

## 2020 YEAR-END OPERATING BUDGET VARIANCE BY DEPARTMENT / DIVISION

| Department   | Division                                 | Revenue / Expense | 2020 Budget | 2020 Actuals | Variance Favourable / (Unfavourable) | Variance % |
|--|--|-------------------|-------------|--------------|--------------------------------------|------------|
| Strategic Initiatives                                  |  |                   |             |              |                                      |            |
|  | Administration / Communications          | Revenue           | -           | (13,007)     | 13,007                               | 0.0%       |
|  |  | Expense           | 1,270,201   | 1,141,407    | 128,794                              | 10.1%      |
|  |  | Net Budget        | 1,270,201   | 1,128,399    | 141,802                              | 11.2%      |
|  | Economic Development & Tourism           | Revenue           | (100,000)   | (102,469)    | 2,469                                | 2.5%       |
|  |  | Expense           | 749,904     | 640,342      | 109,562                              | 14.6%      |
|  |  | Net Budget        | 649,904     | 537,872      | 112,032                              | 17.2%      |
|  | Library                                  | Revenue           | -           | 14,996       | (14,996)                             | 0.0%       |
|  |  | Expense           | 3,998,688   | 3,600,454    | 398,234                              | 10.0%      |
|  |  | Net Budget        | 3,998,688   | 3,615,451    | 383,237                              | 9.6%       |
|  | Customer Service Centre                  | Revenue           | (39,256)    | (24,043)     | (15,213)                             | -38.8%     |
|  |  | Expense           | 673,971     | 556,436      | 117,535                              | 17.4%      |
|  |  | Net Budget        | 634,715     | 532,393      | 102,322                              | 16.1%      |
|  | Human Resources                          | Revenue           |             |              |                                      | 0.0%       |
|  |  | Expense           | 1,225,015   | 1,132,918    | 92,097                               | 7.5%       |
|  |  | Net Budget        | 1,225,015   | 1,132,918    | 92,097                               | 7.5%       |
| Strategic Initiatives Total                            |  |                   | 7,778,523   | 6,947,034    | 831,489                              | 10.7%      |
| Community Services                                     |  |                   |             |              |                                      |            |
|  | Recreation                               | Revenue           | (6,192,343) | (1,515,863)  | (4,676,480)                          | -75.5%     |
|  |  | Expense           | 13,231,389  | 8,888,086    | 4,343,303                            | 32.8%      |
|  |  | Net Budget        | 7,039,046   | 7,372,223    | (333,177)                            | -4.7%      |
|  | Planning & Development                   | Revenue           | (2,620,183) | (4,086,136)  | 1,465,953                            | 55.9%      |
|  |  | Expense           | 4,758,528   | 3,864,665    | 893,863                              | 18.8%      |
|  |  | Net Budget        | 2,138,345   | (221,471)    | 2,359,816                            | 110.4%     |
|  | Building & Support Services <sup>1</sup> | Revenue           | (3,383,616) | (3,165,395)  | (218,221)                            | -6.4%      |
|  |  | Expense           | 3,383,616   | 3,165,395    | 218,221                              | 6.4%       |
|  |  | Net Budget        | -           | -            | -                                    | 0.0%       |
|  | Fire & Emergency Services                | Revenue           | (557,370)   | (712,482)    | 155,112                              | 27.8%      |
|  |  | Expense           | 9,600,366   | 9,676,355    | (75,989)                             | -0.8%      |
|  |  | Net Budget        | 9,042,996   | 8,963,873    | 79,123                               | 0.9%       |
| Community Services Pre-Transfer                        |  | Sub-Total         | 18,220,387  | 16,114,625   | 2,105,762                            | 11.6%      |
| Transfer to Development Approval Stabilization Reserve |  | Expense           | -           | 1,943,239    | (1,943,239)                          |            |
| Community Services Total                               |  |                   | 18,220,387  | 18,057,864   | 162,523                              | 0.9%       |
| Corporate Services                                     |  |                   |             |              |                                      |            |
|  | Legislative Services                     | Revenue           | (10,000)    | (17,626)     | 7,626                                | 76.3%      |
|  |  | Expense           | 2,788,651   | 2,296,218    | 492,433                              | 17.7%      |
|  |  | Net Budget        | 2,778,651   | 2,278,592    | 500,059                              | 18.0%      |

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| Department               | Division                  | Revenue / Expense | 2020 Budget | 2020 Actuals | Variance Favourable / (Unfavourable) | Variance % |
|--------------------------|---------------------------|-------------------|-------------|--------------|--------------------------------------|------------|
|                          | Legal Services            | Revenue           | (580,861)   | (1,658,607)  | 1,077,746                            | 185.5%     |
|                          |                           | Expense           | 2,239,238   | 2,997,047    | (757,809)                            | -33.8%     |
|                          |                           | Net Budget        | 1,658,377   | 1,338,440    | 319,937                              | 19.3%      |
|                          | Information Technology    | Revenue           | (39,348)    | (68,092)     | 28,744                               | 73.1%      |
|                          |                           | Expense           | 1,949,186   | 1,740,036    | 209,150                              | 10.7%      |
|                          |                           | Net Budget        | 1,909,838   | 1,671,944    | 237,894                              | 12.5%      |
|                          | Provincial Offences Court | Revenue           | (4,294,740) | (2,664,466)  | (1,630,274)                          | -38.0%     |
|                          |                           | Expense           | 2,748,469   | 2,150,896    | 597,573                              | 21.7%      |
|                          |                           | Net Budget        | (1,546,271) | (513,569)    | (1,032,702)                          | -66.8%     |
|                          | Regulatory/By-Law         | Revenue           | (1,054,531) | (538,690)    | (515,841)                            | -48.9%     |
|                          |                           | Expense           | 2,522,920   | 1,683,899    | 839,021                              | 33.3%      |
|                          |                           | Net Budget        | 1,468,389   | 1,145,209    | 323,180                              | 22.0%      |
| Corporate Services Total |                           |                   | 6,268,984   | \$5,920,616  | \$348,368                            | 5.6%       |

