

Attachment 2 2023 Year End Operating Surplus and Deficit by Strategic Pillar

	2023	2023	2023	2023
	05-Final Revised	Actuals \$	Variance \$	Variance
	Budget	December	Surplus/(Deficit)	%
<b>Powering our future</b>				
CAO	1,286,093	1,057,020	229,073	17.8%
Infrastructure, Development & Enterprise Services	2,345,030	2,189,962	155,068	6.6%
Public Services	4,267,498	4,467,002	(199,504)	(4.7%)
General Expenses and Revenues	1,191,700	1,177,000	14,700	1.2%
<b>Total Powering our future</b>	<b>9,090,321</b>	<b>8,890,985</b>	<b>199,336</b>	<b>2.2%</b>
<b>Sustaining our future</b>				
Infrastructure, Development & Enterprise Services	19,734,580	12,117,520	7,617,060	38.6%
Public Services	13,198,549	13,677,808	(479,259)	(3.6%)
Local Boards and Shared Services		(1)	1	
General Expenses and Revenues	4,456,000	4,756,000	(300,000)	(6.7%)
<b>Total Sustaining our future</b>	<b>37,389,129</b>	<b>30,551,327</b>	<b>6,837,802</b>	<b>18.3%</b>
<b>Navigating our future</b>				
Infrastructure, Development & Enterprise Services	2,375,550	3,976,627	(1,601,077)	(67.4%)
Public Services	24,290,271	22,768,328	1,521,943	6.3%
<b>Total Navigating our future</b>	<b>26,665,821</b>	<b>26,744,955</b>	<b>(79,134)</b>	<b>(0.3%)</b>
<b>Working together for our future</b>				
Mayor & Council	1,188,786	1,117,617	71,169	6.0%
CAO	2,860,811	2,448,257	412,554	14.4%
Infrastructure, Development & Enterprise Services	404,694	415,936	(11,242)	(2.8%)
Public Services	645,138	856,758	(211,620)	(32.8%)
Corporate Services	15,097,664	14,517,502	580,162	3.8%
Local Boards and Shared Services		3,254	(3,254)	
General Expenses and Revenues	(293,347,696)	(296,240,110)	2,892,414	1.0%
<b>Total Working together for our future</b>	<b>(273,150,603)</b>	<b>(276,880,787)</b>	<b>3,730,184</b>	<b>1.4%</b>
<b>Building our future</b>				
Infrastructure, Development & Enterprise Services	8,197,865	7,402,889	794,976	9.7%
Public Services	64,074,548	65,803,550	(1,729,002)	(2.7%)
Local Boards and Shared Services	100,768,525	103,545,379	(2,776,854)	(2.8%)
General Expenses and Revenues	26,964,394	26,664,474	299,920	1.1%
<b>Total Building our future</b>	<b>200,005,332</b>	<b>203,416,292</b>	<b>(3,410,960)</b>	<b>(1.7%)</b>
<b>City Total</b>		<b>(7,277,228)</b>	<b>7,277,228</b>	