

Operating Budget Performance Report

December 31, 2016

Appendix C of F-15-17
Asset Management

Favourable variance is attributable to savings in Human Resources as a result of staff gapping in a number of positions.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 796,246	\$ 541,042	\$ 255,204	32.1%	\$ 796,246	\$ 811,974	\$ 15,728	2.0%
Operating/Minor Capital Equip.	\$ 650	\$ 548	\$ 102	15.8%	\$ 650	\$ 450	\$ (200)	-30.8%
Purchased Services	\$ 23,740	\$ 57,481	\$ (33,741)	-142.1%	\$ 23,740	\$ 31,700	\$ 7,960	33.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 820,636	\$ 599,070	\$ 221,566	27.0%	\$ 820,636	\$ 844,124	\$ 23,488	2.9%
Controllable Revenues	\$ (124,000)	\$ (155,546)	\$ 31,546	-25.4%	\$ (124,000)	\$ (115,000)	\$ 9,000	-7.3%
General Revenues & Recoveries	\$ (21,000)	\$ (14,024)	\$ (6,976)	33.2%	\$ (21,000)	\$ (21,420)	\$ (420)	2.0%
TOTAL REVENUES	\$ (145,000)	\$ (169,570)	\$ 24,570	-16.9%	\$ (145,000)	\$ (136,420)	\$ 8,580	-5.9%
NET OPERATING BUDGET	\$ 675,636	\$ 429,500	\$ 246,136	36.4%	\$ 675,636	\$ 707,704	\$ 32,068	4.7%

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Building Code Permits and Inspection

Unfavourable variance in Corporate expenditures is due to the provision to the reserve fund as per Bill 124 Model and a building permit refund. There is an unfavourable variance in Controllable revenues due to a drop in the number of fast track applications and a slight reduction in building permit revenues .

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 2,736,218	\$ 2,689,394	\$ 46,824	1.7%	\$ 2,736,218	\$ 2,799,936	\$ 63,718	2.3%
Operating/Minor Capital Equip.	\$ 50,940	\$ 37,807	\$ 13,133	25.8%	\$ 50,940	\$ 31,574	\$ (19,366)	-38.0%
Purchased Services	\$ 117,625	\$ 140,513	\$ (22,888)	-19.5%	\$ 117,625	\$ 90,310	\$ (27,315)	-23.2%
Corp. Expenditures/Provisions	\$ -	\$ 140,609	\$ (140,609)		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 14,820	\$ 10,488	\$ 4,332	29.2%	\$ 14,820	\$ 8,360	\$ (6,460)	-43.6%
TOTAL EXPENDITURES	\$ 2,919,603	\$ 3,018,811	\$ (99,208)	-3.4%	\$ 2,919,603	\$ 2,930,180	\$ 10,577	0.4%
Controllable Revenues	\$ (4,022,262)	\$ (3,875,039)	\$ (147,223)	3.7%	\$ (4,022,262)	\$ (4,099,764)	\$ (77,502)	1.9%
General Revenues & Recoveries	\$ -	\$ (14,953)	\$ 14,953		\$ -	\$ -	\$ -	
TOTAL REVENUES	\$ (4,022,262)	\$ (3,889,992)	\$ (132,270)	3.3%	\$ (4,022,262)	\$ (4,099,764)	\$ (77,502)	1.9%
NET OPERATING BUDGET	\$ (1,102,659)	\$ (871,182)	\$ (231,477)	21.0%	\$ (1,102,659)	\$ (1,169,584)	\$ (66,925)	6.1%

