

2021 Financial Plan Recast - Operating fund surplus or deficit by department:

Department	Approved Budget	Recast Budget	Projected Surplus/ (Deficit)	Drivers	Explanation
City Administration	2,037,352	2,124,542	(87,190)		
			50,213	Salaries and benefits expenses	Savings mainly due to vacancy
			6,143	Personnel services expenses	Reduced number of civic events and functions due to COVID-19 restrictions
			(194,640)	Consulting and professional services expenses	Deficit due to a significant increase in legal fees, and use of external contractor to backfill vacant position
			18,660	Communication services expenses	The volume of physical mail has diminished due to an increase in electronic communication
			20,299	Supplies and materials expenses	As services and communication move online, expenses associated with paper use and office supplies is reduced
			12,135	Miscellaneous	
Community Development	954,738	969,237	(14,499)		
			(42,975)	Revenue	Revenues not as high as expected due to delays in some development projects
			26,268	Personnel services expenses	Due to COVID-19 restrictions, most training and conferences were conducted on a remote platform reducing costs
			(15,079)	Communication services expenses	Additional public hearing mail-out charges due to expanded notification area
			14,948	Vehicles and equipment expenses	Less charges due to remote work
			2,339	Miscellaneous	
Community Services	10,321,863	10,266,071	55,792		
			(505,968)	Revenue	Less revenues than expected due to COVID-19 restrictions
			262,559	Salaries and benefits expenses	Salary savings as a result of programs and services reductions due to COVID-19 restrictions
			(176,608)	Contracted services expenses	Due to emergency repairs and increased contractors cost associated with global supply shortages
			206,715	Utilities expenses	Facilities closure and program cancellation due to COVID-19 resulted in less energy demand
			70,731	Communication services expenses	Reduced printing and advertising
			113,023	Supplies and materials expenses	Reduced supply purchases due to COVID-19
			97,709	Vehicles and equipment expenses	Less equipment purchases and repairs due to reduced usage of existing equipment
			(12,369)	Miscellaneous	
Engineering and Operations	2,805,481	2,687,324	118,157		
			174,318	Salaries and benefits expenses	Savings mainly due to vacancies
			(16,469)	Consulting and professional services expenses	Higher than expected software costs and maintenance
			(9,715)	Communication services expenses	Higher than expected after hours dispatch costs
			(34,398)	Vehicles and equipment expenses	Garage recoveries are lower due to unplanned absences
			4,421	Miscellaneous	
Fire-Rescue	9,238,763	9,235,997	2,766		
			8,503	Personnel services expenses	Reduced training courses offered due to COVID-19 restrictions
			7,188	Contracted services expenses	Reduced demand due to COVID-19
			(8,194)	Government payments	EComm charges rate increase
			(4,731)	Miscellaneous	
Finance and Technology	3,308,115	3,258,603	49,512		
			(12,640)	Salaries and benefits expenses	Additional OT required for server software patches and upgrades
			26,691	Personnel services expenses	Due to COVID-19 restrictions, most training and conferences were conducted on a remote platform reducing costs
			(17,589)	Consulting and professional services expenses	Higher than expected software costs and additional consulting required for new computers deployment
			37,624	Vehicles and equipment expenses	Lower printing cost and charges due to remote work
			15,426	Miscellaneous	
Library	2,009,408	1,918,996	90,412		
			87,920	Salaries and benefits expenses	Salary savings due to vacancy and unused auxiliary hours due to delayed opening
			2,492	Miscellaneous	
People, Communications and Engagement	1,793,099	1,770,642	22,457		
			52,315	Personnel services expenses	Reduced corporate training and professional development due to reduced offerings and limited ability to attend
			(51,141)	Contracted services expenses	Increased contractor cost associated with health and safety measures during the pandemic
			14,646	Communication services expenses	Reduced number of newsletters printed
			6,637	Miscellaneous	
Police	12,201,220	11,519,024	682,196		
			14,300	Revenue	Traffic fine revenue higher than expected
			624,100	Salaries and benefits expenses	Savings due to vacancies
			(17,204)	Contracted services expenses	Extra building cleaning cost due to COVID-19
			61,000	Government payments	EComm savings due to lower radio and user equipment levy
Fiscal Services	(44,670,039)	(44,469,073)	(200,966)		
			(163,723)	Revenue	Tax penalty due date extension to September 15th resulted in less penalty charges
			(37,243)	Miscellaneous	
TOTAL OPERATING			718,637		