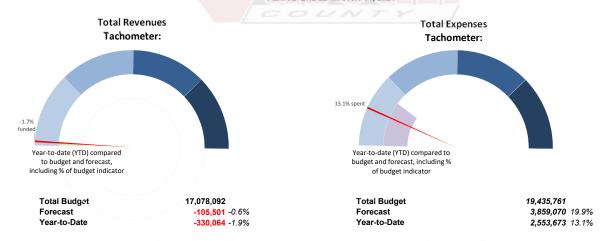


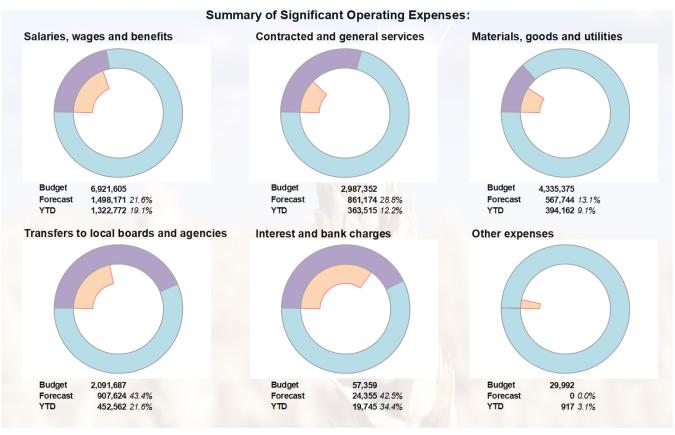
QUARTERLY OPERATING REPORT

PERIOD ENDED MARCH 31, 2021

Note: the quarterly operating report was generated subsequent to yearend for reference purposes and were not historically approved by Council Motion.

QUARTERLY OPERATING REPORT - FINANCIAL OVERVIEW PERIOD ENDED MARCH 31, 2021





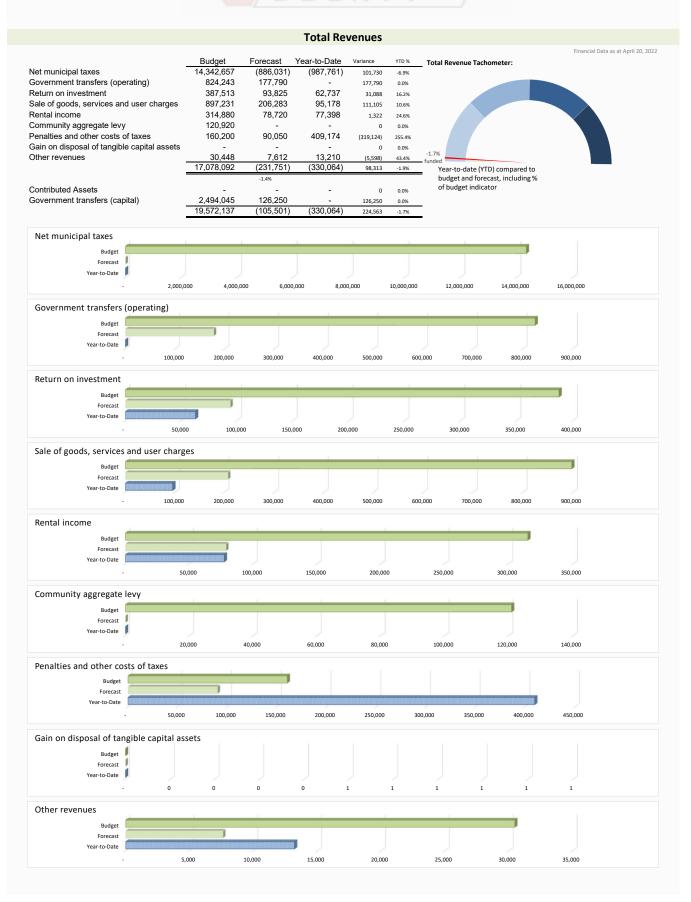
QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

