

Operating Budget Performance Report

June 30, 2017

Building Code Permit and Inspection

The favourable variance is attributed to a higher than expected number of building permit applications. This may result in a year end provision to the Building Reserve fund as per Bill 124 model.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 1,383,227	\$ 1,375,055	\$ 8,172	0.6%	\$ 2,799,936	\$ 2,799,936	\$ -	0.0%
Operating/Minor Capital Equip.	\$ 15,787	\$ 24,413	\$ (8,626)	-54.6%	\$ 31,574	\$ 31,574	\$ -	0.0%
Purchased Services	\$ 48,410	\$ 48,384	\$ 26	0.1%	\$ 90,310	\$ 90,310	\$ -	0.0%
Corp. Expenditures/Provisions	\$ -	\$ (464)	\$ 464	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 4,180	\$ 5,776	\$ (1,596)	-38.2%	\$ 8,360	\$ 8,360	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,451,604	\$ 1,453,164	\$ (1,560)	-0.1%	\$ 2,930,180	\$ 2,930,180	\$ -	0.0%
Controllable Revenues	\$ (1,703,325)	\$ (1,809,772)	\$ 106,447	6.2%	\$ (4,099,764)	\$ (4,099,764)	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (1,703,325)	\$ (1,809,772)	\$ 106,447	6.2%	\$ (4,099,764)	\$ (4,099,764)	\$ -	0.0%
NET OPERATING BUDGET	\$ (251,721)	\$ (356,608)	\$ 104,887	41.7%	\$ (1,169,584)	\$ (1,169,584)	\$ -	0.0%

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Corporate Management

The net favourable variance is due to savings in the Human Resources costs as a result of delays in hiring for the Project Management office.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 601,506	\$ 386,273	\$ 215,233	35.8%	\$ 1,216,274	\$ 928,874	\$ 287,400	23.6%
Operating/Minor Capital Equip.	\$ 14,100	\$ 10,891	\$ 3,209	22.8%	\$ 28,200	\$ 28,200	\$ -	0.0%
Purchased Services	\$ 75,800	\$ 88,859	\$ (13,059)	-17.2%	\$ 598,800	\$ 502,600	\$ 96,200	16.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 691,406	\$ 486,023	\$ 205,383	29.7%	\$ 1,843,274	\$ 1,459,674	\$ 383,600	20.8%
Controllable Revenues	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 691,406	\$ 486,023	\$ 205,383	29.7%	\$ 1,843,274	\$ 1,459,674	\$ 383,600	20.8%

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Development Review

Favourable variance due to higher than anticipated subdivision application and admin fees from developers

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 1,875,717	\$ 1,763,429	\$ 112,288	6.0%	\$ 3,691,274	\$ 3,586,133	\$ 105,141	2.8%
Operating/Minor Capital Equip.	\$ 42,978	\$ 68,684	\$ (25,706)	-59.8%	\$ 70,150	\$ 85,600	\$ (15,450)	-22.0%
Purchased Services	\$ 121,960	\$ 114,810	\$ 7,150	5.9%	\$ 171,100	\$ 173,300	\$ (2,200)	-1.3%
Corp. Expenditures/Provisions	\$ -	\$ 5,000	\$ (5,000)		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 2,040,654	\$ 1,951,922	\$ 88,732	4.3%	\$ 3,932,524	\$ 3,845,033	\$ 87,491	2.2%
Controllable Revenues	\$ (986,758)	\$ (1,733,192)	\$ 746,434	75.6%	\$ (1,877,500)	\$ (2,606,577)	\$ 729,077	38.8%
General Revenues & Recoveries	\$ -	\$ 71	\$ (71)		\$ (179,100)	\$ (75,000)	\$ (104,100)	-58.1%
TOTAL REVENUES	\$ (986,758)	\$ (1,733,121)	\$ 746,363	75.6%	\$ (2,056,600)	\$ (2,681,577)	\$ 624,977	30.4%
NET OPERATING BUDGET	\$ 1,053,896	\$ 218,801	\$ 835,095	79.2%	\$ 1,875,924	\$ 1,163,456	\$ 712,468	38.0%

