allocations)	(9,289)	(28,989)	65,000	65,000	(2,000)	-	2,136	1,341
Transfers to (from) Reserves	-	-	-	-	28,000	30,000	-	-
Total Transfers	-	-	-	-	28,000	30,000	-	-
Surplus/(Deficit)	(9,289)	(28,989)	65,000	65,000	(30,000)	(30,000)	2,136	1,341

Appendix C - PGA Divisional Detail

	Physician Recruitment		Residential Rebates		Roselawn		Showboat - Lighthouse	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	-	-	-	-	-	-	-	-
Donations	-	-	-	-	1,000	-	-	-
Fundraising	-	-	-	-	-	-	-	-
Lease Income	-	1,000	-	-	-	-	-	-
Rentals	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	1,500	-	-	-
Fees	-	-	-	-	-	-	-	-
Grants - Other	-	-	-	-	4,000	15,000	-	-
Grant - Provincial	-	-	-	-	-	-	-	-
Sales	-	-	-	-	-	-	-	-
Penalties and Interest	-	-	-	-	-	-	-	-
Total Revenue	-	1,000	-	-	6,500	15,000	-	-
Salaries and Wages - Part Time	-	-	-	-	-	-	-	-
Salaries and Wages - Students	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Association/Membership Fees	-	200	-	-	-	-	-	-
Cleaning Supplies	-	-	-	-	900	-	-	-
Comm and Public Relations	-	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	3,200	-	-
Cost of of Goods Sold	-	-	-	-	-	-	-	-
Equipment - Purchase	-	-	-	-	-	-	-	-
Equipment - Rental	-	-	-	-	-	-	-	-
Financial Expenses	-	-	-	-	-	-	-	-
Grants and Sponsorship Expense	83,000	106,800	1,000	-	-	-	25,500	25,000
Hospitality Expense	-	-	-	-	-	-	-	-
Insurance - Contract	-	-	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-	-	-
Postage & Courier	-	-	-	-	200	-	-	-
Program Supplies	-	-	-	-	120	-	-	-
Protective & Uniform Clothing	-	-	-	-	-	-	-	-
R&M Grounds	-	-	-	-	1,500	-	-	-
Repairs and Maintenance - Tree	-	-	-	-	1,500	-	-	-
Staff Training & Development	-	-	-	-	-	-	-	-
SME - Consultants	4,000	40,000	-	-	500	-	-	-
Subscriptions and Publications	-	-	-	-	-	-	-	-
Telephone/Internet	-	1,000	-	-	1,950	1,100	-	-
Travel	-	-	-	-	-	-	-	-
Total Expense	87,000	148,000	1,000	-	6,670	4,300	25,500	25,000
Surplus/(Deficit) Before Allocations	(87,000)	(147,000)	(1,000)	-	(170)	10,700	(25,500)	(25,000)

Appendix C - PGA Divisional Detail

	Physician Recruitment		Residential Rebates		Roselawn		Showboat - Lighthouse	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	(87,000)	(147,000)	(1,000)	-	(170)	10,700	(25,500)	(25,000)
COVID - Personnel	-	-	-	-	-	-	-	-
COVID - Other	-	-	-	-	-	-	-	-
Facility Costs	-	-	-	-	61,400	61,400	-	-
Personnel	-	-	-	-	-	-	-	-
Technology - Hardware	-	-	-	-	-	-	-	-
Allocations: Between Departments	-	-	-	-	61,400	61,400	-	-
Surplus/(Deficit) (After Allocations)	(87,000)	(147,000)	(1,000)	-	(61,570)	(50,700)	(25,500)	(25,000)
Transfers to (from) Reserves	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(87,000)	(147,000)	(1,000)	-	(61,570)	(50,700)	(25,500)	(25,000)

Appendix C - PGA Divisional Detail

Object Name	SportsFest		Transit	
	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	-	500	-	-
Donations	-	-	-	-
Fundraising	-	-	-	-
Lease Income	-	-	-	-
Rentals	-	-	-	-
Other Revenue	-	-	-	-
Fees	-	8,500	9,000	-
Grants - Other	-	-	-	-
Grant - Provincial	-	-	150,380	138,000
Sales	-	-	-	-
Penalties and Interest	-	-	-	-
Total Revenue	-	9,000	159,380	138,000
Salaries and Wages - Part Time	-	-	-	-
Salaries and Wages - Students	-	-	-	-
Employee Benefits	-	-	-	-
Association/Membership Fees	-	-	-	-
Cleaning Supplies	-	-	-	-
Comm and Public Relations	-	2,000	-	-
Computer Software	-	-	-	-
Contract Services	-	-	291,000	303,700
Cost of of Goods Sold	-	-	-	-
Equipment - Purchase	-	-	-	-
Equipment - Rental	-	-	-	-
Financial Expenses	-	-	-	-
Grants and Sponsorship Expense	-	-	-	-
Hospitality Expense	-	-	-	-
Insurance - Contract	-	-	-	-
Office Supplies	-	-	-	-
Postage & Courier	-	-	-	-
Program Supplies	-	3,000	-	-
Protective & Uniform Clothing	-	-	-	-
R&M Grounds	-	-	-	-
Repairs and Maintenance - Tree	-	-	-	-
Staff Training & Development	-	-	-	-
SME - Consultants	-	-	-	-
Subscriptions and Publications	-	-	-	-
Telephone/Internet	-	-	-	-
Travel	-	-	-	-
Total Expense	-	5,000	291,000	303,700
Surplus/(Deficit) Before Allocations	-	4,000	(131,620)	(165,700)

Appendix C - PGA Divisional Detail

Object Name	SportsFest		Transit	
	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-
Surplus/(Deficit) - Directly Attributable	-	4,000	(131,620)	(165,700)
COVID - Personnel	-	-	-	-
COVID - Other	-	-	-	-
Facility Costs	-	-	-	-
Personnel	-	-	-	-
Technology - Hardware	-	6,648	-	-
Allocations: Between Departments	-	6,648	-	-
Surplus/(Deficit) (After Allocations)	-	(2,648)	(131,620)	(165,700)
Transfers to (from) Reserves	-	-	-	-
Total Transfers	-	-	-	-
Surplus/(Deficit)	-	(2,648)	(131,620)	(165,700)

Appendix C - Divisional Summary & Detail

Boards and Committees Divisional Summary

Appendix C - Boards and Committees
Divisional Summary

Divisional Summary		Boards and Committees					
		Committees	Heritage Archives	Library Board	Museum	NSCTA	Total
FORECAST	Total Revenue	-	10,100	40,900	57,093	-	108,093
	Personnel Expenses	-	85,500	611,200	339,300	-	1,036,000
	Operating Expenses	-	-	114,800	31,163	15,000	160,963
	Total Expense	-	85,500	726,000	370,463	15,000	1,196,963
	Surplus/(Deficit) Before Allocations	-	(75,400)	(685,100)	(313,370)	(15,000)	(1,088,870)
	Allocations: Within Departments	-	31,300	-	(31,300)	-	-
	Allocations: Between Departments	-	8,800	109,000	33,400	-	151,200
	Surplus/(Deficit) After Allocations	-	(115,500)	(794,100)	(315,470)	(15,000)	(1,240,070)
	Transfers to (from) Reserves	-	-	45,000	5,000	-	50,000
	Transfers to (from) Rate	-	-	-	-	-	-
	Total Transfers	-	-	45,000	5,000	-	50,000
	Surplus/(Deficit)	-	(115,500)	(839,100)	(320,470)	(15,000)	(1,290,070)
BUDGET	Total Revenue	-	11,900	40,900	77,300	-	130,100
	Operating Expenses	14,600	3,400	116,900	58,300	30,000	223,200
	Total Expense	14,600	67,800	716,000	285,800	30,000	1,114,200
	Surplus/(Deficit) Before Allocations	(14,600)	(55,900)	(675,100)	(208,500)	(30,000)	(984,100)
	Allocations: Within Departments	-	28,600	-	(28,600)	-	-
	Allocations: Between Departments	-	11,600	108,500	39,600	-	159,700
	Surplus/(Deficit) After Allocations	(14,600)	(96,100)	(783,600)	(219,500)	(30,000)	(1,143,800)
	Transfers to (from) Reserves	-	-	45,000	5,000	-	50,000
	Transfers to (from) Rate	-	-	-	-	-	-
	Total Transfers	-	-	45,000	5,000	-	50,000
	Surplus/(Deficit)	(14,600)	(96,100)	(828,600)	(224,500)	(30,000)	(1,193,800)
VARIANCE	Total Revenue	-	(1,800)	-	(20,207)	-	(22,007)
	Personnel Expenses	-	21,100	12,100	111,800	-	145,000
	Operating Expenses	(14,600)	(3,400)	(2,100)	(27,137)	(15,000)	(62,237)
	Total Expense	(14,600)	17,700	10,000	84,663	(15,000)	82,763
	Surplus/(Deficit) Before Allocations	14,600	(19,500)	(10,000)	(104,870)	15,000	(104,770)
	Allocations: Within Departments	-	2,700	-	(2,700)	-	-
	Allocations: Between Departments	-	(2,800)	500	(6,200)	-	(8,500)
	Surplus/(Deficit) After Allocations	14,600	(19,400)	(10,500)	(95,970)	15,000	(96,270)
	Transfers to (from) Reserves	-	-	-	-	-	-
	Transfers to (from) Rate	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-
	Surplus/(Deficit)	14,600	(19,400)	(10,500)	(95,970)	15,000	(96,270)