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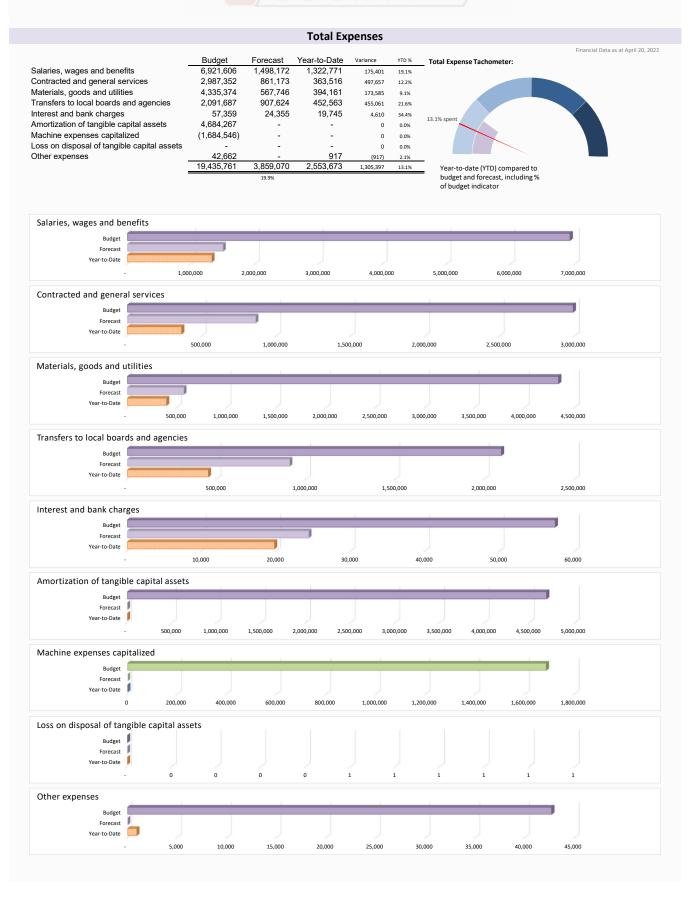
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The quarterly operating reporting includes the financial information for the three (3) months ending March 31st. The actual figures have been compared to the approved budget for the year, and have also been compared to the forecasted figures for the 1st quarter. The forecasted figures have been estimated based on the approved budget and the timing of transactions and journal entries during the year.

QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021



QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021



QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment

Expenses - General Government

Salaries, wages and benefits Contracted and general services Materials, goods and utilities Transfers to local boards and agencies Interest and bank charges Amortization of tangible capital assets Machine expenses capitalized Loss on disposal of tangible capital assets Other expenses

Year-to-Date 1,149,704 287,426 231,902 55,524 20.2% 641,284 218.903 86,857 132,046 13.5% 267,551 98,877 87,098 11,779 32.6% 71,144 53,358 53,358 0.0% 17,300 4,325 1,793 2,532 10.4% 98,299 0 0.0% 0 0.0% 0 0.0% 42,445 2,287,727 (917) 2.2% 662,889 408.567

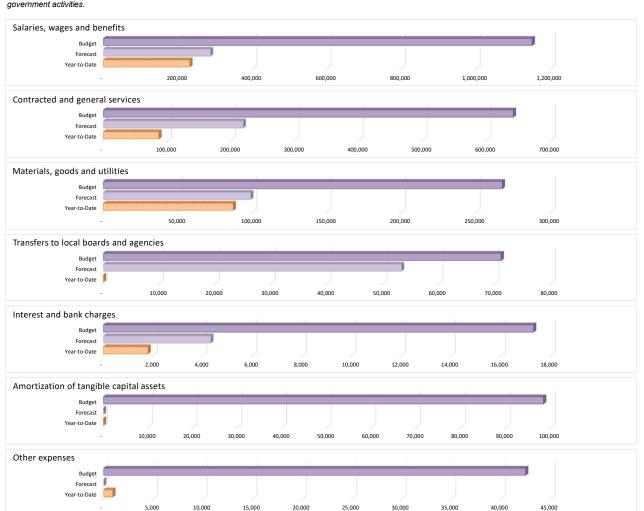
Total Expense Tachometer: 17.9% spent Year-to-date (YTD) compared to

budget and forecast, including % of budget indicator

Financial Data as at April 20, 2022

The General Government segment includes legislation, administration, and other general government activities.

Salaries, wages and benefits



QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment

Expenses - Protective Services

Salaries, wages and benefits
Contracted and general services
Materials, goods and utilities
Transfers to local boards and agencies
Interest and bank charges
Amortization of tangible capital assets
Machine expenses capitalized
Loss on disposal of tangible capital assets
Other expenses

Budget	Forecast	Year-to-Date	Variance	YTD %
696,604	131,445	128,306	3,139	18.4%
529,553	154,370	119,681	34,689	22.6%
288,077	69,339	40,923	28,416	14.2%
156,310	31,588	31,588	0	20.2%
-	-	-	0	0.0%
562,263	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
94	-	-	0	0.0%
2,232,901	386,742	320,498	66,244	14.4%

Total Expense Tachometer:

14.4% spent

Year-to-date (YTD) compared to

budget and forecast, including % of budget indicator

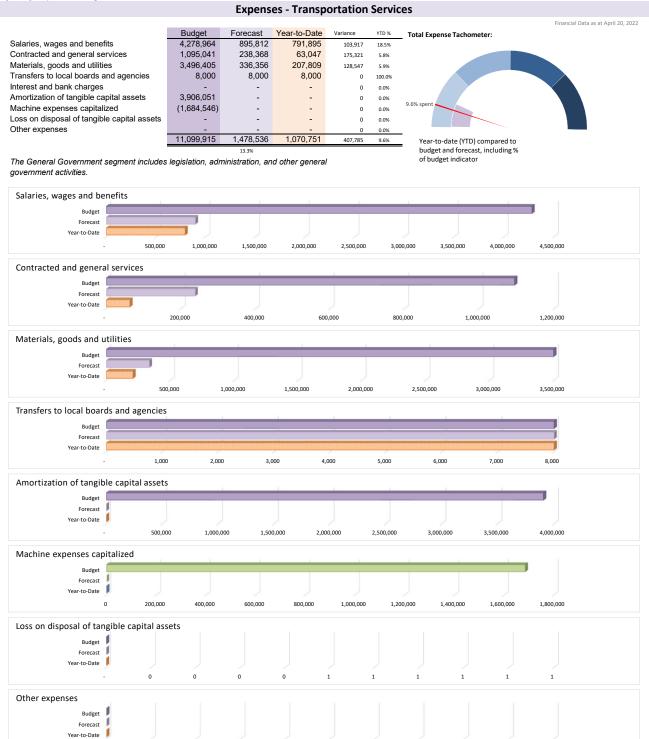
Financial Data as at April 20, 2022

The Protective Services segment includes emergency management, health and safety, bylaw enforcement and fire services.

Salaries, wages and benefits Budget Forecast Year-to-Date 100,000 200,000 300,000 500,000 600,000 700,000 Contracted and general services Budget Forecast Year-to-Date 100,000 200,000 400,000 600,000 300,000 500,000 Materials, goods and utilities Budget Forecast Year-to-Date 50,000 100,000 150,000 200,000 250,000 300,000 Transfers to local boards and agencies Budget Forecast Year-to-Date 20,000 40,000 60,000 80,000 100,000 120,000 140,000 160,000 Amortization of tangible capital assets Budget Forecast Year-to-Date 100,000 200,000 300,000 400,000 500.000 600,000 Loss on disposal of tangible capital assets Budget Forecast Year-to-Date Other expenses Budget Forecast Year-to-Date 10

QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment



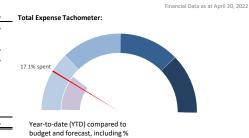
QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment

Expenses - Agricultural Services

Salaries, wages and benefits
Contracted and general services
Materials, goods and utilities
Transfers to local boards and agencies
Interest and bank charges
Amortization of tangible capital assets
Machine expenses capitalized
Loss on disposal of tangible capital assets
Other expenses

Budget	Forecast	Year-to-Date	Variance	YTD %
344,034	71,289	61,162	10,127	17.8%
85,896	27,268	5,845	21,423	6.8%
261,462	57,741	55,717	2,024	21.3%
32,372	8,093	16,339	(8,246)	50.5%
-	-	-	0	0.0%
90,640	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
814,404	164,391	139,063	25,328	17.1%



of budget indicator

The Protective Services segment includes emergency management, health and safety, bylaw enforcement and fire services.



QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment

Expenses - Planning and Development Services

Salaries, wages and benefits
Contracted and general services
Materials, goods and utilities
Transfers to local boards and agencies
Interest and bank charges
Amortization of tangible capital assets
Machine expenses capitalized
Loss on disposal of tangible capital assets
Other expenses

Budget	Forecast	Year-to-Date	Variance	YTD %
310,408	76,727	75,062	1,665	24.2%
369,422	147,909	56,499	91,410	15.3%
2,689	635	-	635	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
682,519	225,271	131,561	93,710	19.3%

Year-to-date (YTD) compared to budget and forecast, including %

of budget indicator

Financial Data as at April 20, 2022

The General Government segment includes legislation, administration, and other general government activities.



QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment

Expenses - Community Services

Salaries, wages and benefits
Contracted and general services
Materials, goods and utilities
Transfers to local boards and agencies
Interest and bank charges
Amortization of tangible capital assets
Machine expenses capitalized
Loss on disposal of tangible capital assets
Other expenses

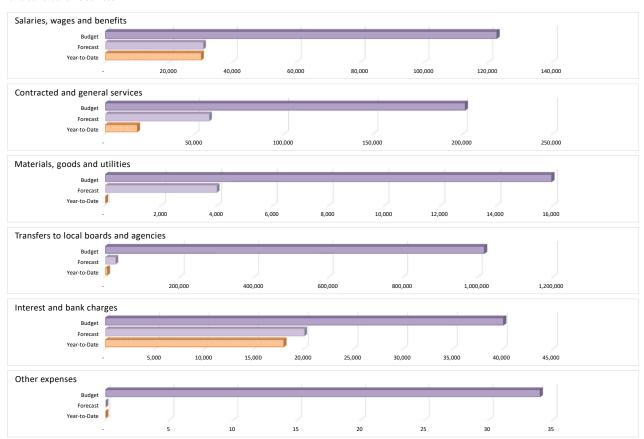
Budget	Forecast	Year-to-Date	Variance	YTD %
122,553	30,638	29,970	668	24.5%
201,216	58,033	17,796	40,237	8.8%
15,950	3,988	-	3,988	0.0%
1,017,491	27,201	5,033	22,168	0.5%
40,059	20,030	17,952	2,078	44.8%
-	-	-	0	0.0%
-	-	-	0	0.0%
-	-	-	0	0.0%
34	-	-	0	0.0%
1,397,303	139,890	70,751	69,139	5.1%



Financial Data as at April 20, 2022

Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

The Protective Services segment includes emergency management, health and safety, bylaw enforcement and fire services.