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Fleet Management

This unfavourable variance is due to lower than anticipated vehicle usage for the Roads, Tree and Park Maintenance services and is offset by a favourable variance in vehicle usage expenses in these services. It is difficult to estimate usage of vehicles and equipment as this is established based on weather, service levels, staff availability and seasonal timelines.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 717,347	\$ 745,007	\$ (27,661)	-3.9%	\$ 1,391,883	\$ 1,453,094	\$ (61,211)	-4.4%
Operating/Minor Capital Equip.	\$ 487,212	\$ 460,014	\$ 27,198	5.6%	\$ 880,565	\$ 865,875	\$ 14,690	1.7%
Purchased Services	\$ 190,267	\$ 132,165	\$ 58,102	30.5%	\$ 432,704	\$ 439,504	\$ (6,800)	-1.6%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Internal Charges & Settlements	\$ 6,444	\$ 18,629	\$ (12,185)	-189.1%	\$ 35,628	\$ 44,500	\$ (8,872)	-24.9%
TOTAL EXPENDITURES	\$ 1,401,270	\$ 1,355,815	\$ 45,455	3.2%	\$ 2,740,780	\$ 2,802,973	\$ (62,193)	-2.3%
Controllable Revenues	\$ (1,000)	\$ (1,037)	\$ 37	3.7%	\$ (2,000)	\$ (3,100)	\$ 1,100	55.0%
General Revenues & Recoveries	\$ (1,441,532)	\$ (1,136,892)	\$ (304,640)	-21.1%	\$ (3,169,052)	\$ (2,811,979)	\$ (357,073)	-11.3%
TOTAL REVENUES	\$ (1,442,532)	\$ (1,137,929)	\$ (304,603)	-21.1%	\$ (3,171,052)	\$ (2,815,079)	\$ (355,973)	-11.2%
NET OPERATING BUDGET	\$ (41,262)	\$ 217,886	\$ (259,148)	-628.1%	\$ (430,272)	\$ (12,106)	\$ (418,166)	-97.2%

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Information Technology

The net favourable variance is due to the timing of hiring for new staff positions and some gapping.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 1,903,481	\$ 1,747,071	\$ 156,411	8.2%	\$ 3,848,006	\$ 3,707,006	\$ 141,000	3.7%
Operating/Minor Capital Equip.	\$ 33,584	\$ 32,626	\$ 958	2.9%	\$ 67,167	\$ 67,167	\$ -	0.0%
Purchased Services	\$ 1,481,757	\$ 1,466,236	\$ 15,521	1.0%	\$ 2,536,686	\$ 2,543,261	\$ (6,575)	-0.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 3,418,822	\$ 3,245,933	\$ 172,890	5.1%	\$ 6,451,859	\$ 6,317,434	\$ 134,425	2.1%
Controllable Revenues	\$ (15,840)	\$ (15,294)	\$ (546)	-3.4%	\$ (38,480)	\$ (38,480)	\$ -	0.0%
General Revenues & Recoveries	\$ (43,768)	\$ (34,790)	\$ (8,978)	-20.5%	\$ (395,012)	\$ (395,012)	\$ -	0.0%
TOTAL REVENUES	\$ (59,608)	\$ (50,084)	\$ (9,524)	-16.0%	\$ (433,492)	\$ (433,492)	\$ -	0.0%
NET OPERATING BUDGET	\$ 3,359,215	\$ 3,195,849	\$ 163,366	4.9%	\$ 6,018,367	\$ 5,883,942	\$ 134,425	2.2%

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Recreation

The unfavourable year to date variance is primarily due to higher Human Resource costs resulting from an increased demand for senior programming and aquatics, along with the new bistro service. This trend is expected to continue to year end . The unfavourable variance will be partially offset by higher revenues being generated by these programs.