Appendix C - Divisional Summary & Detail

Boards and Committees Divisional Detail

Appendix C - Boards and Committees
Divisional Detail

	Total		Committees		Heritage Archives		Library Board	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	1,000	-	-	-	-	-	-	-
Donations	7,850	12,900	-	-	1,500	500	1,350	400
Fines	400	500	-	-	-	-	400	500
Fundraising	600	-	-	-	200	-	400	-
Rentals	4,050	11,300	-	-	-	4,000	50	300
Fees	6,600	16,500	-	-	1,200	2,100	400	1,400
Grants - Other	45,300	76,400	-	-	-	5,000	38,300	38,300
Grant - Federal	17,000	-	-	-	7,000	-	-	-
Grant - Provincial	24,093	-	-	-	-	-	-	-
Sales	1,200	12,500	-	-	200	300	-	-
Total Revenue	108,093	130,100	-	-	10,100	11,900	40,900	40,900
Salaries and Wages - Full Time	601,200	559,600	-	-	35,800	-	411,400	407,000
Salaries and Wages - Part Time	190,400	118,500	-	-	29,400	54,700	52,700	42,000
Employee Benefits	244,400	212,900	-	-	20,300	9,700	147,100	150,100
Association/Membership Fees	1,300	1,800	-	-	-	200	700	800
Auto - Fuel	200	-	-	-	-	-	-	-
Cleaning Supplies	800	-	-	-	-	-	-	-
Library Collection	74,300	72,800	-	-	-	-	72,800	72,800
Comm and Public Relations	4,900	6,600	-	-	-	100	900	1,000
Computer Software	730	1,000	-	-	-	-	500	1,000
Contract Services	18,000	47,800	-	14,600	-	-	3,000	3,200
Cost of of Goods Sold	500	5,000	-	-	-	-	-	-
Equipment - Purchase	8,000	27,300	-	-	-	1,500	6,000	7,300
Equipment - Rental	300	-	-	-	-	-	-	-
Grants and Sponsorship Expense	300	-	-	-	-	-	-	-
Hospitality Expense	720	1,900	-	-	-	300	600	1,100
Office Supplies	5,000	6,500	-	-	-	-	3,000	3,500
Postage & Courier	2,113	2,400	-	-	-	-	100	400
Program Supplies	14,000	18,300	-	-	-	800	3,000	3,000
Protective & Uniform Clothing	1,700	1,900	-	-	-	-	1,200	1,200
R&M Grounds	2,000	-	-	-	-	-	-	-
Staff Training & Development	5,800	11,500	-	-	-	300	5,000	7,100
SME - Audit and Actuary	6,500	6,500	-	-	-	-	6,500	6,500
Telephone/Internet	13,000	10,500	-	-	-	-	11,000	7,500
Travel	800	1,400	-	-	-	200	500	500
Total Expense	1,196,963	1,114,200	-	14,600	85,500	67,800	726,000	716,000
Surplus/(Deficit) Before Allocations	(1,088,870)	(984,100)	-	(14,600)	(75,400)	(55,900)	(685,100)	(675,100)

Appendix C - Boards and Committees
Divisional Detail

	Total		Committees		Heritage Archives		Library Board	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	31,300	28,600	-	-
Surplus/(Deficit) - Directly Attributable	(1,088,870)	(984,100)	-	(14,600)	(106,700)	(84,500)	(685,100)	(675,100)
Allocated Overhead (Credit Cards / Insurance)	54,000	53,500	-	-	4,800	4,800	36,300	35,800
COVID - Personnel	(9,000)	-	-	-	(2,800)	-	-	-
Facility Costs	106,200	106,200	-	-	6,800	6,800	72,700	72,700
Allocations: Between Departments	151,200	159,700	-	-	8,800	11,600	109,000	108,500
Surplus/(Deficit) (After Allocations)	(1,240,070)	(1,143,800)	-	(14,600)	(115,500)	(96,100)	(794,100)	(783,600)
Transfers to (from) Reserves	50,000	50,000	-	-	-	-	45,000	45,000
Total Transfers	50,000	50,000	-	-	-	-	45,000	45,000
Surplus/(Deficit)	(1,290,070)	(1,193,800)	-	(14,600)	(115,500)	(96,100)	(839,100)	(828,600)

Appendix C - Boards and Committees
Divisional Detail

Object Name	Museum		NSCTA	
	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	1,000	-	-	-
Donations	5,000	12,000	-	-
Fines	-	-	-	-
Fundraising	-	-	-	-
Rentals	4,000	7,000	-	-
Fees	5,000	13,000	-	-
Grants - Other	7,000	33,100	-	-
Grant - Federal	10,000	-	-	-
Grant - Provincial	24,093	-	-	-
Sales	1,000	12,200	-	-
Total Revenue	57,093	77,300	-	-
Salaries and Wages - Full Time	154,000	152,600	-	-
Salaries and Wages - Part Time	108,300	21,800	-	-
Employee Benefits	77,000	53,100	-	-
Association/Membership Fees	600	800	-	-
Auto - Fuel	200	-	-	-
Cleaning Supplies	800	-	-	-
Library Collection	1,500	-	-	-
Comm and Public Relations	4,000	5,500	-	-
Computer Software	230	-	-	-
Contract Services	-	-	15,000	30,000
Cost of of Goods Sold	500	5,000	-	-
Equipment - Purchase	2,000	18,500	-	-
Equipment - Rental	300	-	-	-
Grants and Sponsorship Expense	300	-	-	-
Hospitality Expense	120	500	-	-
Office Supplies	2,000	3,000	-	-
Postage & Courier	2,013	2,000	-	-
Program Supplies	11,000	14,500	-	-
Protective & Uniform Clothing	500	700	-	-
R&M Grounds	2,000	-	-	-
Staff Training & Development	800	4,100	-	-
SME - Audit and Actuary	-	-	-	-
Telephone/Internet	2,000	3,000	-	-
Travel	300	700	-	-
Total Expense	370,463	285,800	15,000	30,000
Surplus/(Deficit) Before Allocations	(313,370)	(208,500)	(15,000)	(30,000)

Appendix C - Boards and Committees
Divisional Detail

	Museum		NSCTA	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	(31,300)	(28,600)	-	-
Surplus/(Deficit) - Directly Attributable	(282,070)	(179,900)	(15,000)	(30,000)
Allocated Overhead (Credit Cards / Insurance)	12,900	12,900	-	-
COVID - Personnel	(6,200)	-	-	-
Facility Costs	26,700	26,700	-	-
Allocations: Between Departments	33,400	39,600	-	-
Surplus/(Deficit) (After Allocations)	(315,470)	(219,500)	(15,000)	(30,000)
Transfers to (from) Reserves	5,000	5,000	-	-
Total Transfers	5,000	5,000	-	-
Surplus/(Deficit)	(320,470)	(224,500)	(15,000)	(30,000)

Appendix C - Divisional Summary & Detail

Council Divisional Detail

Appendix C - Council Divisional Detail

Object Name	Council	
	Forecast 2021	Budget 2021
Total Revenue	-	-
Salaries and Wages - Part Time	138,300	141,400
Employee Benefits	75,325	93,700
Contract Services	25,900	24,100
Hospitality Expense	3,500	7,300
Office Supplies	3,500	3,600
Postage & Courier	1,300	100
Staff Training & Development	10,000	31,800
Telephone/Internet	2,000	7,100
Travel		6,400
Total Expense	259,825	315,500
Surplus/(Deficit) Before Allocations	(259,825)	(315,500)
Allocations: Within Departments	-	-
Surplus/(Deficit) - Directly Attributable	(259,825)	(315,500)
Allocations: Between Departments	-	-
Surplus/(Deficit) (After Allocations)	(259,825)	(315,500)
Total Transfers	-	-
Surplus/(Deficit)	(259,825)	(315,500)

Appendix C - Divisional Summary & Detail

Chief Administrative Officer Divisional Summary

Appendix C - Chief Administrative Officer
Divisional Summary

		Chief Administrative Officer			
		CAO	Economic Development	Marketing and Communication	Total
FORECAST	Total Revenue	-	5,000	-	5,000
	Personnel Expenses	528,900	322,483	217,105	1,068,488
	Operating Expenses	18,370	73,973	57,770	150,113
	Total Expense	547,270	396,456	274,875	1,218,601
	Surplus/(Deficit) Before Allocations	(547,270)	(391,456)	(274,875)	(1,213,601)
	Allocations: Within Departments	-	-	-	-
	Allocations: Between Departments	(21,800)	24,828	(6,300)	(3,273)
	Surplus/(Deficit) After Allocations	(525,470)	(416,283)	(268,575)	(1,210,328)
	Transfers to (from) Reserves	-	-	-	-
	Transfers to (from) Rate	-	-	-	-
	Total Transfers	-	-	-	-
	Surplus/(Deficit)	(525,470)	(416,283)	(268,575)	(1,210,328)
BUDGET	Total Revenue	-	3,700	-	3,700
	Personnel Expenses	443,300	293,662	218,700	955,662
	Operating Expenses	47,300	50,100	81,400	178,800
	Total Expense	490,600	343,762	300,100	1,134,462
	Surplus/(Deficit) Before Allocations	(490,600)	(340,062)	(300,100)	(1,130,762)
	Allocations: Within Departments	-	-	-	-
	Allocations: Between Departments	-	(20,000)	-	(20,000)
	Surplus/(Deficit) After Allocations	(490,600)	(320,062)	(300,100)	(1,110,762)
	Transfers to (from) Reserves	-	-	-	-
	Transfers to (from) Rate	-	-	-	-
	Total Transfers	-	-	-	-
	Surplus/(Deficit)	(490,600)	(320,062)	(300,100)	(1,110,762)
VARIANCE	Total Revenue	-	1,300	-	1,300
	Personnel Expenses	85,600	28,821	(1,595)	112,826
	Operating Expenses	(28,930)	23,873	(23,630)	(28,687)
	Total Expense	56,670	52,694	(25,225)	84,139
	Surplus/(Deficit) Before Allocations	(56,670)	(51,394)	25,225	(82,839)
	Allocations: Within Departments	-	-	-	-
	Allocations: Between Departments	(21,800)	44,828	(6,300)	16,728
	Surplus/(Deficit) After Allocations	(34,870)	(96,221)	31,525	(99,566)
	Transfers to (from) Reserves	-	-	-	-
	Transfers to (from) Rate	-	-	-	-
	Total Transfers	-	-	-	-
	Surplus/(Deficit)	(34,870)	(96,221)	31,525	(99,566)