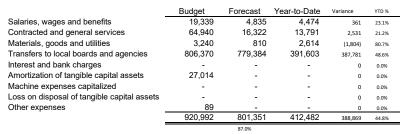


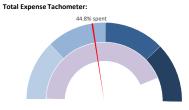
QUARTERLY OPERATING REPORT PERIOD ENDED MARCH 31, 2021

Analysis by Department/Segment

Expenses - Utility Services

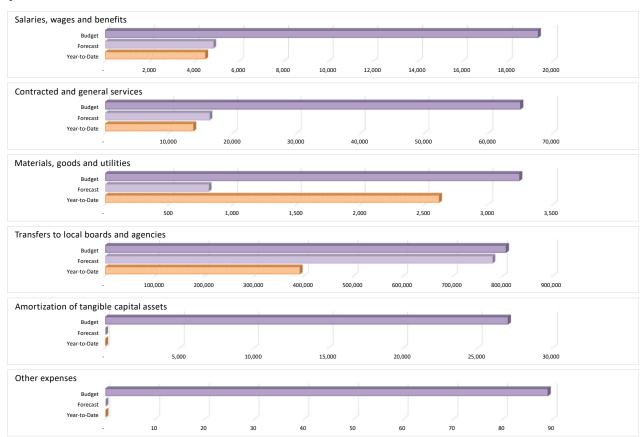
Financial Data as at April 20, 2022





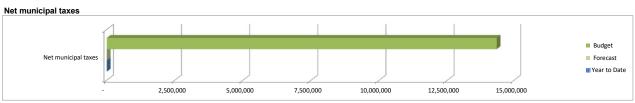
The General Government segment includes legislation, administration, and other general government activities.

Year-to-date (YTD) compared to budget and forecast, including % of budget indicator

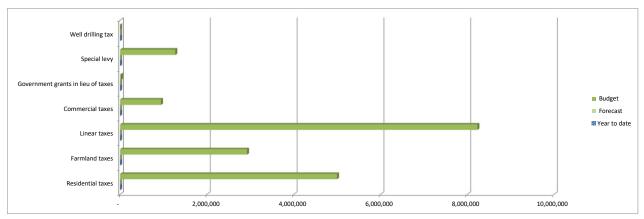


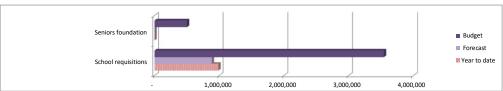
QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Revenues by Type



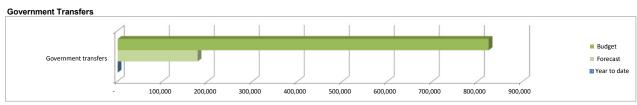
Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Residential taxes	4,998,026	_	1	(1)	0.0%
Farmland taxes	2,925,488	-	-	0	0.0%
inear taxes	8,232,135	-	-	0	0.0%
Commercial taxes	942,452	-	-	0	0.0%
Sovernment grants in lieu of taxes	19,499	-	-	0	0.0%
Special levy	1,271,506	-	-	0	0.0%
Vell drilling tax	-	-	40	(40)	100.0%
•	18,389,106	-	41	(41)	0.0%
School requisitions	3,544,123	886,031	987,803	(101,772)	27.9%
Seniors foundation	502,326	-	-	0	0.0%
	14,342,657	(886,031)	(987,762)	101,731	-6.9%



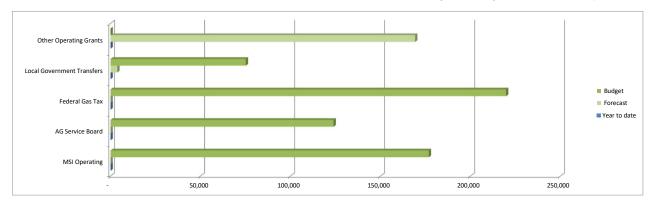


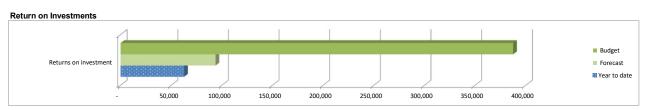
QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Revenues by Type - continued



Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
MSI Operating	176,792	-	-	0	0.0%
AG Service Board	123,907	-	-	0	0.0%
Federal Gas Tax	219,734	-	-	0	0.0%
Local Government Transfers	75,158	3,752	-	3,752	0.0%
Other Operating Grants	(10,427)	169,202	-	169,202	0.0%
	585,164	172,954	-	172,954	0.0%