2017								
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 3,673,530	\$ 3,797,998	\$ (124,468)	-3.4%	\$ 8,219,669	\$ 8,359,588	\$ (139,919)	-1.7%
Operating/Minor Capital Equip.	\$ 672,600	\$ 694,985	\$ (22,386)	-3.3%	\$ 1,545,167	\$ 1,639,022	\$ (93,855)	-6.1%
Purchased Services	\$ 536,737	\$ 578,038	\$ (41,301)	-7.7%	\$ 1,169,539	\$ 1,293,529	\$ (123,990)	-10.6%
Corp. Expenditures/Provisions	\$ 58,437	\$ 64,436	\$ (5,998)	-10.3%	\$ 118,000	\$ 139,027	\$ (21,027)	-17.8%
Internal Charges & Settlements	\$ -	\$ -	\$ -	0.0%	\$ 46,599	\$ 51,599	\$ (5,000)	-10.7%
TOTAL EXPENDITURES	\$ 4,941,303	\$ 5,135,457	\$ (194,154)	-3.9%	\$ 11,098,974	\$ 11,482,765	\$ (383,791)	-3.5%
Controllable Revenues	\$ (3,501,295)	\$ (3,499,667)	\$ (1,628)	0.0%	\$ (5,544,541)	\$ (5,704,528)	\$ 159,988	2.9%
General Revenues & Recoveries	\$ (21,350)	\$ (37,916)	\$ 16,566	77.6%	\$ (42,700)	\$ (62,825)	\$ 20,125	47.1%
TOTAL REVENUES	\$ (3,522,645)	\$ (3,537,584)	\$ 14,939	0.4%	\$ (5,587,241)	\$ (5,767,353)	\$ 180,113	3.2%
NET OPERATING BUDGET	\$ 1,418,658	\$ 1,597,874	\$ (179,215)	-12.6%	\$ 5,511,733	\$ 5,715,411	\$ (203,678)	-3.7%

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Roads and Sidewalks-Maintenance

Favourable variance is primarily attributable to savings in Human Resource costs as a result of staff gapping and milder winter conditions in the first half of 2017.

This favourable variance is anticipated to continue through to year-end.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 2,973,445	\$ 2,694,445	\$ 279,000	9.4%	\$ 6,041,930	\$ 5,664,465	\$ 377,465	6.2%
Operating/Minor Capital Equip.	\$ 1,255,651	\$ 678,232	\$ 577,418	46.0%	\$ 1,682,550	\$ 1,161,107	\$ 521,443	31.0%
Purchased Services	\$ 1,946,888	\$ 1,578,259	\$ 368,628	18.9%	\$ 3,116,068	\$ 2,803,620	\$ 312,448	10.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 740,456	\$ 464,077	\$ 276,379	37.3%	\$ 1,386,015	\$ 1,095,593	\$ 290,422	21.0%
TOTAL EXPENDITURES	\$ 6,916,439	\$ 5,415,013	\$ 1,501,426	21.7%	\$ 12,226,563	\$ 10,724,785	\$ 1,501,778	12.3%
Controllable Revenues	\$ (995,863)	\$ (864,374)	\$ (131,490)	-13.2%	\$ (1,568,779)	\$ (1,375,829)	\$ (192,950)	-12.3%
General Revenues & Recoveries	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ (995,863)	\$ (864,374)	\$ (131,490)	-13.2%	\$ (1,568,779)	\$ (1,375,829)	\$ (192,950)	-12.3%
NET OPERATING BUDGET	\$ 5,920,576	\$ 4,550,640	\$ 1,369,936	23.1%	\$ 10,657,784	\$ 9,348,956	\$ 1,308,828	12.3%

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Organized Sport Support

Favourable year to date variance is primarily due to staff gapping and water savings for sports fields (wet cool summer and spring), a mild winter for snow removal costs and additional arena revenues due to extended playoffs. Year end is projected to continue to have a favourable variance in revenues due to an increase in facility bookings by new and existing user groups , as well as summer tournaments booked in facilities and sports fields . These variances will be slightly offset by higher building and equipment repairs, and maintenance for arenas.