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Bylaw Enforcement

Favourable variance mainly due to savings in Human Resource costs resulting from some vacancies and gapping.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 1,210,270	\$ 1,107,104	\$ 103,166	8.5%	\$ 1,210,270	\$ 1,239,451	\$ 29,181	2.4%
Operating/Minor Capital Equip.	\$ -	\$ 816	\$ (816)	0.0%	\$ -	\$ 18,426	\$ 18,426	
Purchased Services	\$ 20,000	\$ 3,178	\$ 16,822	84.1%	\$ 20,000	\$ 22,550	\$ 2,550	12.8%
Corp. Expenditures/Provisions	\$ -	\$ (95)	\$ 95		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ 836	\$ (836)	0.0%	\$ -	\$ 4,560	\$ 4,560	
TOTAL EXPENDITURES	\$ 1,230,270	\$ 1,111,840	\$ 118,431	9.6%	\$ 1,230,270	\$ 1,284,987	\$ 54,717	4.4%
Controllable Revenues	\$ (802,300)	\$ (807,459)	\$ 5,159	-0.6%	\$ (802,300)	\$ (831,000)	\$ (28,700)	3.6%
General Revenues & Recoveries	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL REVENUES	\$ (802,300)	\$ (807,459)	\$ 5,159	-0.6%	\$ (802,300)	\$ (831,000)	\$ (28,700)	3.6%
NET OPERATING BUDGET	\$ 427,970	\$ 304,380	\$ 123,590	28.9%	\$ 427,970	\$ 453,987	\$ 26,017	6.1%

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Communications

The favourable variance is primarily attributed to savings in Human Resource costs related to the period of time from when the position became vacant to being filled after the competition was complete, as well as some job rotations.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 1,109,600	\$ 997,526	\$ 112,074	10.1%	\$ 1,109,600	\$ 1,222,857	\$ 113,257	10.2%
Operating/Minor Capital Equip.	\$ 17,800	\$ 13,677	\$ 4,123	23.2%	\$ 17,800	\$ 65,700	\$ 47,900	269.1%
Purchased Services	\$ 83,285	\$ 77,601	\$ 5,684	6.8%	\$ 83,285	\$ 116,165	\$ 32,880	39.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 1,210,685	\$ 1,088,805	\$ 121,880	10.1%	\$ 1,210,685	\$ 1,404,722	\$ 194,037	16.0%
Controllable Revenues	\$ (9,200)	\$ (8,893)	\$ (307)	3.3%	\$ (9,200)	\$ (5,000)	\$ 4,200	-45.7%
General Revenues & Recoveries	\$ (1,400)	\$ -	\$ (1,400)		\$ (1,400)	\$ -	\$ 1,400	
TOTAL REVENUES	\$ (10,600)	\$ (8,893)	\$ (1,707)	16.1%	\$ (10,600)	\$ (5,000)	\$ 5,600	-52.8%
NET OPERATING BUDGET	\$ 1,200,085	\$ 1,079,912	\$ 120,173	10.0%	\$ 1,200,085	\$ 1,399,722	\$ 199,637	16.6%

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Corporate Management

Variance mainly driven by the \$250K financing of the Mobility Hub project (as per report F-21-16). This was partially offset by savings in professional service costs.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 832,270	\$ 847,158	\$ (14,888)	-1.8%	\$ 832,270	\$ 863,474	\$ 31,204	3.7%
Operating/Minor Capital Equip.	\$ 27,000	\$ 39,806	\$ (12,806)	-47.4%	\$ 27,000	\$ 28,200	\$ 1,200	4.4%
Purchased Services	\$ 404,990	\$ 270,772	\$ 134,218	33.1%	\$ 404,990	\$ 951,600	\$ 546,610	135.0%
Corp. Expenditures/Provisions	\$ -	\$ 250,000	\$ (250,000)		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 1,264,260	\$ 1,407,736	\$ (143,476)	-11.3%	\$ 1,264,260	\$ 1,843,274	\$ 579,014	45.8%
Controllable Revenues	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
General Revenues & Recoveries	\$ -	\$ (13,154)	\$ 13,154		\$ -	\$ -	\$ -	
TOTAL REVENUES	\$ -	\$ (13,154)	\$ 13,154		\$ -	\$ -	\$ -	
NET OPERATING BUDGET	\$ 1,264,260	\$ 1,394,582	\$ (130,322)	-10.3%	\$ 1,264,260	\$ 1,843,274	\$ 579,014	45.8%