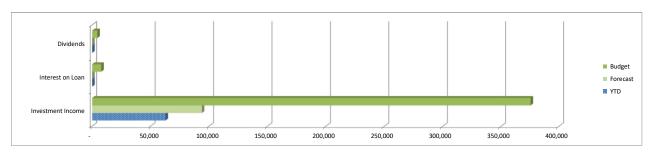


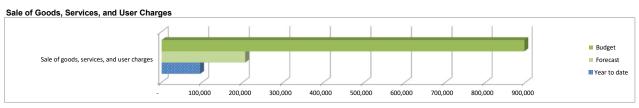
Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Investment Income	375,299	93,825	62,737	31,087	16.7%
Interest on Loan	7,762	-	-	0	0.0%
Dividends	4,452	-	-	0	0.0%
	387,513	93,825	62,737	31,087	16.2%

QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

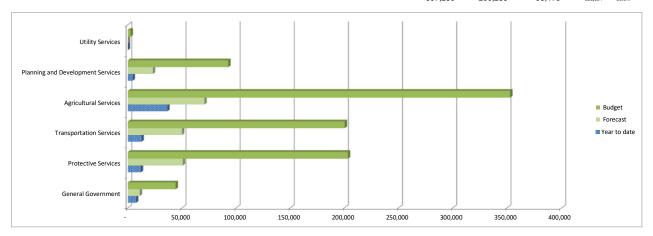
Analysis of Revenues by Type - continued

Return on Investments - continued



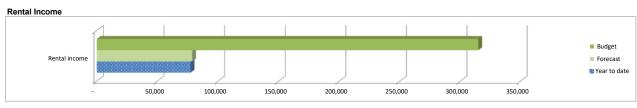


Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
General Government	44,186	11,046	7,657	3,389	17.3%
Protective Services	203,286	50,821	12,126	38,695	6.0%
Transportation Services	200,304	50,076	12,690	37,386	6.3%
Agricultural Services	352,925	70,794	36,557	34,237	10.4%
Planning and Development Services	92,790	23,198	4,481	18,717	4.8%
Utility Services	2,589	60	-	60	0.0%
•	897.230	206.283	95.179	111.104	10.6%

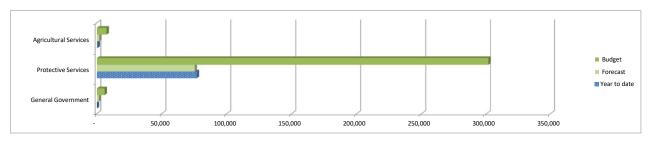


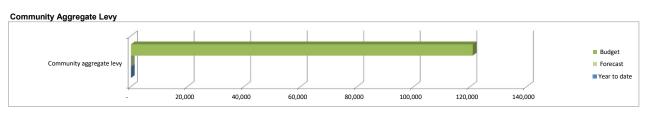
QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Revenues by Type - continued

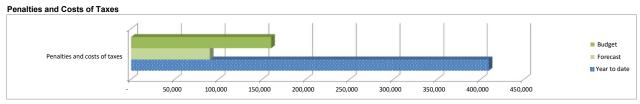


Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
General Government	6,000		-	0	0.0%
Protective Services	301,380	75,345	76,920	(1,575)	25.5%
Agricultural Services	7,500	1,875	571	1,304	7.6%
•	314.880	77.220	77.491	(271)	24.6%





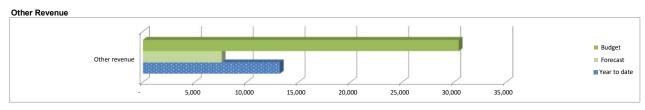
Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Community aggregate levy	120,920	-	-	0	0.0%



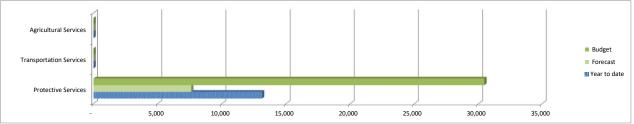
Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Penalties on Current Taxes	70,000	-	4	(4)	0.0%
Penalties on Tax Arrears	90,000	90,000	409,170	(319,170)	454.6%
Penalties on Receivables	200	50	-	50	0.0%
	160,200	90.050	409.174	(319.124)	255.4%

QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Revenues by Type - continued

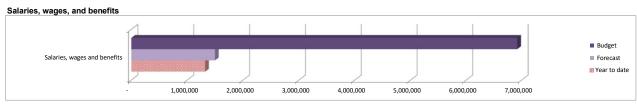


Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Protective Services	30,448	7,612	13,116	(5,504)	43.1%
Transportation Services	-	-	-	0	0.0%
Agricultural Services	-	-	-	0	0.0%
	30,448	7,612	13,116	(5,504)	