2017								
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 2,226,020	\$ 2,165,564	\$ 60,456	2.7%	\$ 4,525,965	\$ 4,487,505	\$ 38,460	0.8%
Operating/Minor Capital Equip.	\$ 966,589	\$ 941,109	\$ 25,480	2.6%	\$ 2,297,193	\$ 2,368,788	\$ (71,595)	-3.1%
Purchased Services	\$ 702,854	\$ 648,079	\$ 54,774	7.8%	\$ 1,599,768	\$ 1,673,528	\$ (73,760)	-4.6%
Corp. Expenditures/Provisions	\$ 690,694	\$ 695,657	\$ (4,963)	-0.7%	\$ 929,591	\$ 945,527	\$ (15,936)	-1.7%
Internal Charges & Settlements	\$ 148,392	\$ 141,403	\$ 6,990	4.7%	\$ 638,320	\$ 619,891	\$ 18,429	2.9%
TOTAL EXPENDITURES	\$ 4,734,549	\$ 4,591,812	\$ 142,737	3.0%	\$ 9,990,838	\$ 10,095,239	\$ (104,402)	-1.0%
Controllable Revenues	\$ (2,872,021)	\$ (2,914,626)	\$ 42,605	1.5%	\$ (5,889,150)	\$ (6,107,081)	\$ 217,931	3.7%
General Revenues & Recoveries	\$ -	\$ (5,000)	\$ 5,000		\$ (187,950)	\$ (249,950)	\$ 62,000	33.0%
TOTAL REVENUES	\$ (2,872,021)	\$ (2,919,626)	\$ 47,605	1.7%	\$ (6,077,100)	\$ (6,357,031)	\$ 279,931	4.6%
NET OPERATING BUDGET	\$ 1,862,528	\$ 1,672,185	\$ 190,343	10.2%	\$ 3,913,738	\$ 3,738,208	\$ 175,530	4.5%

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Surface Water Drainage

Favourable variance is due to a delay in the catch basin maintenance and ditching programs due to other roads and parks maintenance priorities.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 524,419	\$ 503,531	\$ 20,888	4.0%	\$ 1,052,863	\$ 1,044,677	\$ 8,186	0.8%
Operating/Minor Capital Equip.	\$ 13,930	\$ 16,703	\$ (2,774)	-19.9%	\$ 33,375	\$ 36,953	\$ (3,578)	-10.7%
Purchased Services	\$ 82,597	\$ (97,581)	\$ 180,178	218.1%	\$ 810,600	\$ 723,750	\$ 86,850	10.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 32,306	\$ 27,022	\$ 5,284	16.4%	\$ 72,672	\$ 74,970	\$ (2,298)	-3.2%
TOTAL EXPENDITURES	\$ 653,252	\$ 449,675	\$ 203,577	31.2%	\$ 1,969,510	\$ 1,880,350	\$ 89,160	4.5%
Controllable Revenues	\$ (16,250)	\$ (2,200)	\$ (14,050)	-86.5%	\$ (32,500)	\$ (27,000)	\$ (5,500)	-16.9%
General Revenues & Recoveries	\$ (166,186)	\$ (157,569)	\$ (8,616)	-5.2%	\$ (295,610)	\$ (304,660)	\$ 9,050	3.1%
TOTAL REVENUES	\$ (182,436)	\$ (159,769)	\$ (22,666)	-12.4%	\$ (328,110)	\$ (331,660)	\$ 3,550	1.1%
NET OPERATING BUDGET	\$ 470,816	\$ 289,906	\$ 180,910	38.4%	\$ 1,641,400	\$ 1,548,690	\$ 92,710	5.6%

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Traffic Operation Management

Favourable variances due to staff vacancies in a number of positions.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 1,562,548	\$ 1,406,419	\$ 156,129	10.0%	\$ 3,179,420	\$ 2,955,600	\$ 223,820	7.0%
Operating/Minor Capital Equip.	\$ 811,058	\$ 805,500	\$ 5,558	0.7%	\$ 1,988,160	\$ 1,988,160	\$ -	0.0%
Purchased Services	\$ 447,228	\$ 443,390	\$ 3,838	0.9%	\$ 1,239,360	\$ 1,272,397	\$ (33,037)	-2.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ 129,442	\$ 121,078	\$ 8,364	6.5%	\$ 266,934	\$ 256,854	\$ 10,080	3.8%
TOTAL EXPENDITURES	\$ 2,950,277	\$ 2,776,387	\$ 173,890	5.9%	\$ 6,673,874	\$ 6,473,011	\$ 200,863	3.0%
Controllable Revenues	\$ (277,508)	\$ (238,740)	\$ (38,768)	-14.0%	\$ (837,259)	\$ (837,259)	\$ -	0.0%
General Revenues & Recoveries	\$ (228,143)	\$ (232,074)	\$ 3,931	1.7%	\$ (466,436)	\$ (466,436)	\$ -	0.0%
TOTAL REVENUES	\$ (505,651)	\$ (470,814)	\$ (34,836)	-6.9%	\$ (1,303,695)	\$ (1,303,695)	\$ -	0.0%
NET OPERATING BUDGET	\$ 2,444,627	\$ 2,305,573	\$ 139,054	5.7%	\$ 5,370,179	\$ 5,169,316	\$ 200,863	3.7%