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Council & Citizen Committee

Unfavourable variance mainly due to lower recoveries for the Customer Relationship Management project.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 1,350,790	\$ 1,355,920	\$ (5,130)	-0.4%	\$ 1,350,790	\$ 1,313,176	\$ (37,614)	-2.8%
Operating/Minor Capital Equip.	\$ 104,970	\$ 110,212	\$ (5,242)	-5.0%	\$ 104,970	\$ 97,410	\$ (7,560)	-7.2%
Purchased Services	\$ 62,130	\$ 42,347	\$ 19,783	31.8%	\$ 62,130	\$ 55,040	\$ (7,090)	-11.4%
Corp. Expenditures/Provisions	\$ 232,860	\$ 248,322	\$ (15,462)	-6.6%	\$ 232,860	\$ 232,910	\$ 50	0.0%
Internal Charges & Settlements	\$ 1,700	\$ -	\$ 1,700	100.0%	\$ 1,700	\$ -	\$ (1,700)	-100.0%
TOTAL EXPENDITURES	\$ 1,752,450	\$ 1,756,800	\$ (4,350)	-0.2%	\$ 1,752,450	\$ 1,698,536	\$ (53,914)	-3.1%
Controllable Revenues	\$ (10,000)	\$ (23,430)	\$ 13,430	-134.3%	\$ (10,000)	\$ (12,000)	\$ (2,000)	20.0%
General Revenues & Recoveries	\$ (226,860)	\$ (93,294)	\$ (133,566)	58.9%	\$ (226,860)	\$ (162,960)	\$ 63,900	-28.2%
TOTAL REVENUES	\$ (236,860)	\$ (116,725)	\$ (120,135)	50.7%	\$ (236,860)	\$ (174,960)	\$ 61,900	-26.1%
NET OPERATING BUDGET	\$ 1,515,590	\$ 1,640,075	\$ (124,485)	-8.2%	\$ 1,515,590	\$ 1,523,576	\$ 7,986	0.5%

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Development Review

Unfavourable variance in purchased services is mainly due to the Natural Heritage studies for the proposed King Rd development. In addition, Site Plan Fee revenues were lower than budgeted due to the elimination of this process for the low density residential dwellings. The unfavourable development revenues were slightly offset by a provision from the Planning and Engineering reserve funds.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 3,559,852	\$ 3,495,965	\$ 63,887	1.8%	\$ 3,559,852	\$ 3,691,274	\$ 131,422	3.7%
Operating/Minor Capital Equip.	\$ 71,150	\$ 141,968	\$ (70,818)	-99.5%	\$ 71,150	\$ 70,150	\$ (1,000)	-1.4%
Purchased Services	\$ 107,591	\$ 285,030	\$ (177,439)	-164.9%	\$ 107,591	\$ 171,100	\$ 63,509	59.0%
Corp. Expenditures/Provisions	\$ -	\$ (5,435)	\$ 5,435		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ 1,519	\$ (1,519)	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 3,738,593	\$ 3,919,047	\$ (180,454)	-4.8%	\$ 3,738,593	\$ 3,932,524	\$ 193,931	5.2%
Controllable Revenues	\$ (1,868,000)	\$ (1,714,554)	\$ (153,446)	8.2%	\$ (1,868,000)	\$ (1,877,500)	\$ (9,500)	0.5%
General Revenues & Recoveries	\$ (103,800)	\$ (205,785)	\$ 101,985	-98.3%	\$ (103,800)	\$ (179,100)	\$ (75,300)	72.5%
TOTAL REVENUES	\$ (1,971,800)	\$ (1,920,339)	\$ (51,461)	2.6%	\$ (1,971,800)	\$ (2,056,600)	\$ (84,800)	4.3%
NET OPERATING BUDGET	\$ 1,766,793	\$ 1,998,708	\$ (231,915)	-13.1%	\$ 1,766,793	\$ 1,875,924	\$ 109,131	6.2%