Appendix C - Divisional Summary & Detail

Chief Administrative Officer Divisional Detail

**Appendix C - Chief Administrative
Officer Divisional Detail**

	Total		CAO		Economic Development		Marketing and Communication	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Grants - Other	5,000	-	-	-	5,000	-	-	-
Grant - Provincial	-	3,700	-	-	-	3,700	-	-
Total Revenue	5,000	3,700	-	-	5,000	3,700	-	-
Salaries and Wages - Full Time	699,688	717,862	367,900	349,000	217,883	212,662	113,905	156,200
Salaries and Wages - Part Time	84,000	-	44,000	-	-	-	40,000	-
Salaries and Wages - Students	44,700	27,000	-	-	28,000	9,000	16,700	18,000
Overtime Pay	4,000	-	-	-	-	-	4,000	-
Employee Benefits	236,100	210,800	117,000	94,300	76,600	72,000	42,500	44,500
Association/Membership Fees	14,100	23,800	2,700	2,900	10,000	19,500	1,400	1,400
Comm and Public Relations	45,000	51,400	-	-	-	-	45,000	51,400
Contract Services	2,000	10,000	-	-	-	-	2,000	10,000
Hospitality Expense	850	900	500	300	150	400	200	200
Office Supplies	2,800	2,800	1,500	1,200	1,100	800	200	800
Postage & Courier	25	300	-	100	25	100	-	100
Staff Training & Development	8,900	18,300	3,000	8,700	2,000	5,700	3,900	3,900
SME - Consultants	65,000	60,000	10,000	30,000	55,000	20,000	-	10,000
Subscriptions and Publications	3,000	1,200	-	-	-	-	3,000	1,200
Telephone/Internet	8,238	6,500	670	2,400	5,498	2,500	2,070	1,600
Travel	200	3,600	-	1,700	200	1,100	-	800
Total Expense	1,218,601	1,134,462	547,270	490,600	396,456	343,762	274,875	300,100
Surplus/(Deficit) Before Allocations	(1,213,601)	(1,130,762)	(547,270)	(490,600)	(391,456)	(340,062)	(274,875)	(300,100)
Allocations: Within Departments	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	(1,213,601)	(1,130,762)	(547,270)	(490,600)	(391,456)	(340,062)	(274,875)	(300,100)
COVID - Personnel	(28,100)	-	(21,800)	-	-	-	(6,300)	-
Personnel	(17,000)	(20,000)	-	-	(17,000)	(20,000)	-	-
Technology - Hardware	41,828	-	-	-	41,828	-	-	-
Allocations: Between Departments	(3,273)	(20,000)	(21,800)	-	24,828	(20,000)	(6,300)	-
Surplus/(Deficit) (After Allocations)	(1,210,328)	(1,110,762)	(525,470)	(490,600)	(416,283)	(320,062)	(268,575)	(300,100)
Total Transfers	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(1,210,328)	(1,110,762)	(525,470)	(490,600)	(416,283)	(320,062)	(268,575)	(300,100)

Appendix C - Divisional Summary & Detail

Corporate Services & Recreation Divisional Summary

Appendix C - Corporate Services & Recreation
Divisional Summary

		Corporate Services & Recreation							
		Community Sports and Recreation (VHWC)	Corporate Services - Global	Customer Service	Events	Financial Services	Human Resources	Information Technology	Total
FORECAST	Total Revenue	185,750	-	-	-	26,150	-	-	211,900
	Personnel Expenses	695,000	212,300	334,184	98,000	916,100	459,300	275,400	2,990,284
	Operating Expenses	368,100	102,500	1,620	200	113,000	17,600	2,300	605,320
	Total Expense	1,063,100	314,800	335,804	98,200	1,029,100	476,900	277,700	3,595,604
	Surplus/(Deficit) Before Allocations	(877,350)	(314,800)	(335,804)	(98,200)	(1,002,950)	(476,900)	(277,700)	(3,383,704)
	Allocations: Within Departments	57,750	(187,300)	21,400	(5,250)	65,400	30,300	17,700	-
	Allocations: Between Departments	(308,450)	(124,100)	(56,500)	(92,950)	-	(44,200)	(51,000)	(677,200)
	Surplus/(Deficit) After Allocations	(626,650)	(3,400)	(300,704)	-	(1,068,350)	(463,000)	(244,400)	(2,706,504)
	Transfers to (from) Reserves	-	-	-	-	-	-	-	-
	Transfers to (from) Rate	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	(626,650)	(3,400)	(300,704)	-	(1,068,350)	(463,000)	(244,400)	(2,706,504)
BUDGET	Total Revenue	625,500	-	-	-	28,700	-	-	654,200
	Personnel Expenses	777,100	213,000	256,700	132,800	727,300	439,200	349,600	2,895,700
	Operating Expenses	488,300	87,900	8,300	5,400	129,600	22,100	11,900	753,500
	Total Expense	1,265,400	300,900	265,000	138,200	856,900	461,300	361,500	3,649,200
	Surplus/(Deficit) Before Allocations	(639,900)	(300,900)	(265,000)	(138,200)	(828,200)	(461,300)	(361,500)	(2,995,000)
	Allocations: Within Departments	90,050	(215,600)	17,800	(5,250)	57,700	31,000	24,300	-
	Allocations: Between Departments	-	(85,300)	-	(132,950)	-	-	-	(218,250)
	Surplus/(Deficit) After Allocations	(729,950)	-	(282,800)	-	(885,900)	(492,300)	(385,800)	(2,776,750)
	Transfers to (from) Reserves	-	-	-	-	-	-	-	-
	Transfers to (from) Rate	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	(729,950)	-	(282,800)	-	(885,900)	(492,300)	(385,800)	(2,776,750)
VARIANCE	Total Revenue	(439,750)	-	-	-	(2,550)	-	-	(442,300)
	Personnel Expenses	(82,100)	(700)	77,484	(34,800)	188,800	20,100	(74,200)	94,584
	Operating Expenses	(120,200)	14,600	(6,680)	(5,200)	(16,600)	(4,500)	(9,600)	(148,180)
	Total Expense	(202,300)	13,900	70,804	(40,000)	172,200	15,600	(83,800)	(53,596)
	Surplus/(Deficit) Before Allocations	(237,450)	(13,900)	(70,804)	40,000	(174,750)	(15,600)	83,800	(388,704)
	Allocations: Within Departments	(32,300)	28,300	3,600	-	7,700	(700)	(6,600)	-
	Allocations: Between Departments	(308,450)	(38,800)	(56,500)	40,000	-	(44,200)	(51,000)	(458,950)
	Surplus/(Deficit) After Allocations	103,300	(3,400)	(17,904)	-	(182,450)	29,300	141,400	70,246
	Transfers to (from) Reserves	-	-	-	-	-	-	-	-
	Transfers to (from) Rate	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	103,300	(3,400)	(17,904)	-	(182,450)	29,300	141,400	70,246