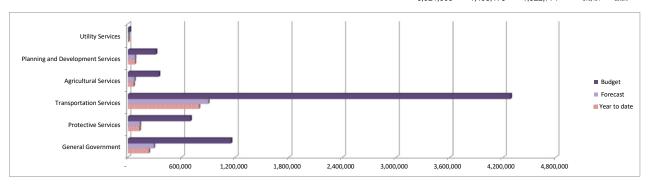


QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Expenses by Type



Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
General Government	1,149,704	287,426	231,902	55,524	20.2%
Protective Services	696,604	131,445	128,306	3,139	18.4%
Transportation Services	4,278,963	895,815	791,895	103,920	18.5%
Agricultural Services	344,034	71,289	61,162	10,127	17.8%
Planning and Development Services	310,408	76,727	75,062	1,665	24.2%
Utility Services	19,339	4,835	4,474	361	23.1%
	6.921.605	1,498,175	1.322.771	175.404	19.1%

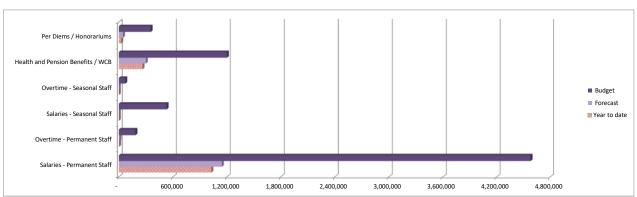


Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Salaries - Permanent Staff	4,579,097	1,144,774	1,027,764	117,011	22.4%
Overtime - Permanent Staff	184,427	7,148	4,322	2,826	2.3%
Salaries - Seasonal Staff	531,090	-	-	0	0.0%
Overtime - Seasonal Staff	72,169	-	-	0	0.0%
Health and Pension Benefits / WCB	1,200,539	300,135	264,053	36,082	22.0%
Per Diems / Honorariums	354,283	46,115	26,541	19,573	7.5%
	6,921,605	1,498,171	1,322,679	175,492	19.1%

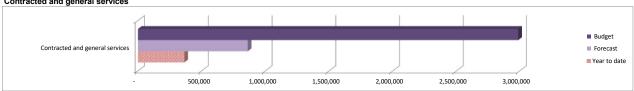
QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Expenses by Type - continued

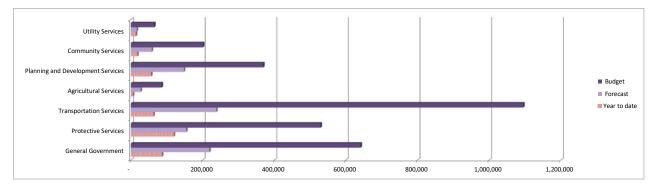
Salaries, wages, and benefits - continued



Contracted and general services



Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
General Government	641,284	218,903	86,856	132,047	13.5%
Protective Services	529,553	154,370	119,681	34,689	22.6%
Transportation Services	1,095,041	238,368	63,049	175,319	5.8%
Agricultural Services	85,896	27,268	5,845	21,423	6.8%
Planning and Development Services	369,422	147,909	56,499	91,410	15.3%
Community Services	201,216	58,033	17,795	40,238	8.8%
Utility Services	64,940	16,322	13,791	2,531	21.2%
•	2,987,352	861,173	363,516	497,657	12.2%

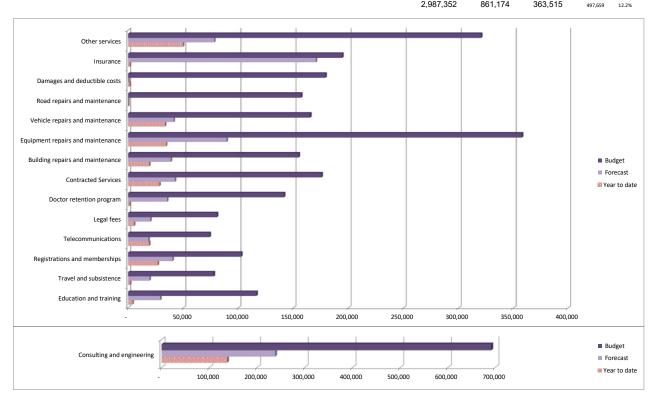


QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Expenses by Type - continued

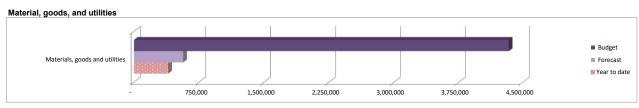
Contracted and general services - continued

Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Education and training	116,488	29,122	4,013	25,109	3.4%
Travel and subsistence	77,644	19,411	1,803	17,609	2.3%
Registrations and memberships	102,546	40,275	26,895	13,380	26.2%
Telecommunications	73,903	18,476	19,034	(559)	25.8%
Legal fees	80,521	20,130	5,338	14,792	6.6%
Doctor retention program	141,460	35,365	1,246	34,119	0.9%
Contracted Services	175,477	42,432	28,369	14,063	16.2%
Consulting and engineering	691,226	237,931	137,260	100,670	19.9%
Building repairs and maintenance	154,753	38,688	19,164	19,524	12.4%
Equipment repairs and maintenance	357,587	89,397	34,332	55,064	9.6%
Vehicle repairs and maintenance	165,242	41,311	33,441	7,869	20.2%
Road repairs and maintenance	157,039	-	-	0	0.0%
Damages and deductible costs	179,000	250	1,300	(1,050)	0.7%
Insurance	194,264	170,286	1,524	168,762	0.8%
Other services	320,203	78,101	49,795	28,306	15.6%
	2 987 352	861 174	363 515	407.650	12.2%

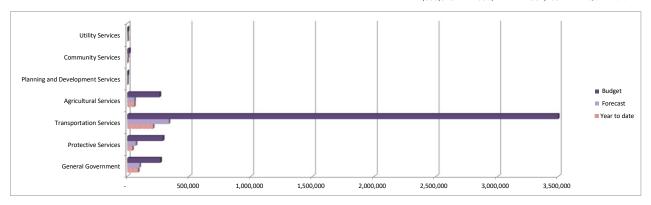


QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Expenses by Type - continued



Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
General Government	267,551	98,877	87,096	11,781	32.6%
Protective Services	288,077	69,339	40,923	28,416	14.2%
Transportation Services	3,496,406	336,354	207,810	128,544	5.9%
Agricultural Services	261,462	57,741	55,717	2,024	21.3%
Planning and Development Services	2,689	635	-	635	0.0%
Community Services	15,950	3,988	-	3,988	0.0%
Utility Services	3,240	810	2,614	(1,804)	80.7%
	4,335,375	567,744	394,160	173,584	9.1%

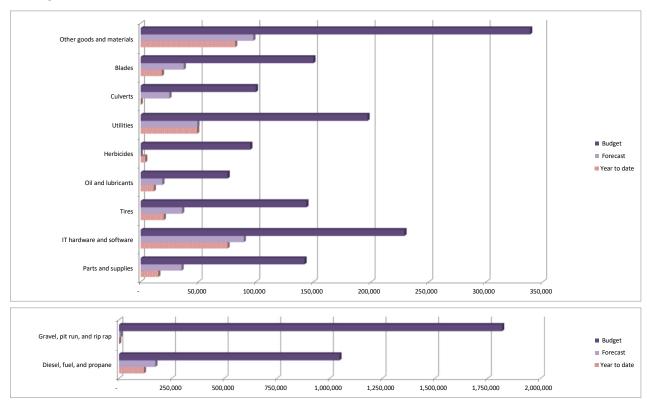


Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Parts and supplies	142,077	35,519	15,305	20,214	10.8%
IT hardware and software	228,703	89,433	75,327	14,107	32.9%
Diesel, fuel, and propane	1,046,929	172,462	118,252	54,210	11.3%
Tires	143,707	35,927	20,063	15,864	14.0%
Oil and lubricants	75,380	18,845	11,384	7,461	15.1%
Gravel, pit run, and rip rap	1,818,613	6,335	587	5,747	0.0%
Herbicides	95,000	-	3,940	(3,940)	4.1%
Utilities	196,654	49,164	48,940	223	24.9%
Culverts	99,918	24,980	-	24,980	0.0%
Blades	149,729	37,432	18,411	19,021	12.3%
Other goods and materials	338,665	97,648	81,953	15,696	24.2%
-	4,335,375	567,744	394,162	173,582	9.1%

QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

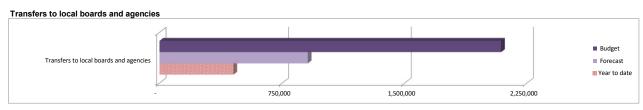
Analysis of Expenses by Type - continued

Material, goods, and utilities - continued

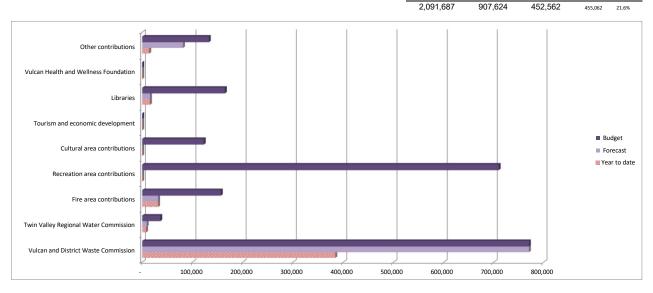


QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Expenses by Type - continued