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Financial Management

Financial Management had a favourable variance in human resource costs due to staff gapping for a number of positions. Purchased Services were under budget due to lower than expected professional fees for system implementation.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 3,679,960	\$ 3,545,817	\$ 134,143	3.6%	\$ 3,679,960	\$ 3,792,859	\$ 112,899	3.1%
Operating/Minor Capital Equip.	\$ 70,900	\$ 69,022	\$ 1,878	2.6%	\$ 70,900	\$ 77,900	\$ 7,000	9.9%
Purchased Services	\$ 222,050	\$ 183,926	\$ 38,124	17.2%	\$ 222,050	\$ 142,000	\$ (80,050)	-36.1%
Corp. Expenditures/Provisions	\$ -	\$ (241)	\$ 241		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 10,000	\$ 2,375	\$ 7,625	76.3%	\$ 10,000	\$ 10,000	\$ -	0.0%
TOTAL EXPENDITURES	\$ 3,982,910	\$ 3,800,898	\$ 182,012	4.6%	\$ 3,982,910	\$ 4,022,759	\$ 39,849	1.0%
Controllable Revenues	\$ (436,525)	\$ (461,472)	\$ 24,947	-5.7%	\$ (436,525)	\$ (440,325)	\$ (3,800)	0.9%
General Revenues & Recoveries	\$ (425,094)	\$ (411,499)	\$ (13,595)	3.2%	\$ (425,094)	\$ (373,888)	\$ 51,206	-12.0%
TOTAL REVENUES	\$ (861,619)	\$ (872,971)	\$ 11,352	-1.3%	\$ (861,619)	\$ (814,213)	\$ 47,406	-5.5%
NET OPERATING BUDGET	\$ 3,121,291	\$ 2,927,927	\$ 193,364	6.2%	\$ 3,121,291	\$ 3,208,546	\$ 87,255	2.8%

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Fire Protection

Unfavourable variance mainly driven by lower than budgeted Fire fine revenues resulting from an increase in community fire code compliance. In addition, unfavourable variance in Rental revenues due to delays in contract negotiation.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 27,329,830	\$ 27,263,639	\$ 66,191	0.2%	\$ 27,329,830	\$ 27,895,872	\$ 566,042	2.1%
Operating/Minor Capital Equip.	\$ 778,552	\$ 869,123	\$ (90,571)	-11.6%	\$ 778,552	\$ 722,002	\$ (56,550)	-7.3%
Purchased Services	\$ 552,069	\$ 568,648	\$ (16,579)	-3.0%	\$ 552,069	\$ 593,959	\$ 41,890	7.6%
Corp. Expenditures/Provisions	\$ 30,000	\$ 40,424	\$ (10,424)	-34.7%	\$ 30,000	\$ 30,000	\$ -	0.0%
Internal Charges & Settlements	\$ 381,100	\$ 336,899	\$ 44,201	11.6%	\$ 381,100	\$ 372,000	\$ (9,100)	-2.4%
TOTAL EXPENDITURES	\$ 29,071,551	\$ 29,078,734	\$ (7,183)	0.0%	\$ 29,071,551	\$ 29,613,833	\$ 542,282	1.9%
Controllable Revenues	\$ (1,295,300)	\$ (1,175,912)	\$ (119,388)	9.2%	\$ (1,295,300)	\$ (1,319,900)	\$ (24,600)	1.9%
General Revenues & Recoveries	\$ (109,100)	\$ (79,424)	\$ (29,676)	27.2%	\$ (109,100)	\$ (93,900)	\$ 15,200	-13.9%
TOTAL REVENUES	\$ (1,404,400)	\$ (1,255,336)	\$ (149,064)	10.6%	\$ (1,404,400)	\$ (1,413,800)	\$ (9,400)	0.7%
NET OPERATING BUDGET	\$ 27,667,151	\$ 27,823,398	\$ (156,247)	-0.6%	\$ 27,667,151	\$ 28,200,033	\$ 532,882	1.9%