Appendix C - Divisional Summary & Detail

Corporate Services & Recreation Divisional Detail

Appendix C - Corporate Services & Recreation Divisional Detail

	Total		Community Sports and Recreation (VHWC)		Corporate Services - Global		Customer Service		Events	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	9,000	35,000	9,000	35,000	-	-	-	-	-	-
Lease Income	2,500	18,700	2,500	18,700	-	-	-	-	-	-
Licences and Permits	20,000	16,000	-	-	-	-	-	-	-	-
Rentals	168,000	497,000	168,000	497,000	-	-	-	-	-	-
Other Revenue	150	-	-	-	-	-	-	-	-	-
Fees	12,250	82,700	6,250	70,000	-	-	-	-	-	-
Sales	-	4,800	-	4,800	-	-	-	-	-	-
Total Revenue	211,900	654,200	185,750	625,500	-	-	-	-	-	-
Salaries and Wages - Full Time	2,040,500	1,943,000	475,000	478,600	169,800	147,900	133,100	123,100	64,600	64,200
Salaries and Wages - Part Time	183,284	187,000	30,000	120,600	-	-	120,384	66,400	-	-
Salaries and Wages - Students	18,000	80,900	-	-	-	-	8,000	9,000	10,000	44,900
Overtime Pay	23,000	38,500	-	-	-	28,500	3,000	4,000	-	-
Employee Benefits	725,500	646,300	190,000	177,900	42,500	36,600	69,700	54,200	23,400	23,700
Association/Membership Fees	9,200	14,400	-	-	1,000	2,400	-	1,200	-	-
Cleaning Supplies	15,000	21,500	15,000	21,500	-	-	-	-	-	-
Contract Services	300,000	393,100	300,000	382,100	-	10,000	-	-	-	-
Cost of of Goods Sold	-	500	-	500	-	-	-	-	-	-
Equipment - Purchase	8,500	8,500	8,500	8,500	-	-	-	-	-	-
Equipment - Rental	-	3,400	-	3,400	-	-	-	-	-	-
Hospitality Expense	3,500	3,500	-	-	3,500	3,500	-	-	-	-
Office Supplies	26,800	29,200	800	3,100	26,000	26,100	-	-	-	-
Postage & Courier	38,100	49,200	-	100	100	700	-	-	-	-
Program Supplies	2,000	13,600	2,000	13,600	-	-	-	-	-	-
Protective & Uniform Clothing	1,400	1,000	1,400	1,000	-	-	-	-	-	-
R&M Grounds	24,000	27,800	24,000	27,800	-	-	-	-	-	-
Staff Training & Development	23,400	57,600	6,000	15,000	1,200	3,700	1,000	4,800	200	3,200
SME - Audit and Actuary	65,000	55,000	-	-	-	-	-	-	-	-
SME - Consultants	70,000	40,000	-	-	70,000	40,000	-	-	-	-
Subscriptions and Publications	1,800	3,000	-	-	-	-	-	500	-	-
Telephone/Internet	14,620	20,700	8,400	8,700	700	800	620	800	-	1,600
Travel	2,000	11,500	2,000	3,000	-	700	-	1,000	-	600
Total Expense	3,595,604	3,649,200	1,063,100	1,265,400	314,800	300,900	335,804	265,000	98,200	138,200
Surplus/(Deficit) Before Allocations	(3,383,704)	(2,995,000)	(877,350)	(639,900)	(314,800)	(300,900)	(335,804)	(265,000)	(98,200)	(138,200)

Appendix C - Corporate Services & Recreation Divisional Detail

	Total		Community Sports and Recreation (VHWC)		Corporate Services - Global		Customer Service		Events	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	57,750	90,050	(187,300)	(215,600)	21,400	17,800	(5,250)	(5,250)
Surplus/(Deficit) - Directly Attributable	(3,383,704)	(2,995,000)	(935,100)	(729,950)	(127,500)	(85,300)	(357,204)	(282,800)	(92,950)	(132,950)
COVID - Personnel	(202,300)	-	(41,400)	-	(9,200)	-	(56,500)	-	-	-
COVID - Other	(267,050)	-	(267,050)	-	-	-	-	-	-	-
Technology - Hardware	(207,850)	(218,250)	-	-	(114,900)	(85,300)	-	-	(92,950)	(132,950)
Allocations: Between Departments	(677,200)	(218,250)	(308,450)	-	(124,100)	(85,300)	(56,500)	-	(92,950)	(132,950)
Surplus/(Deficit) (After Allocations)	(2,706,504)	(2,776,750)	(626,650)	(729,950)	(3,400)	-	(300,704)	(282,800)	-	-
Total Transfers	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(2,706,504)	(2,776,750)	(626,650)	(729,950)	(3,400)	-	(300,704)	(282,800)	-	-

Appendix C - Corporate Services & Recreation Divisional Detail

	Financial Services		Human Resources		Information Technology	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	-	-	-	-	-	-
Lease Income	-	-	-	-	-	-
Licences and Permits	20,000	16,000	-	-	-	-
Rentals	-	-	-	-	-	-
Other Revenue	150	-	-	-	-	-
Fees	6,000	12,700	-	-	-	-
Sales	-	-	-	-	-	-
Total Revenue	26,150	28,700	-	-	-	-
Salaries and Wages - Full Time	656,600	540,300	344,900	330,600	196,500	258,300
Salaries and Wages - Part Time	30,500	-	-	-	2,400	-
Salaries and Wages - Students	-	9,000	-	9,000	-	9,000
Overtime Pay	20,000	4,000	-	-	-	2,000
Employee Benefits	209,000	174,000	114,400	99,600	76,500	80,300
Association/Membership Fees	3,600	4,800	4,600	4,800	-	1,200
Cleaning Supplies	-	-	-	-	-	-
Contract Services	-	1,000	-	-	-	-
Cost of of Goods Sold	-	-	-	-	-	-
Equipment - Purchase	-	-	-	-	-	-
Equipment - Rental	-	-	-	-	-	-
Hospitality Expense	-	-	-	-	-	-
Office Supplies	-	-	-	-	-	-
Postage & Courier	38,000	48,000	-	400	-	-
Program Supplies	-	-	-	-	-	-
Protective & Uniform Clothing	-	-	-	-	-	-
R&M Grounds	-	-	-	-	-	-
Staff Training & Development	5,000	13,600	10,000	10,800	-	6,500
SME - Audit and Actuary	65,000	55,000	-	-	-	-
SME - Consultants	-	-	-	-	-	-
Subscriptions and Publications	-	500	1,400	1,500	400	500
Telephone/Internet	1,400	4,000	1,600	2,400	1,900	2,400
Travel	-	2,700	-	2,200	-	1,300
Total Expense	1,029,100	856,900	476,900	461,300	277,700	361,500
Surplus/(Deficit) Before Allocations	(1,002,950)	(828,200)	(476,900)	(461,300)	(277,700)	(361,500)

Appendix C - Corporate Services & Recreation Divisional Detail

	Financial Services		Human Resources		Information Technology	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	65,400	57,700	30,300	31,000	17,700	24,300
Surplus/(Deficit) - Directly Attributable	(1,068,350)	(885,900)	(507,200)	(492,300)	(295,400)	(385,800)
COVID - Personnel	-	-	(44,200)	-	(51,000)	-
COVID - Other	-	-	-	-	-	-
Technology - Hardware	-	-	-	-	-	-
Allocations: Between Departments	-	-	(44,200)	-	(51,000)	-
Surplus/(Deficit) (After Allocations)	(1,068,350)	(885,900)	(463,000)	(492,300)	(244,400)	(385,800)
Total Transfers	-	-	-	-	-	-
Surplus/(Deficit)	(1,068,350)	(885,900)	(463,000)	(492,300)	(244,400)	(385,800)

Appendix C - Divisional Summary & Detail

Legislative Services Divisional Summary

Appendix C - Legislative Services Divisional Summary

		Legislative Services			
		Clerks	Planning and Development	Planning Global	Total
FORECAST	Total Revenue	30,550	175,000	-	205,550
	Personnel Expenses	411,700	292,000	157,600	861,300
	Operating Expenses	6,300	106,350	19,000	131,650
	Total Expense	418,000	398,350	176,600	992,950
	Surplus/(Deficit) Before Allocations	(387,450)	(223,350)	(176,600)	(787,400)
	Allocations: Within Departments	63,400	62,400	(125,800)	-
	Allocations: Between Departments	(30,100)	(1,800)	(50,800)	(82,700)
	Surplus/(Deficit) After Allocations	(420,750)	(283,950)	-	(704,700)
	Transfers to (from) Reserves	-	-	-	-
	Transfers to (from) Rate	-	-	-	-
	Total Transfers	-	-	-	-
	Surplus/(Deficit)	(420,750)	(283,950)	-	(704,700)
BUDGET	Total Revenue	22,700	182,900	-	205,600
	Personnel Expenses	388,300	237,100	171,500	796,900
	Operating Expenses	13,500	12,900	37,700	64,100
	Total Expense	401,800	250,000	209,200	861,000
	Surplus/(Deficit) Before Allocations	(379,100)	(67,100)	(209,200)	(655,400)
	Allocations: Within Departments	85,500	53,200	(138,700)	-
	Allocations: Between Departments	-	-	(70,500)	(70,500)
	Surplus/(Deficit) After Allocations	(464,600)	(120,300)	-	(584,900)
	Transfers to (from) Reserves	-	-	-	-
	Transfers to (from) Rate	-	-	-	-
	Total Transfers	-	-	-	-
	Surplus/(Deficit)	(464,600)	(120,300)	-	(584,900)
VARIANCE	Total Revenue	7,850	(7,900)	-	(50)
	Personnel Expenses	23,400	54,900	(13,900)	64,400
	Operating Expenses	(7,200)	93,450	(18,700)	67,550
	Total Expense	16,200	148,350	(32,600)	131,950
	Surplus/(Deficit) Before Allocations	(8,350)	(156,250)	32,600	(132,000)
	Allocations: Within Departments	(22,100)	9,200	12,900	-
	Allocations: Between Departments	(30,100)	(1,800)	19,700	(12,200)
	Surplus/(Deficit) After Allocations	43,850	(163,650)	-	(119,800)
	Transfers to (from) Reserves	-	-	-	-
	Transfers to (from) Rate	-	-	-	-
	Total Transfers	-	-	-	-
	Surplus/(Deficit)	43,850	(163,650)	-	(119,800)

