

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