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Human Resources

Favourable variance in Human Resources costs is due to staff gapping for a number of positions. Purchased Services is favourable due to reduced need for executive recruiting.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 2,145,460	\$ 1,931,230	\$ 214,230	10.0%	\$ 2,145,460	\$ 2,183,293	\$ 37,833	1.8%
Operating/Minor Capital Equip.	\$ 72,150	\$ 47,637	\$ 24,513	34.0%	\$ 72,150	\$ 69,950	\$ (2,200)	-3.0%
Purchased Services	\$ 451,103	\$ 393,590	\$ 57,513	12.7%	\$ 451,103	\$ 450,920	\$ (183)	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 2,668,713	\$ 2,372,456	\$ 296,257	11.1%	\$ 2,668,713	\$ 2,704,163	\$ 35,450	1.3%
Controllable Revenues	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
General Revenues & Recoveries	\$ (168,100)	\$ (165,335)	\$ (2,765)	1.6%	\$ (168,100)	\$ (163,100)	\$ 5,000	-3.0%
TOTAL REVENUES	\$ (168,100)	\$ (165,335)	\$ (2,765)	1.6%	\$ (168,100)	\$ (163,100)	\$ 5,000	-3.0%
NET OPERATING BUDGET	\$ 2,500,613	\$ 2,207,121	\$ 293,492	11.7%	\$ 2,500,613	\$ 2,541,063	\$ 40,450	1.6%

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Information Technology

Human Resource savings were realized due to delays in hiring project implementation staff. This resulted in reduced recoveries from capital projects. In addition, savings were realized in purchased services due to some discontinued services and better rate negotiations for contracts.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 4,143,338	\$ 3,512,675	\$ 630,663	15.2%	\$ 4,143,338	\$ 4,474,106	\$ 330,768	8.0%
Operating/Minor Capital Equip.	\$ 66,150	\$ 31,781	\$ 34,369	52.0%	\$ 66,150	\$ 89,975	\$ 23,825	36.0%
Purchased Services	\$ 2,203,468	\$ 2,086,047	\$ 117,421	5.3%	\$ 2,203,468	\$ 2,633,886	\$ 430,418	19.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 6,412,956	\$ 5,630,503	\$ 782,453	12.2%	\$ 6,412,956	\$ 7,197,967	\$ 785,011	12.2%
Controllable Revenues	\$ (38,480)	\$ (52,923)	\$ 14,443	-37.5%	\$ (38,480)	\$ (38,480)	\$ -	0.0%
General Revenues & Recoveries	\$ (875,809)	\$ (337,888)	\$ (537,921)	61.4%	\$ (875,809)	\$ (1,141,120)	\$ (265,311)	30.3%
TOTAL REVENUES	\$ (914,289)	\$ (390,811)	\$ (523,478)	57.3%	\$ (914,289)	\$ (1,179,600)	\$ (265,311)	29.0%
NET OPERATING BUDGET	\$ 5,498,667	\$ 5,239,692	\$ 258,975	4.7%	\$ 5,498,667	\$ 6,018,367	\$ 519,700	9.5%

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Parking

The favourable variance in Parking is primarily due to an increase in the number of parking fines across the city and an increase in daily parking permits in the downtown. Other favourable variance in Purchased Services is due to a decrease in the costs for the Corps Commissionaires contract and a decrease in equipment costs from the warranty on new equipment. The overall favourable variance was partially offset by an increase in the provision to the Parking Reserve Fund.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 648,950	\$ 634,431	\$ 14,519	2.2%	\$ 648,950	\$ 669,405	\$ 20,455	3.2%
Operating/Minor Capital Equip.	\$ 140,955	\$ 116,939	\$ 24,016	17.0%	\$ 140,955	\$ 118,950	\$ (22,005)	-15.6%
Purchased Services	\$ 711,700	\$ 592,734	\$ 118,966	16.7%	\$ 711,700	\$ 672,912	\$ (38,788)	-5.5%
Corp. Expenditures/Provisions	\$ 1,126,454	\$ 1,465,995	\$ (339,541)	-30.1%	\$ 1,126,454	\$ 1,115,109	\$ (11,345)	-1.0%
Internal Charges & Settlements	\$ 448,846	\$ 432,506	\$ 16,340	3.6%	\$ 448,846	\$ 435,647	\$ (13,199)	-2.9%
TOTAL EXPENDITURES	\$ 3,076,905	\$ 3,242,606	\$ (165,701)	-5.4%	\$ 3,076,905	\$ 3,012,023	\$ (64,882)	-2.1%
Controllable Revenues	\$ (2,838,950)	\$ (3,561,385)	\$ 722,435	-25.4%	\$ (2,838,950)	\$ (3,145,000)	\$ (306,050)	10.8%
General Revenues & Recoveries	\$ (617,957)	\$ (602,956)	\$ (15,001)	2.4%	\$ (617,957)	\$ (610,833)	\$ 7,124	-1.2%
TOTAL REVENUES	\$ (3,456,907)	\$ (4,164,341)	\$ 707,434	-20.5%	\$ (3,456,907)	\$ (3,755,833)	\$ (298,926)	8.6%
NET OPERATING BUDGET	\$ (380,002)	\$ (921,735)	\$ 541,733	-142.6%	\$ (380,002)	\$ (743,810)	\$ (363,808)	95.7%