Appendix C - Divisional Summary & Detail

Legislative Services Divisional Detail

Appendix C - Legislative Services
Divisional Detail

Object Name	Total		Clerks		Planning and Development		Planning Global	
	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Licences and Permits	30,000	21,500	30,000	21,500	-	-	-	-
Fees	175,550	184,100	550	1,200	175,000	182,900	-	-
Total Revenue	205,550	205,600	30,550	22,700	175,000	182,900	-	-
Salaries and Wages - Full Time	634,300	585,200	306,700	288,200	208,600	160,100	119,000	136,900
Salaries and Wages - Students	9,000	27,000	-	9,000	9,000	18,000	-	-
Overtime Pay	7,000	-	-	-	7,000	-	-	-
Employee Benefits	211,000	184,700	105,000	91,100	67,400	59,000	38,600	34,600
Association/Membership Fees	2,800	3,900	1,000	2,400	800	300	1,000	1,200
Comm and Public Relations	3,000	5,000	-	-	2,000	5,000	1,000	-
Hospitality Expense	1,200	1,200	-	-	-	-	1,200	1,200
Office Supplies	2,000	2,000	-	-	-	1,600	2,000	400
Postage & Courier	150	500	100	400	50	100	-	-
Staff Training & Development	9,000	14,600	4,000	7,200	2,000	4,000	3,000	3,400
SME - Consultants	110,000	30,000	-	-	100,000	-	10,000	30,000
Subscriptions and Publications	300	800	-	500	300	300	-	-
Telephone/Internet	3,200	3,200	1,200	1,600	1,200	800	800	800
Travel	-	2,900	-	1,400	-	800	-	700
Total Expense	992,950	861,000	418,000	401,800	398,350	250,000	176,600	209,200
Surplus/(Deficit) Before Allocations	(787,400)	(655,400)	(387,450)	(379,100)	(223,350)	(67,100)	(176,600)	(209,200)
Allocations: Within Departments	-	-	63,400	85,500	62,400	53,200	(125,800)	(138,700)
Surplus/(Deficit) - Directly Attributable	(787,400)	(655,400)	(450,850)	(464,600)	(285,750)	(120,300)	(50,800)	(70,500)
COVID - Personnel	(31,900)	-	(30,100)	-	(1,800)	-	-	-
Personnel	-	-	-	-	-	-	-	-
Allocations: Between Departments	(82,700)	(70,500)	(30,100)	-	(1,800)	-	(50,800)	(70,500)
Surplus/(Deficit) (After Allocations)	(704,700)	(584,900)	(420,750)	(464,600)	(283,950)	(120,300)	-	-
Total Transfers	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(704,700)	(584,900)	(420,750)	(464,600)	(283,950)	(120,300)	-	-

Appendix C - Divisional Summary & Detail

Fire & Bylaw Divisional Summary

Appendix C - Fire & Bylaw Divisional Summary

		Fire and Bylaw		
		Bylaws	Fire	Total
FORECAST	Total Revenue	96,500	110,660	207,160
	Personnel Expenses	386,800	3,156,316	3,543,116
	Operating Expenses	81,300	231,500	312,800
	Total Expense	468,100	3,387,816	3,855,916
	Surplus/(Deficit) Before Allocations	(371,600)	(3,277,156)	(3,648,756)
	Allocations: Within Departments	99,072	(99,072)	-
	Allocations: Between Departments	(15,400)	(52,000)	(67,400)
	Surplus/(Deficit) After Allocations	(455,272)	(3,126,084)	(3,581,356)
	Transfers to (from) Reserves	-	-	-
	Transfers to (from) Rate	-	-	-
	Total Transfers	-	-	-
	Surplus/(Deficit)	(455,272)	(3,126,084)	(3,581,356)
BUDGET	Total Revenue	31,500	20,600	52,100
	Personnel Expenses	353,500	2,913,700	3,267,200
	Operating Expenses	32,800	290,000	322,800
	Total Expense	386,300	3,203,700	3,590,000
	Surplus/(Deficit) Before Allocations	(354,800)	(3,183,100)	(3,537,900)
	Allocations: Within Departments	99,072	(99,072)	-
	Allocations: Between Departments	-	-	-
	Surplus/(Deficit) After Allocations	(453,872)	(3,084,028)	(3,537,900)
	Transfers to (from) Reserves	-	-	-
	Transfers to (from) Rate	-	-	-
	Total Transfers	-	-	-
	Surplus/(Deficit)	(453,872)	(3,084,028)	(3,537,900)
VARIANCE	Total Revenue	65,000	90,060	155,060
	Personnel Expenses	33,300	242,616	275,916
	Operating Expenses	48,500	(58,500)	(10,000)
	Total Expense	81,800	184,116	265,916
	Surplus/(Deficit) Before Allocations	(16,800)	(94,056)	(110,856)
	Allocations: Within Departments	-	-	-
	Allocations: Between Departments	(15,400)	(52,000)	(67,400)
	Surplus/(Deficit) After Allocations	(1,400)	(42,056)	(43,456)
	Transfers to (from) Reserves	-	-	-
	Transfers to (from) Rate	-	-	-
	Total Transfers	-	-	-
	Surplus/(Deficit)	(1,400)	(42,056)	(43,456)

Appendix C - Divisional Summary & Detail

Fire & Bylaw Divisional Detail

Appendix C - Fire & Bylaw Divisional
Detail

Object Name	Total		Bylaws		Fire	
	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Donations	600	-	-	-	600	-
Fines	45,000	11,000	45,000	11,000	-	-
Licences and Permits	1,500	20,500	1,500	20,500	-	-
Chargebacks	42,000	-	42,000	-	-	-
Fees	108,000	20,600	8,000	-	100,000	20,600
Grant - Provincial	9,100	-	-	-	9,100	-
Sales	960	-	-	-	960	-
Total Revenue	207,160	52,100	96,500	31,500	110,660	20,600
Salaries and Wages - Full Time	1,924,100	1,902,200	213,400	245,400	1,710,700	1,656,800
Salaries and Wages - Part Time	483,700	438,600	45,100	-	438,600	438,600
Salaries and Wages - Students	29,100	19,300	29,100	10,300	-	9,000
Overtime Pay	75,000	72,800	10,000	14,000	65,000	58,800
Honourariums	25,000	25,000	-	-	25,000	25,000
Employee Benefits	1,006,216	809,300	89,200	83,800	917,016	725,500
Association/Membership Fees	1,500	3,200	-	1,200	1,500	2,000
Cleaning Supplies	2,500	3,000	-	-	2,500	3,000
Comm and Public Relations	10,500	16,300	500	500	10,000	15,800
Contract Services	150,300	105,800	60,000	15,500	90,300	90,300
Equipment - Purchase	26,000	26,200	-	-	26,000	26,200
Hospitality Expense	3,200	6,000	-	-	3,200	6,000
Office Supplies	8,400	8,000	2,000	1,600	6,400	6,400
Postage & Courier	1,400	2,600	800	2,000	600	600
Program Supplies	20,000	44,000	-	-	20,000	44,000
Protective & Uniform Clothing	35,000	25,000	10,000	1,000	25,000	24,000
Staff Training & Development	36,000	60,400	1,000	6,500	35,000	53,900
Subscriptions and Publications	500	1,500	-	-	500	1,500
Telephone/Internet	12,500	8,700	7,000	3,200	5,500	5,500
Travel	5,000	12,100	-	1,300	5,000	10,800
Total Expense	3,855,916	3,590,000	468,100	386,300	3,387,816	3,203,700
Surplus/(Deficit) Before Allocations	(3,648,756)	(3,537,900)	(371,600)	(354,800)	(3,277,156)	(3,183,100)
Allocations: Within Departments	-	-	99,072	99,072	(99,072)	(99,072)
Surplus/(Deficit) - Directly Attributable	(3,648,756)	(3,537,900)	(470,672)	(453,872)	(3,178,084)	(3,084,028)
COVID - Personnel	(67,400)	-	(15,400)	-	(52,000)	-
Allocations: Between Departments	(67,400)	-	(15,400)	-	(52,000)	-
Surplus/(Deficit) (After Allocations)	(3,581,356)	(3,537,900)	(455,272)	(453,872)	(3,126,084)	(3,084,028)
Total Transfers	-	-	-	-	-	-
Surplus/(Deficit)	(3,581,356)	(3,537,900)	(455,272)	(453,872)	(3,126,084)	(3,084,028)

