



**SUBJECT: Operating budget performance as at June 30, 2017**

**TO: Committee of the Whole**

**FROM: Finance Department**

Report Number: F-36-17

Wards Affected: All

File Numbers: 435-06

Date to Committee: September 25, 2017

Date to Council: October 10, 2017

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**Recommendation:**

Direct the Director of Finance to report back on the city's retained savings strategy upon confirmation of the 2017 year-end actual.

**Purpose:**

- An Engaging City
- Good Governance

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**Background and Discussion:**

The attached Appendix A provides a corporate summary of the 2017 Operating Budget Performance at June 30, 2017 and highlights significant favourable and unfavourable variances +/- \$100,000 at the "net service level". Also attached is Appendix B, which provides explanatory notes for each cost element with a significant favourable or unfavourable variance (+/- \$100,000). Finally Appendix C provides explanatory notes for each Service with a net operating variance of +/- \$100,000 as at June 30, 2017.

## Strategy/process

In order to be proactive in identifying issues and initiating actions to mitigate over-expenditure and revenue shortfalls, budgetary performance is monitored quarterly to provide an early indication of potential problems and gives management time to consider appropriate actions.

## Financial Matters:

### Variance Analysis

The following table summarizes the corporate wide variances as at June 30, 2017 and the projection for the Year End.

	2017 June YTD Variance	F/U*	2017 Projected Year End Variance	F/U*
City Services	\$ 3,109,431	F	\$ 2,600,168	F
Special Partners & Boards	\$ 0		\$ 0	
Corporate Expenditures	\$ (322,916)	U	\$ (129,739)	U
Corporate Revenues	\$ 511,935	F	\$ 191,596	F
<b>Total</b>	<b>\$ 3,298,450</b>	<b>F</b>	<b>\$ 2,662,025</b>	<b>F</b>

*\*F = Favourable, U = Unfavourable*

Appendix A identifies favourable/unfavourable variances +/- \$100,000 at the “net service level”. Service Owners have provided variance explanations on their financial measures as itemized in Appendix C.

### Service Spending/Revenue Patterns

In addition, a brief synopsis of service-wide spending and revenue patterns that experienced significant variances (greater than \$100,000) is included for information (Appendix B). This analysis includes a review of both year-to-date variances and the preliminary year-end estimates.

### **2017 Retained Savings Opportunities:**

Year-end projections continue to be refined by staff in order to improve their degree of precision. Services will also continue to exercise their usual due diligence when authorizing large expenditures in order to ensure savings are realized in 2017.

Any savings are viewed as “one-time” revenue. From a multi-year budgeting perspective, the use of “one-time” revenues should be tied directly to “one-time” expenditure priorities that may include transfers to reserve funds. As Committee is aware, to do otherwise results in the reliance on “one-time” revenues for funding ongoing expenditures, and is contrary to multi-year budgeting principles.

Staff will report to Council in the new year with a specific recommendation once the savings are quantified. Staff continue to recommend contributions to Reserve and Reserve Funds to allow the city the financial flexibility to respond to uncontrollable factors (such as economic cycles, revenue fluctuations, severe weather events), short term and one-time needs, and sustainability to plan for today and the future.

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### **Conclusion:**

This report provides an overview of the performance of the 2017 Operating Budget as at June 30, 2017 and projections for the City’s year-end financial position. It serves to highlight areas that may have a significant impact on the 2017 year-end financial position. The report further suggests retained savings opportunities to be confirmed in early 2018.

The monitoring of corporate and service expenditures and revenues, as part of the Operating Budget Performance policy, exists as a key component of the City’s financial management control system. Staff will continue to scrutinize expenditure and revenue patterns for the balance of 2017 to ensure a favourable year-end financial position.

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Respectfully submitted,

Meri Gjeka

Financial Analyst

905 335 7600 ext. 7975

### **Appendices:**

- A. Summary of the 2017 Operating Budget Performance as at June 30

B. Corporate-wide Spending and Revenue Analysis

C. Financial Accountability Report

**Report Approval:**

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.