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Recreation

The favourable Human Resource variance is due to job rotations and vacancy gapping of various full-time positions and the Nelson Pool closure. This favourable expenditure variance is partially offset by unfavourable rental revenues especially in Community Centers due to a decline in demand. 2017 Budget has been adjusted to reflect this downward trend.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 8,664,550	\$ 8,357,789	\$ 306,761	3.5%	\$ 8,664,550	\$ 8,998,284	\$ 333,734	3.9%
Operating/Minor Capital Equip.	\$ 1,792,002	\$ 1,792,505	\$ (503)	0.0%	\$ 1,792,002	\$ 1,823,016	\$ 31,014	1.7%
Purchased Services	\$ 1,916,402	\$ 1,888,278	\$ 28,124	1.5%	\$ 1,916,402	\$ 1,875,732	\$ (40,670)	-2.1%
Corp. Expenditures/Provisions	\$ 1,045,708	\$ 1,022,277	\$ 23,431	2.2%	\$ 1,045,708	\$ 797,597	\$ (248,111)	-23.7%
Internal Charges & Settlements	\$ 252,865	\$ 202,852	\$ 50,013	19.8%	\$ 252,865	\$ 221,512	\$ (31,353)	-12.4%
TOTAL EXPENDITURES	\$ 13,671,527	\$ 13,263,701	\$ 407,826	3.0%	\$ 13,671,527	\$ 13,716,141	\$ 44,614	0.3%
Controllable Revenues	\$ (7,617,515)	\$ (7,299,928)	\$ (317,587)	4.2%	\$ (7,617,515)	\$ (7,585,369)	\$ 32,146	-0.4%
General Revenues & Recoveries	\$ (770,250)	\$ (978,659)	\$ 208,409	-27.1%	\$ (770,250)	\$ (702,800)	\$ 67,450	-8.8%
TOTAL REVENUES	\$ (8,387,765)	\$ (8,278,587)	\$ (109,178)	1.3%	\$ (8,387,765)	\$ (8,288,169)	\$ 99,596	-1.2%
NET OPERATING BUDGET	\$ 5,283,762	\$ 4,985,114	\$ 298,648	5.7%	\$ 5,283,762	\$ 5,427,973	\$ 144,211	2.7%

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Roads & Structure Design & Construction

Increase in Revenues due to an increase in number of tender sales, doubling of overtime typically spent on an increased Capital Program as well as an increase on recoverable time spent on Private Development and Joint Region of Halton Projects.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 2,867,120	\$ 2,873,530	\$ (6,410)	-0.2%	\$ 2,867,120	\$ 2,943,250	\$ 76,130	2.7%
Operating/Minor Capital Equip.	\$ 86,730	\$ 109,748	\$ (23,018)	-26.5%	\$ 86,730	\$ 78,410	\$ (8,320)	-9.6%
Purchased Services	\$ 89,930	\$ 125,287	\$ (35,357)	-39.3%	\$ 89,930	\$ 92,707	\$ 2,777	3.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 9,044	\$ 5,814	\$ 3,230	35.7%	\$ 9,044	\$ 8,360	\$ (684)	-7.6%
TOTAL EXPENDITURES	\$ 3,052,824	\$ 3,114,379	\$ (61,555)	-2.0%	\$ 3,052,824	\$ 3,122,727	\$ 69,903	2.3%
Controllable Revenues	\$ (31,000)	\$ (37,289)	\$ 6,289	-20.3%	\$ (31,000)	\$ (21,500)	\$ 9,500	-30.6%
General Revenues & Recoveries	\$ (1,518,000)	\$ (2,174,036)	\$ 656,036	-43.2%	\$ (1,518,000)	\$ (1,637,600)	\$ (119,600)	7.9%
TOTAL REVENUES	\$ (1,549,000)	\$ (2,211,324)	\$ 662,324	-42.8%	\$ (1,549,000)	\$ (1,659,100)	\$ (110,100)	7.1%
NET OPERATING BUDGET	\$ 1,503,824	\$ 903,054	\$ 600,770	39.9%	\$ 1,503,824	\$ 1,463,627	\$ (40,197)	-2.7%