Appendix C - Divisional Summary & Detail

Public Works Divisional Summary

Appendix C - Public Works Divisional Summary

		Public Works									
		Drainage	Enviromental Compliance	Facilities	Fleet	Parks and Trails	Project Management	Public Works (Global)	Stores	Transportation	Total
FORECAST	Total Revenue	118,671	2,700	-	-	9,000	-	-	-	46,000	176,371
	Personnel Expenses	189,700	184,700	400,730	201,400	1,034,100	904,400	368,900	159,000	1,545,600	4,988,530
	Operating Expenses	8,000	19,550	14,000	38,100	475,300	25,300	123,400	4,500	1,125,800	1,833,950
	Total Expense	197,700	204,250	414,730	239,500	1,509,400	929,700	492,300	163,500	2,671,400	6,822,480
	Surplus/(Deficit) Before Allocations	(79,029)	(201,550)	(414,730)	(239,500)	(1,500,400)	(929,700)	(492,300)	(163,500)	(2,625,400)	(6,646,109)
	Allocations: Within Departments	15,000	15,500	31,600	18,200	114,800	70,900	(481,600)	12,400	203,200	-
	Allocations: Between Departments	-	-	(433,830)	(251,700)	(3,300)	-	(10,700)	(16,700)	(18,900)	(735,130)
	Surplus/(Deficit) After Allocations	(94,029)	(217,050)	(12,500)	(6,000)	(1,611,900)	(1,000,600)	-	(159,200)	(2,809,700)	(5,910,979)
	Transfers to (from) Reserves	85,000	-	-	-	-	-	-	-	(530,000)	(445,000)
	Transfers to (from) Rate	-	-	-	-	-	-	-	-	-	-
	Total Transfers	85,000	-	-	-	-	-	-	-	(530,000)	(445,000)
	Surplus/(Deficit)	(179,029)	(217,050)	(12,500)	(6,000)	(1,611,900)	(1,000,600)	-	(159,200)	(2,279,700)	(5,465,979)
BUDGET	Total Revenue	189,000	-	-	-	14,000	-	-	-	27,500	230,500
	Personnel Expenses	198,400	199,500	371,000	312,700	925,700	810,100	454,700	148,900	1,486,700	4,907,700
	Operating Expenses	6,700	20,400	15,400	38,800	471,500	30,400	122,100	3,400	1,168,200	1,876,900
	Total Expense	205,100	219,900	386,400	351,500	1,397,200	840,500	576,800	152,300	2,654,900	6,784,600
	Surplus/(Deficit) Before Allocations	(16,100)	(219,900)	(386,400)	(351,500)	(1,383,200)	(840,500)	(576,800)	(152,300)	(2,627,400)	(6,554,100)
	Allocations: Within Departments	1,554	21,220	37,287	33,919	133,477	81,107	(576,800)	14,697	253,540	-
	Allocations: Between Departments	-	-	(423,687)	(385,419)	-	-	-	-	-	(809,106)
	Surplus/(Deficit) After Allocations	(17,654)	(241,120)	0	(0)	(1,516,677)	(921,607)	-	(166,997)	(2,880,940)	(5,744,994)
	Transfers to (from) Reserves	85,000	-	-	-	-	-	-	-	(530,000)	(445,000)
	Transfers to (from) Rate	-	-	-	-	-	-	-	-	-	-
	Total Transfers	85,000	-	-	-	-	-	-	-	(530,000)	(445,000)
	Surplus/(Deficit)	(102,654)	(241,120)	0	(0)	(1,516,677)	(921,607)	-	(166,997)	(2,350,940)	(5,299,994)
VARIANCE	Total Revenue	(70,329)	2,700	-	-	(5,000)	-	-	-	18,500	(54,129)
	Personnel Expenses	(8,700)	(14,800)	29,730	(111,300)	108,400	94,300	(85,800)	10,100	58,900	80,830
	Operating Expenses	1,300	(850)	(1,400)	(700)	3,800	(5,100)	1,300	1,100	(42,400)	(42,950)
	Total Expense	(7,400)	(15,650)	28,330	(112,000)	112,200	89,200	(84,500)	11,200	16,500	37,880
	Surplus/(Deficit) Before Allocations	(62,929)	18,350	(28,330)	112,000	(117,200)	(89,200)	84,500	(11,200)	2,000	(92,009)
	Allocations: Within Departments	13,446	(5,720)	(5,687)	(15,719)	(18,677)	(10,207)	95,200	(2,297)	(50,340)	-
	Allocations: Between Departments	-	-	(10,143)	133,719	(3,300)	-	(10,700)	(16,700)	(18,900)	73,976
	Surplus/(Deficit) After Allocations	(76,375)	24,070	(12,500)	(6,000)	(95,223)	(78,993)	-	7,797	71,240	(165,985)
	Transfers to (from) Reserves	-	-	-	-	-	-	-	-	-	-
	Transfers to (from) Rate	-	-	-	-	-	-	-	-	-	-
	Total Transfers	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	(76,375)	24,070	(12,500)	(6,000)	(95,223)	(78,993)	-	7,797	71,240	(165,985)

Appendix C - Divisional Summary & Detail

Public Works Divisional Detail

**Appendix C - Public Works Divisional
Detail**

	Total		Drainage		Enviromental Compliance		Facilities		Fleet	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Rentals	-	6,000	-	-	-	-	-	-	-	-
Other Revenue	63,500	142,500	63,000	140,000	-	-	-	-	-	-
Chargebacks	13,871	-	6,671	-	2,700	-	-	-	-	-
Fees	50,000	28,000	-	-	-	-	-	-	-	-
Grants - Other	-	5,000	-	-	-	-	-	-	-	-
Grant - Provincial	49,000	49,000	49,000	49,000	-	-	-	-	-	-
Total Revenue	176,371	230,500	118,671	189,000	2,700	-	-	-	-	-
Salaries and Wages - Full Time	3,280,100	3,239,200	141,200	145,500	134,800	154,300	261,300	277,500	139,400	237,000
Salaries and Wages - Part Time	271,730	220,300	-	-	2,000	-	16,730	-	1,000	-
Salaries and Wages - Students	99,900	170,500	-	-	-	-	-	-	-	-
Overtime Pay	160,500	189,200	4,000	5,000	-	-	30,000	-	-	-
Employee Benefits	1,176,300	1,088,500	44,500	47,900	47,900	45,200	92,700	93,500	61,000	75,700
Association/Membership Fees	15,700	20,100	500	500	2,400	2,400	300	300	-	-
Cleaning Supplies	7,000	7,000	-	-	-	-	-	-	-	-
Comm and Public Relations	3,000	3,000	-	-	-	-	-	-	-	-
Contract Services	884,900	874,400	-	-	12,500	12,500	-	-	-	-
Equipment - Purchase	90,800	90,300	500	-	-	-	1,500	1,500	5,000	5,000
Equipment - Rental	47,100	47,100	-	-	-	-	-	-	-	-
Hospitality Expense	2,000	6,000	-	-	-	-	-	-	-	-
Office Supplies	15,600	18,100	-	-	-	-	-	-	-	-
Postage & Courier	800	600	-	-	-	-	-	-	600	100
Program Supplies	25,700	25,700	-	-	-	-	-	-	25,000	25,000
Protective & Uniform Clothing	19,300	15,700	-	-	-	-	1,800	1,800	-	-
R&M Grounds	99,000	116,600	-	-	-	-	-	-	-	-
R&M Trails	113,800	113,800	-	-	-	-	-	-	-	-
R&M Consumables and Parts	295,900	292,900	-	-	-	-	-	-	-	-
R&M Playground	20,000	3,000	-	-	-	-	-	-	-	-
Repairs and Maintenance - Tree	21,200	21,200	-	-	-	-	-	-	-	-
Staff Training & Development	59,900	90,600	3,800	3,800	3,900	3,900	6,900	6,900	5,900	5,900
SME - Consultants	74,000	70,000	-	-	-	-	-	-	-	-
Subscriptions and Publications	3,200	3,500	-	-	-	-	-	300	800	800
Telephone/Internet	33,050	39,000	3,200	1,600	750	800	3,500	3,200	800	800
Travel	2,000	18,300	-	800	-	800	-	1,400	-	1,200
Total Expense	6,822,480	6,784,600	197,700	205,100	204,250	219,900	414,730	386,400	239,500	351,500
Surplus/(Deficit) Before Allocations	(6,646,109)	(6,554,100)	(79,029)	(16,100)	(201,550)	(219,900)	(414,730)	(386,400)	(239,500)	(351,500)

Appendix C - Public Works Divisional
Detail

	Total		Drainage		Enviromental Compliance		Facilities		Fleet	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	15,000	1,554	15,500	21,220	31,600	37,287	18,200	33,919
Surplus/(Deficit) - Directly Attributable	(6,646,109)	(6,554,100)	(94,029)	(17,654)	(217,050)	(241,120)	(446,330)	(423,687)	(257,700)	(385,419)
COVID - Personnel	(76,100)	-	-	-	-	-	(26,500)	-	-	-
Technology - Hardware	(659,030)	(809,106)	-	-	-	-	(407,330)	(423,687)	(251,700)	(385,419)
Allocations: Between Departments	(735,130)	(809,106)	-	-	-	-	(433,830)	(423,687)	(251,700)	(385,419)
Surplus/(Deficit) (After Allocations)	(5,910,979)	(5,744,994)	(94,029)	(17,654)	(217,050)	(241,120)	(12,500)	0	(6,000)	(0)
Transfers to (from) Reserves	(445,000)	(445,000)	85,000	85,000	-	-	-	-	-	-
Total Transfers	(445,000)	(445,000)	85,000	85,000	-	-	-	-	-	-
Surplus/(Deficit)	(5,465,979)	(5,299,994)	(179,029)	(102,654)	(217,050)	(241,120)	(12,500)	0	(6,000)	(0)

