

Attachment-2: 2021 Year-end Operating Surplus and Deficit by Strategic Plan Pillar

| Strategic Plan Pillar | Annual Net Budget 2021 \$ | Variance for December 31, 2021 (Surplus) / Deficit \$ |
|---|----------------------------------|--|
| CAO | 947,040 | (30,096) |
| Infrastructure Development and Enterprise | 1,963,970 | (167,283) |
| Public Services | 4,028,350 | 458,185 |
| Grants | 1,191,700 | (14,700) |
| Sub-total Powering our future | 8,131,060 | 246,106 |
| Infrastructure Development and Enterprise | 17,789,605 | (5,951,268) |
| Public Services | 12,185,164 | (755,889) |
| Capital Financing | 3,035,000 | |
| Sub-total Sustaining our future | 33,009,769 | (6,707,157) |
| Infrastructure Development and Enterprise | 1,867,690 | 580,391 |
| Public Services | 19,739,740 | 5,093,579 |
| Sub-total Navigating our future | 21,607,430 | 5,673,970 |
| Mayor & Council | 1,156,140 | (145,337) |
| CAO | 2,296,753 | (379,374) |
| Infrastructure, Development & Enterprise Services | 366,420 | (26,644) |
| Public Services | 593,740 | 902,529 |
| Corporate Services | 13,123,769 | 701,829 |
| General Expenses and Revenues | (266,056,464) | 4,026,729 |
| Sub-total Working together for our future | (248,519,642) | 5,079,732 |
| Infrastructure, Development & Enterprise Services | 6,022,177 | 805,988 |
| Public Services | 59,532,806 | 358,280 |
| Local Boards | 63,261,167 | (2,236,089) |
| Shared Services | 26,557,204 | (943,973) |
| Capital Financing | 30,048,030 | (36,417) |
| Affordable Housing | 350,000 | 150,000 |
| Sub-total Building our future | 185,771,384 | (1,902,211) |
| Total City | 0 | 2,390,440 |