| Finance & Infrastructure Services                      |                                |            |             |             |             |        |
|--|--------------------------------|------------|-------------|-------------|-------------|--------|
|  | Finance                        | Revenue    | (59,769)    | (61,017)    | 1,248       | 2.1%   |
|  |                                | Expense    | 2,649,636   | 2,628,305   | 21,331      | 0.8%   |
|  |                                | Net Budget | 2,589,867   | 2,567,288   | 22,579      | 0.9%   |
|  | Operations                     | Revenue    | (1,225,972) | (1,184,505) | (41,467)    | -3.4%  |
|  |                                | Expense    | 13,120,622  | 13,155,358  | (34,736)    | -0.3%  |
|  |                                | Net Budget | 11,894,650  | 11,970,853  | (76,203)    | -0.6%  |
|  | Purchasing & Risk Management   | Revenue    | (26,000)    | (38,092)    | 12,092      | -      |
|  |                                | Expense    | 746,816     | 619,681     | 127,135     | 17.0%  |
|  |                                | Net Budget | 720,816     | 581,590     | 139,226     | 19.3%  |
|  | Transportation                 | Revenue    | (188,275)   | (230,589)   | 42,314      | 22.5%  |
|  |                                | Expense    | 2,324,504   | 1,661,927   | 662,577     | 28.5%  |
|  |                                | Net Budget | 2,136,229   | 1,431,338   | 704,891     | 33.0%  |
|  | Energy & Environment           | Revenue    | (43,800)    | (50,165)    | 6,365       | 14.5%  |
|  |                                | Expense    | 471,235     | 402,776     | 68,459      | 14.5%  |
|  |                                | Net Budget | 427,435     | 352,611     | 74,824      | 17.5%  |
|  | Engineering & Capital Projects | Revenue    | (917,892)   | (1,968,446) | 1,050,554   | 114.5% |
|  |                                | Expense    | 3,612,042   | 3,363,928   | 248,114     | 6.9%   |
|  |                                | Net Budget | 2,694,150   | 1,395,482   | 1,298,668   | 48.2%  |
|  | Facilities                     | Revenue    | (764,333)   | (699,116)   | (65,217)    | -8.5%  |
|  |                                | Expense    | 2,493,016   | 2,205,569   | 287,447     | 11.5%  |
|  |                                | Net Budget | 1,728,683   | 1,506,454   | 222,229     | 12.9%  |
|  | Administration                 | Revenue    | -           | -           | -           | -      |
|  |                                | Expense    | 617,166     | 713,527     | (96,361)    | -15.6% |
|  |                                | Net Budget | 617,166     | 713,527     | (96,361)    | -15.6% |
| Finance & Infrastructure Services Pre-Transfer         |                                | Sub-Total  | 22,808,996  | 20,519,143  | 2,289,853   | 10.0%  |
| Transfer to Development Approval Stabilization Reserve |                                | Expense    | -           | 1,158,846   | (1,158,846) |        |
| Finance & Infrastructure Services Total                |                                |            | 22,808,996  | 21,677,989  | 1,131,007   | 5.0%   |

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| Department                      | Division | Revenue / Expense | 2020 Budget         | 2020 Actuals        | Variance Favourable / (Unfavourable) | Variance %  |
|---------------------------------|----------|-------------------|---------------------|---------------------|--------------------------------------|-------------|
| <b>Corporate Accounts</b>       |          |                   |                     |                     |                                      |             |
|                                 |          | Revenue           | (82,185,500)        | (87,087,842)        | 4,902,342                            | 6.0%        |
|                                 |          | Expense           | 27,108,610          | 31,109,226          | (4,000,616)                          | -14.8%      |
|                                 |          | <b>Net Budget</b> | <b>(55,076,890)</b> | <b>(55,978,616)</b> | <b>901,726</b>                       | <b>1.6%</b> |
| <b>Corporate Accounts Total</b> |          |                   | <b>(55,076,890)</b> | <b>(55,978,616)</b> | <b>\$901,726</b>                     | <b>1.6%</b> |
|                                 |          | Revenue           | (104,283,789)       | (105,871,653)       | 1,587,864                            | 1.5%        |
|                                 |          | Expense           | 104,283,789         | 102,496,539         | 1,787,250                            | 1.7%        |
| <b>TOTAL</b>                    |          | <b>Net Budget</b> | <b>-</b>            | <b>(3,375,114)</b>  | <b>\$3,375,114</b>                   |             |

<sup>1</sup> Building Services nets to zero at year-end as this division is self-funded as per Bill 124.