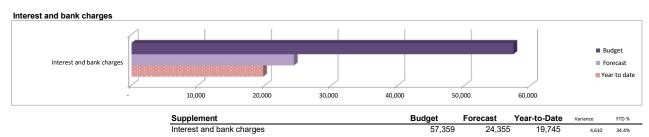


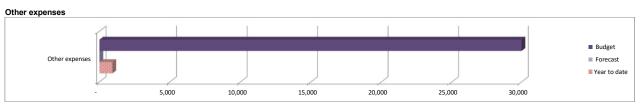
Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Vulcan and District Waste Commission	770,389	770,389	384,020	386,369	49.8%
Twin Valley Regional Water Commission	35,981	8,995	7,583	1,412	21.1%
Fire area contributions	156,310	31,588	31,588	0	20.2%
Recreation area contributions	709,634	-	-	0	0.0%
Cultural area contributions	122,400	-	-	0	0.0%
Tourism and economic development	-	-	-	0	0.0%
Libraries	164,416	15,458	15,458	0	9.4%
Vulcan Health and Wellness Foundation	-	-	-	0	0.0%
Other contributions	132,557	81,195	13,914	67,281	10.59
	2.001.697	007.624	452 562		



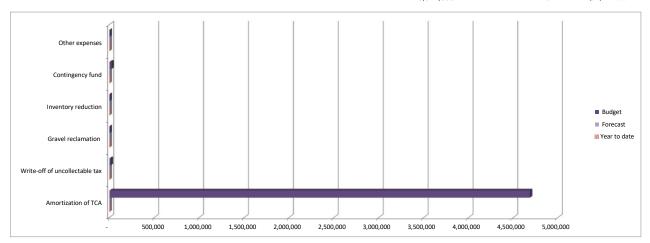
QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

Analysis of Expenses by Type - continued



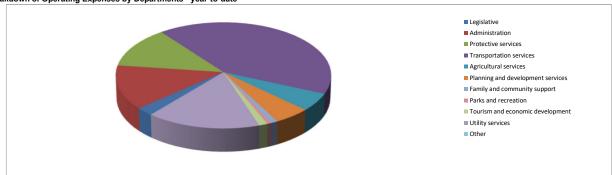


Supplement	Budget	Forecast	Year-to-Date	Variance	YTD %
Amortization of TCA	4,684,267	-	-	0	0.0%
Write-off of uncollectable tax	12,670	-	-	0	0.0%
Gravel reclamation	-	-	-	0	0.0%
Inventory reduction	-	-	-	0	0.0%
Contingency fund	22,500	-	917	(917)	4.1%
Other expenses	(1,677,054)	-	-	0	0.0%
·	3.042.383	-	917	(917)	0.0%



QUARTERLY OPERATING REPORT - SUPPLEMENTARY PERIOD ENDED MARCH 31, 2021

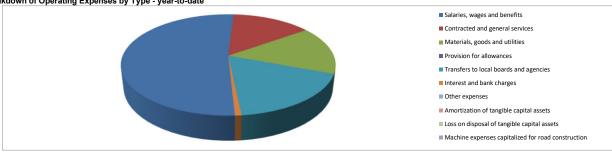
Breakdown of Operating Expenses by Departments - year-to-date



Department	Budget	Forecast	Year-to-Date	Variance	YTD %
Legislative	419,122	111,690	62,633	49,057	14.9%
Administration	1,735,354	551,198	345,015	206,183	19.9%
Protective services	1,670,544	386,743	320,498	66,245	19.2%
Transportation services	7,193,864	1,478,535	1,070,752	407,783	14.9%
Agricultural services	723,763	164,390	139,062	25,328	19.2%
Planning and development services	682,519	225,271	131,560	93,711	19.3%
Family and community support	233,776	82,671	24,231	58,440	10.4%
Parks and recreation	996,450	15,458	15,458	0	1.6%
Tourism and economic development	167,043	41,761	31,060	10,701	18.6%
Utility services	893,889	801,351	412,481	388,870	46.1%
Other	35,170	-	917	(917)	2.6%
	14,751,494	3,859,068	2,553,667	1,305,401	17.3%

^{*} excludes amortization (non-cash transaction) for display purposes

Breakdown of Operating Expenses by Type - year-to-date



Type of expense	Budget	Forecast	Year-to-Date	Variance	YTD %
Salaries, wages and benefits	6,921,605	1,498,172	1,322,772	175,400	19.1%
Contracted and general services	2,987,352	861,174	363,515	497,659	12.2%
Materials, goods and utilities	4,335,375	567,744	394,162	173,582	9.1%
Transfers to local boards and agencies	2,091,687	907,624	452,562	455,062	21.6%
Interest and bank charges	57,359	24,355	19,745	4,610	34.4%
Other expenses	29,992	-	917	(917)	3.1%
Loss on disposal of tangible capital assets	-	-	-	0	0.0%
Machine expenses capitalized	(1,684,546)	-	-	0	0.0%
	14,751,494	3,859,069	2,553,673	1,305,396	17.3%
Amortization of tangible capital assets	4,684,267	-	-	0	0.0%
	19.435.761	3.859.069	2.553.673	1.305.396	13.1%