**Appendix C - Public Works Divisional
Detail**

	Parks and Trails		Project Management		Public Works - Global		Stores		Transportation	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Rentals	-	6,000	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	500	2,500
Chargebacks	4,000	-	-	-	-	-	-	-	500	-
Fees	5,000	3,000	-	-	-	-	-	-	45,000	25,000
Grants - Other	-	5,000	-	-	-	-	-	-	-	-
Grant - Provincial	-	-	-	-	-	-	-	-	-	-
Total Revenue	9,000	14,000	-	-	-	-	-	-	46,000	27,500
Salaries and Wages - Full Time	536,100	501,800	630,400	592,500	287,300	212,800	115,000	113,000	1,034,600	1,004,800
Salaries and Wages - Part Time	136,000	108,500	-	-	-	-	-	-	116,000	111,800
Salaries and Wages - Students	75,000	123,100	15,900	26,900	-	-	-	-	9,000	20,500
Overtime Pay	50,000	-	40,000	-	1,000	184,200	500	-	35,000	-
Employee Benefits	237,000	192,300	218,100	190,700	80,600	57,700	43,500	35,900	351,000	349,600
Association/Membership Fees	2,500	7,100	2,600	3,400	4,000	3,000	-	-	3,400	3,400
Cleaning Supplies	7,000	7,000	-	-	-	-	-	-	-	-
Comm and Public Relations	-	-	2,000	2,000	-	-	-	-	1,000	1,000
Contract Services	55,000	44,500	-	-	-	-	-	-	817,400	817,400
Equipment - Purchase	83,800	83,800	-	-	-	-	-	-	-	-
Equipment - Rental	47,100	47,100	-	-	-	-	-	-	-	-
Hospitality Expense	-	-	-	-	2,000	6,000	-	-	-	-
Office Supplies	-	-	-	-	15,600	18,100	-	-	-	-
Postage & Courier	-	-	-	-	200	500	-	-	-	-
Program Supplies	700	700	-	-	-	-	-	-	-	-
Protective & Uniform Clothing	5,600	2,000	-	-	11,900	11,900	-	-	-	-
R&M Grounds	99,000	116,600	-	-	-	-	-	-	-	-
R&M Trails	113,800	113,800	-	-	-	-	-	-	-	-
R&M Consumables and Parts	-	-	-	-	-	-	3,000	-	292,900	292,900
R&M Playground	20,000	3,000	-	-	-	-	-	-	-	-
Repairs and Maintenance - Tree	15,600	15,600	-	-	-	-	-	-	5,600	5,600
Staff Training & Development	13,900	15,900	16,000	14,800	8,000	8,700	1,500	2,800	-	27,900
SME - Consultants	-	-	-	-	74,000	70,000	-	-	-	-
Subscriptions and Publications	-	-	900	900	600	600	-	-	900	900
Telephone/Internet	10,300	11,200	3,800	6,300	7,100	1,600	-	-	3,600	13,500
Travel	1,000	3,200	-	3,000	-	1,700	-	600	1,000	5,600
Total Expense	1,509,400	1,397,200	929,700	840,500	492,300	576,800	163,500	152,300	2,671,400	2,654,900
Surplus/(Deficit) Before Allocations	(1,500,400)	(1,383,200)	(929,700)	(840,500)	(492,300)	(576,800)	(163,500)	(152,300)	(2,625,400)	(2,627,400)

Appendix C - Public Works Divisional
Detail

	Parks and Trails		Project Management		Public Works - Global		Stores		Transportation	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	114,800	133,477	70,900	81,107	(481,600)	(576,800)	12,400	14,697	203,200	253,540
Surplus/(Deficit) - Directly Attributable	(1,615,200)	(1,516,677)	(1,000,600)	(921,607)	(10,700)	-	(175,900)	(166,997)	(2,828,600)	(2,880,940)
COVID - Personnel	(3,300)	-	-	-	(10,700)	-	(16,700)	-	(18,900)	-
Technology - Hardware	-	-	-	-	-	-	-	-	-	-
Allocations: Between Departments	(3,300)	-	-	-	(10,700)	-	(16,700)	-	(18,900)	-
Surplus/(Deficit) (After Allocations)	(1,611,900)	(1,516,677)	(1,000,600)	(921,607)	-	-	(159,200)	(166,997)	(2,809,700)	(2,880,940)
Transfers to (from) Reserves	-	-	-	-	-	-	-	-	(530,000)	(530,000)
Total Transfers	-	-	-	-	-	-	-	-	(530,000)	(530,000)
Surplus/(Deficit)	(1,611,900)	(1,516,677)	(1,000,600)	(921,607)	-	-	(159,200)	(166,997)	(2,279,700)	(2,350,940)

Appendix C - Divisional Summary & Detail

Self Sustaining Entities (SSE) Divisional Summary

Appendix C - Self Sustaining Entities (SSE)
Divisional Summary

		Self Sustaining Entities (SSE)				
		Building Inspection	Cemetery	Beaches	Sugarloaf Marina	Total
FORECAST	Total Revenue	400,000	44,000	350,000	1,272,687	2,066,687
	Personnel Expenses	232,000	-	147,500	395,000	774,500
	Operating Expenses	84,900	19,000	90,450	414,800	609,150
	Total Expense	316,900	19,000	237,950	809,800	1,383,650
	Surplus/(Deficit) Before Allocations	83,100	25,000	112,050	462,887	683,037
	Allocations: Within Departments	-	-	-	-	-
	Allocations: Between Departments	70,800	59,300	78,300	459,846	668,246
	Surplus/(Deficit) After Allocations	12,300	(34,300)	33,750	3,041	14,791
	Transfers to (from) Reserves	12,300	(34,300)	33,750	3,041	14,791
	Transfers to (from) Rate	-	-	-	-	-
	Total Transfers	12,300	(34,300)	33,750	3,041	14,791
	Surplus/(Deficit)	-	-	-	-	-
BUDGET	Total Revenue	331,700	46,900	196,200	1,069,200	1,644,000
	Personnel Expenses	303,100	-	89,700	366,200	759,000
	Operating Expenses	24,700	20,200	51,700	307,100	403,700
	Total Expense	327,800	20,200	141,400	673,300	1,162,700
	Surplus/(Deficit) Before Allocations	3,900	26,700	54,800	395,900	481,300
	Allocations: Within Departments	-	-	-	-	-
	Allocations: Between Departments	87,100	65,300	52,500	409,077	613,977
	Surplus/(Deficit) After Allocations	(83,200)	(38,600)	2,300	(13,177)	(132,677)
	Transfers to (from) Reserves	-	-	-	-	-
	Transfers to (from) Rate	(83,200)	(38,600)	2,300	(13,177)	(132,677)
	Total Transfers	(83,200)	(38,600)	2,300	(13,177)	(132,677)
	Surplus/(Deficit)	-	-	-	-	-
VARIANCE	Total Revenue	68,300	(2,900)	153,800	203,487	422,687
	Personnel Expenses	(71,100)	-	57,800	28,800	15,500
	Operating Expenses	60,200	(1,200)	38,750	107,700	205,450
	Total Expense	(10,900)	(1,200)	96,550	136,500	220,950
	Surplus/(Deficit) Before Allocations	79,200	(1,700)	57,250	66,987	201,737
	Allocations: Within Departments	-	-	-	-	-
	Allocations: Between Departments	(16,300)	(6,000)	25,800	50,769	54,269
	Surplus/(Deficit) After Allocations	95,500	4,300	31,450	16,218	147,468
	Transfers to (from) Reserves	12,300	(34,300)	33,750	3,041	14,791
	Transfers to (from) Rate	83,200	38,600	(2,300)	13,177	132,677
	Total Transfers	95,500	4,300	31,450	16,218	147,468
	Surplus/(Deficit)	-	-	-	-	-

Appendix C - Divisional Summary & Detail

Self Sustaining Entities (SSE) Divisional Detail

Appendix C - Self Sustaining Entities (SSE)
Divisional Detail

	Total		Building Inspection		Cemetery		Beaches		Sugarloaf Marina	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Advertising and Sponsorship	500	500	-	-	-	-	-	-	500	500
Investment Income	4,000	4,000	-	-	4,000	4,000	-	-	-	-
Lease Income	127,700	127,700	-	-	-	-	-	-	127,700	127,700
Licences and Permits	400,000	331,700	400,000	331,700	-	-	-	-	-	-
Rentals	3,000	500	-	-	-	-	-	-	3,000	500
Other Revenue	19,000	-	-	-	-	-	-	-	19,000	-
Chargebacks	6,000	-	-	-	-	-	-	-	6,000	-
Fees	366,487	201,800	-	-	-	-	350,000	196,200	16,487	5,600
Sales	1,140,000	977,800	-	-	40,000	42,900	-	-	1,100,000	934,900
Total Revenue	2,066,687	1,644,000	400,000	331,700	44,000	46,900	350,000	196,200	1,272,687	1,069,200
Salaries and Wages - Full Time	181,000	380,300	99,000	231,300	-	-	-	-	82,000	149,000
Salaries and Wages - Part Time	214,500	58,800	65,000	-	-	-	18,500	-	131,000	58,800
Salaries and Wages - Students	214,000	173,200	-	-	-	-	111,000	80,900	103,000	92,300
Overtime Pay	12,000	2,000	12,000	2,000	-	-	-	-	-	-
Employee Benefits	153,000	144,700	56,000	69,800	-	-	18,000	8,800	79,000	66,100
Association/Membership Fees	18,000	6,200	15,000	2,000	-	1,200	-	-	3,000	3,000
Cleaning Supplies	7,750	7,500	-	-	-	-	2,750	2,500	5,000	5,000
Comm and Public Relations	8,500	9,500	-	1,000	-	-	4,000	4,000	4,500	4,500
Computer Software	20,000	-	-	-	-	-	-	-	20,000	-
Contract Services	179,700	100,300	10,000	2,500	2,100	2,100	67,600	36,700	100,000	59,000
Cost of of Goods Sold	180,000	140,000	-	-	-	-	-	-	180,000	140,000
Equipment - Purchase	2,100	6,100	-	-	1,100	1,100	-	-	1,000	5,000
Equipment - Rental	6,900	6,900	-	-	6,900	6,900	-	-	-	-
Office Supplies	5,500	5,600	1,100	1,200	-	-	-	-	4,400	4,400
Postage & Courier	700	400	600	400	-	-	-	-	100	-
Program Supplies	1,100	1,600	-	-	-	-	100	100	1,000	1,500
Protective & Uniform Clothing	4,400	3,800	800	800	-	-	1,100	500	2,500	2,500
R&M Grounds	29,000	29,000	-	-	8,900	8,900	5,100	5,100	15,000	15,000
R&M Consumables and Parts	60,000	45,000	-	-	-	-	-	-	60,000	45,000
Staff Training & Development	7,000	18,900	5,000	11,700	-	-	-	2,000	2,000	5,200
SME - Consultants	50,000	-	50,000	-	-	-	-	-	-	-
Subscriptions and Publications	9,200	400	200	400	-	-	9,000	-	-	-
Telephone/Internet	19,000	19,200	2,200	2,400	-	-	800	800	16,000	16,000
Travel	300	3,300	-	2,300	-	-	-	-	300	1,000
Total Expense	1,383,650	1,162,700	316,900	327,800	19,000	20,200	237,950	141,400	809,800	673,300
Surplus/(Deficit) Before Allocations	683,037	481,300	83,100	3,900	25,000	26,700	112,050	54,800	462,887	395,900