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Transit

Favourable variance in Human Resources is due to staff vacancies in a number of positions. Operating/ Minor Capital and Purchased services variance is due to increased expenditures for bus repairs and maintenance. Transit fare revenues are unfavourable due to lower than anticipated ridership. This is partially offset by higher than planned charter and advertising revenues.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 5,905,998	\$ 5,796,596	\$ 109,402	1.9%	\$ 11,941,123	\$ 11,800,884	\$ 140,239	1.2%
Operating/Minor Capital Equip.	\$ 1,448,088	\$ 1,618,899	\$ (170,811)	-11.8%	\$ 2,975,860	\$ 3,268,233	\$ (292,373)	-9.8%
Purchased Services	\$ 1,144,771	\$ 1,208,610	\$ (63,839)	-5.6%	\$ 1,892,212	\$ 2,007,397	\$ (115,185)	-6.1%
Corp. Expenditures/Provisions	\$ 2,128,129	\$ 2,128,215	\$ (86)		\$ 2,239,856	\$ 2,128,129	\$ 111,727	
Internal Charges & Settlements	\$ 45,000	\$ 43,971	\$ 1,029	2.3%	\$ 120,000	\$ 120,000	\$ -	0.0%
TOTAL EXPENDITURES	\$ 10,671,986	\$ 10,796,291	\$ (124,304)	-1.2%	\$ 19,169,051	\$ 19,324,643	\$ (155,592)	-0.8%
Controllable Revenues	\$ (2,762,172)	\$ (2,720,252)	\$ (41,920)	-1.5%	\$ (5,493,000)	\$ (5,458,000)	\$ (35,000)	-0.6%
General Revenues & Recoveries	\$ (3,040,229)	\$ (3,040,229)	\$ -	0.0%	\$ (3,181,956)	\$ (3,070,229)	\$ (111,727)	-3.5%
TOTAL REVENUES	\$ (5,802,401)	\$ (5,760,481)	\$ (41,920)	-0.7%	\$ (8,674,956)	\$ (8,528,229)	\$ (146,727)	-1.7%
NET OPERATING BUDGET	\$ 4,869,585	\$ 5,035,810	\$ (166,225)	-3.4%	\$ 10,494,095	\$ 10,796,414	\$ (302,319)	-2.9%

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Transportation Network Planning

Favourable variance in Human Resources is due to on-going staff vacancies.

	2017							
	Year to date Budget	Year to date Actual	Δ \$	Δ %	Total Budget	Year End Projections	Δ \$	Δ %
Human Resources	\$ 207,817	\$ 146,779	\$ 61,038	29.4%	\$ 418,427	\$ 268,436	\$ 149,991	35.8%
Operating/Minor Capital Equip.	\$ 1,950	\$ 2,696	\$ (746)	-38.3%	\$ 3,900	\$ 5,850	\$ (1,950)	-50.0%
Purchased Services	\$ 7,175	\$ 421	\$ 6,755	94.1%	\$ 14,350	\$ 14,350	\$ -	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 216,942	\$ 149,896	\$ 67,046	30.9%	\$ 436,677	\$ 288,636	\$ 148,041	33.9%
Controllable Revenues	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
TOTAL REVENUES	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 216,942	\$ 149,896	\$ 67,046	30.9%	\$ 436,677	\$ 288,636	\$ 148,041	33.9%