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Roadway Maintenance

Roadway Maintenance had an unfavourable variance due to higher electricity costs for the City's street lights, as well as higher labour costs . These unfavourable variancies were partially offset by higher than expected recoveries from Halton Region for locate services, EAB mitigation and New Street reconstruction.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 3,862,014	\$ 4,051,205	\$ (189,191)	-4.9%	\$ 3,862,014	\$ 4,181,391	\$ 319,377	8.3%
Operating/Minor Capital Equip.	\$ 1,938,273	\$ 2,126,526	\$ (188,253)	-9.7%	\$ 1,938,273	\$ 2,098,685	\$ 160,412	8.3%
Purchased Services	\$ 1,267,566	\$ 1,245,206	\$ 22,360	1.8%	\$ 1,267,566	\$ 1,271,611	\$ 4,045	0.3%
Corp. Expenditures/Provisions	\$ -	\$ 6,345	\$ (6,345)		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 395,131	\$ 378,925	\$ 16,206	4.1%	\$ 395,131	\$ 379,869	\$ (15,262)	-3.9%
TOTAL EXPENDITURES	\$ 7,462,984	\$ 7,808,208	\$ (345,224)	-4.6%	\$ 7,462,984	\$ 7,931,556	\$ 468,572	6.3%
Controllable Revenues	\$ (510,174)	\$ (800,515)	\$ 290,341	-56.9%	\$ (510,174)	\$ (532,841)	\$ (22,667)	4.4%
General Revenues & Recoveries	\$ (86,646)	\$ (32,530)	\$ (54,116)	62.5%	\$ (86,646)	\$ (230,575)	\$ (143,929)	166.1%
TOTAL REVENUES	\$ (596,820)	\$ (833,045)	\$ 236,225	-39.6%	\$ (596,820)	\$ (763,416)	\$ (166,596)	27.9%
NET OPERATING BUDGET	\$ 6,866,164	\$ 6,975,162	\$ (108,998)	-1.6%	\$ 6,866,164	\$ 7,168,140	\$ 301,976	4.4%

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Surface Water Drainage

Surface Water Drainage had a favourable net variance due to savings related to the dry summer conditions .

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 1,042,393	\$ 999,197	\$ 43,196	4.1%	\$ 1,042,393	\$ 1,052,863	\$ 10,470	1.0%
Operating/Minor Capital Equip.	\$ 37,260	\$ 29,390	\$ 7,870	21.1%	\$ 37,260	\$ 33,375	\$ (3,885)	-10.4%
Purchased Services	\$ 808,350	\$ 749,312	\$ 59,038	7.3%	\$ 808,350	\$ 810,600	\$ 2,250	0.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 72,053	\$ 48,163	\$ 23,890	33.2%	\$ 72,053	\$ 72,672	\$ 619	0.9%
TOTAL EXPENDITURES	\$ 1,960,056	\$ 1,826,062	\$ 133,994	6.8%	\$ 1,960,056	\$ 1,969,510	\$ 9,454	0.5%
Controllable Revenues	\$ (21,000)	\$ (8,063)	\$ (12,937)	61.6%	\$ (21,000)	\$ (32,500)	\$ (11,500)	54.8%
General Revenues & Recoveries	\$ (291,000)	\$ (308,261)	\$ 17,261	-5.9%	\$ (291,000)	\$ (295,610)	\$ (4,610)	1.6%
TOTAL REVENUES	\$ (312,000)	\$ (316,324)	\$ 4,324	-1.4%	\$ (312,000)	\$ (328,110)	\$ (16,110)	5.2%
NET OPERATING BUDGET	\$ 1,648,056	\$ 1,509,738	\$ 138,318	8.4%	\$ 1,648,056	\$ 1,641,400	\$ (6,656)	-0.4%