Appendix C - Self Sustaining Entities (SSE)
Divisional Detail

	Total		Building Inspection		Cemetery		Beaches		Sugarloaf Marina	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	683,037	481,300	83,100	3,900	25,000	26,700	112,050	54,800	462,887	395,900
Allocated Overhead (Credit Cards / Insurance)	184,569	81,600	20,000	16,000	2,300	2,300	35,000	9,800	127,269	53,500
Cost of Borrowing - Internal - Interest	7,794	7,794	-	-	-	-	-	-	7,794	7,794
Cost of Borrowing - Internal - Principal	76,883	76,883	-	-	-	-	-	-	76,883	76,883
Capital and Related Project (SSE/BC only)	55,000	55,000	-	-	40,000	40,000	-	-	15,000	15,000
Facility Costs	161,300	161,300	-	-	-	-	6,500	6,500	154,800	154,800
Personnel	17,000	20,000	-	-	17,000	20,000	-	-	-	-
Technology - Hardware	165,700	211,400	50,800	71,100	-	3,000	36,800	36,200	78,100	101,100
Allocations: Between Departments	668,246	613,977	70,800	87,100	59,300	65,300	78,300	52,500	459,846	409,077
Surplus/(Deficit) (After Allocations)	14,791	(132,677)	12,300	(83,200)	(34,300)	(38,600)	33,750	2,300	3,041	(13,177)
Transfers to (from) Reserves	14,791	(132,677)	12,300	(83,200)	(34,300)	(38,600)	33,750	2,300	3,041	(13,177)
Total Transfers	14,791	(132,677)	12,300	(83,200)	(34,300)	(38,600)	33,750	2,300	3,041	(13,177)
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Appendix C - Divisional Summary & Detail

Rates Divisional Summary

Appendix C - Rates Divisional Summary

		Rates			
		Storm Sewer	Wastewater	Water	Total
FORECAST	Total Revenue	850,000	6,693,000	4,869,200	12,412,200
	Personnel Expenses	-	423,600	568,000	991,600
	Operating Expenses	110,540	5,197,050	2,497,060	7,804,650
	Total Expense	110,540	5,620,650	3,065,060	8,796,250
	Surplus/(Deficit) Before Allocations	739,460	1,072,350	1,804,140	3,615,950
	Allocations: Within Departments	-	-	-	-
	Allocations: Between Departments	-	-	-	-
	Surplus/(Deficit) After Allocations	739,460	1,072,350	1,804,140	3,615,950
	Transfers to (from) Reserves	111,917	262,349	729,840	1,104,106
	Transfers to (from) Rate	627,543	810,001	1,074,300	2,511,844
	Total Transfers	739,460	1,072,350	1,804,140	3,615,950
	Surplus/(Deficit)	-	-	-	-
BUDGET	Total Revenue	854,720	6,759,608	4,741,498	12,355,826
	Personnel Expenses	-	561,350	561,350	1,122,700
	Operating Expenses	202,870	5,311,500	2,673,550	8,187,920
	Total Expense	202,870	5,872,850	3,234,900	9,310,620
	Surplus/(Deficit) Before Allocations	651,850	886,758	1,506,598	3,045,206
	Allocations: Within Departments	-	-	-	-
	Allocations: Between Departments	-	-	-	-
	Surplus/(Deficit) After Allocations	651,850	886,758	1,506,598	3,045,206
	Transfers to (from) Reserves	42,307	258,207	613,748	914,262
	Transfers to (from) Rate	609,543	628,551	892,850	2,130,944
	Total Transfers	651,850	886,758	1,506,598	3,045,206
	Surplus/(Deficit)	-	-	-	-
VARIANCE	Total Revenue	(4,720)	(66,608)	127,702	56,374
	Personnel Expenses	-	(137,750)	6,650	(131,100)
	Operating Expenses	(92,330)	(114,450)	(176,490)	(383,270)
	Total Expense	(92,330)	(252,200)	(169,840)	(514,370)
	Surplus/(Deficit) Before Allocations	87,610	185,592	297,542	570,744
	Allocations: Within Departments	-	-	-	-
	Allocations: Between Departments	-	-	-	-
	Surplus/(Deficit) After Allocations	87,610	185,592	297,542	570,744
	Transfers to (from) Reserves	69,610	4,142	116,092	189,844
	Transfers to (from) Rate	18,000	181,450	181,450	380,900
	Total Transfers	87,610	185,592	297,542	570,744
	Surplus/(Deficit)	-	-	-	-

Appendix C - Divisional Summary & Detail

Rates Divisional Detail

Appendix C - Rates Divisional Detail

	Total		Storm Sewer		Wastewater		Water	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Other Revenue	85,000	-	-	-	-	-	85,000	-
Chargebacks	3,000	-	-	-	3,000	-	-	-
Fees	45,200	-	-	-	45,000	-	200	-
Sales	1,000	-	-	-	-	-	1,000	-
Penalties and Interest	26,000	72,998	-	-	14,000	33,000	12,000	39,998
Rate Revenue - Variable	3,126,000	4,336,213	-	-	926,000	2,207,282	2,200,000	2,128,931
Rate Revenue - Fixed	9,126,000	7,946,615	850,000	854,720	5,705,000	4,519,326	2,571,000	2,572,569
Total Revenue	12,412,200	12,355,826	850,000	854,720	6,693,000	6,759,608	4,869,200	4,741,498
Salaries and Wages - Full Time	646,000	834,600	-	-	258,400	417,300	387,600	417,300
Salaries and Wages - Part Time	57,600	-	-	-	50,000	-	7,600	-
Salaries and Wages - Students	36,000	-	-	-	14,400	-	21,600	-
Overtime Pay	12,000	41,300	-	-	4,800	20,650	7,200	20,650
Employee Benefits	240,000	246,800	-	-	96,000	123,400	144,000	123,400
Association/Membership Fees	4,600	4,000	-	-	2,000	2,000	2,600	2,000
Comm and Public Relations	10,000	20,000	-	-	5,000	10,000	5,000	10,000
Computer Software	12,900	12,900	-	-	5,000	5,000	7,900	7,900
Contract Services	398,310	496,010	40,000	137,700	187,550	187,550	170,760	170,760
PAP / Online Incentives	70,000	40,000	-	-	35,000	20,000	35,000	20,000
Seniors Discount	35,000	100,000	-	-	35,000	100,000	-	-
Equipment - Purchase	30,800	30,800	-	-	13,500	13,500	17,300	17,300
Equipment - Rental	20,900	14,900	18,000	12,000	-	-	2,900	2,900
Office Supplies	20,000	27,500	-	-	10,000	13,750	10,000	13,750
Postage & Courier	44,000	80,000	-	-	22,000	40,000	22,000	40,000
Protective & Uniform Clothing	10,000	10,000	-	-	4,000	4,000	6,000	6,000
R&M Consumables and Parts	103,500	158,100	8,500	8,500	25,000	45,100	70,000	104,500
Staff Training & Development	30,000	36,800	-	-	15,000	18,400	15,000	18,400
SME - Consultants	55,000	59,000	-	-	25,000	25,000	30,000	34,000
Telephone/Internet	8,300	8,800	-	-	-	-	8,300	8,800
Travel	200	3,600	-	-	-	1,800	200	1,800
Utilities - Hydro	15,900	28,000	6,000	5,000	8,000	20,400	1,900	2,600
Utilities - Water	900	900	900	900	-	-	-	-
Property Tax Charges	10,440	10,440	10,440	10,440	-	-	-	-
City Owned Property SS Charges	26,700	28,330	26,700	28,330	-	-	-	-
Tax Reassessment and Uncollect	2,200	-	-	-	-	-	2,200	-
Region Rate - Fixed	5,395,000	5,395,000	-	-	4,805,000	4,805,000	590,000	590,000
Region Rate - Variable	1,500,000	1,622,840	-	-	-	-	1,500,000	1,622,840
Total Expense	8,796,250	9,310,620	110,540	202,870	5,620,650	5,872,850	3,065,060	3,234,900
Surplus/(Deficit) Before Allocations	3,615,950	3,045,206	739,460	651,850	1,072,350	886,758	1,804,140	1,506,598

Appendix C - Rates Divisional Detail

	Total		Storm Sewer		Wastewater		Water	
Object Name	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021	Forecast 2021	Budget 2021
Allocations: Within Departments	-	-	-	-	-	-	-	-
Surplus/(Deficit) - Directly Attributable	3,615,950	3,045,206	739,460	651,850	1,072,350	886,758	1,804,140	1,506,598
Allocations: Between Departments	-	-	-	-	-	-	-	-
Surplus/(Deficit) (After Allocations)	3,615,950	3,045,206	739,460	651,850	1,072,350	886,758	1,804,140	1,506,598
Transfers to (from) Reserves	1,104,106	914,262	111,917	42,307	262,349	258,207	729,840	613,748
Transfers to (from) Rate	2,511,844	2,130,944	627,543	609,543	810,001	628,551	1,074,300	892,850
Total Transfers	3,615,950	3,045,206	739,460	651,850	1,072,350	886,758	1,804,140	1,506,598
Surplus/(Deficit)	-	-	-	-	-	-	-	-