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Traffic Operations Management

Favourable variance in Human Resources was due to staff gapping. The favourable variance in Internal Charges & Settlements was due to decreased vehicle usage. Revenues and Recoveries had an unfavourable variance due to lower than expected labour recoveries which were partially reflected in the favourable variance in Human Resource costs.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 3,140,229	\$ 2,660,989	\$ 479,240	15.3%	\$ 3,140,229	\$ 3,176,869	\$ 36,640	1.2%
Operating/Minor Capital Equip.	\$ 404,875	\$ 418,989	\$ (14,114)	-3.5%	\$ 404,875	\$ 409,960	\$ 5,085	1.3%
Purchased Services	\$ 540,320	\$ 498,246	\$ 42,074	7.8%	\$ 540,320	\$ 545,419	\$ 5,099	0.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 220,612	\$ 172,745	\$ 47,867	21.7%	\$ 220,612	\$ 253,226	\$ 32,614	14.8%
TOTAL EXPENDITURES	\$ 4,306,036	\$ 3,750,969	\$ 555,067	12.9%	\$ 4,306,036	\$ 4,385,474	\$ 79,438	1.8%
Controllable Revenues	\$ (814,261)	\$ (789,997)	\$ (24,264)	3.0%	\$ (814,261)	\$ (836,259)	\$ (21,998)	2.7%
General Revenues & Recoveries	\$ (422,462)	\$ (287,062)	\$ (135,400)	32.1%	\$ (422,462)	\$ (466,436)	\$ (43,974)	10.4%
TOTAL REVENUES	\$ (1,236,723)	\$ (1,077,059)	\$ (159,664)	12.9%	\$ (1,236,723)	\$ (1,302,695)	\$ (65,972)	5.3%
NET OPERATING BUDGET	\$ 3,069,313	\$ 2,673,910	\$ 395,403	12.9%	\$ 3,069,313	\$ 3,082,779	\$ 13,466	0.4%

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Winter Maintenance

Winter Maintenance had a favourable variance due to a low number of large winter events resulting in savings in labour. However, in order to maintain approved levels of road condition, winter material costs were slightly higher than anticipated, partially offsetting the savings in labour.

	2016				Budget Year over Year			
	Budget	Actual	Δ \$	Δ %	2016	2017	Δ \$	Δ %
Human Resources	\$ 1,683,897	\$ 1,397,491	\$ 286,406	17.0%	\$ 1,683,897	\$ 1,733,262	\$ 49,365	2.9%
Operating/Minor Capital Equip.	\$ 1,120,765	\$ 1,257,762	\$ (136,997)	-12.2%	\$ 1,120,765	\$ 1,208,010	\$ 87,245	7.8%
Purchased Services	\$ 2,218,356	\$ 2,256,937	\$ (38,581)	-1.7%	\$ 2,218,356	\$ 2,353,038	\$ 134,682	6.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 669,584	\$ 635,760	\$ 33,824	5.1%	\$ 669,584	\$ 712,393	\$ 42,809	6.4%
TOTAL EXPENDITURES	\$ 5,692,602	\$ 5,547,950	\$ 144,652	2.5%	\$ 5,692,602	\$ 6,006,703	\$ 314,101	5.5%
Controllable Revenues	\$ (1,005,534)	\$ (981,893)	\$ (23,641)	2.4%	\$ (1,005,534)	\$ (1,046,188)	\$ (40,654)	4.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL REVENUES	\$ (1,005,534)	\$ (981,893)	\$ (23,641)	2.4%	\$ (1,005,534)	\$ (1,046,188)	\$ (40,654)	4.0%
NET OPERATING BUDGET	\$ 4,687,068	\$ 4,566,057	\$ 121,011	2.6%	\$ 4,687,068	\$ 4,960,515	\$ 273,447	5.8%