

Operating Budget Performance Report

December 31, 2019

The favourable variance is mainly due to vacancies and favourable Controllable Revenues due to an increase in Student Theatre registrations and an increase in Burlington Teen Tour Band performances. This is offset by an unfavourable variance in Purchased Services resulting mainly from external costs for Burlassic Park and Walk of the Earth tribute concert; these costs are offset with an increase in General Revenues and Recoveries. Corporate expenses for Mundialization Special Events for Itabashi art signs, travel and tours result in an unfavourable variance in Corporate Expenditures, which are again offset with increased recoveries.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 1,164,079	\$ 1,088,444	\$ 75,635	6.5%
Operating/Minor Capital Equip.	\$ 146,797	\$ 158,147	\$ (11,350)	-7.7%
Purchased Services	\$ 542,610	\$ 669,189	\$ (126,579)	-23.3%
Corp. Expenditures/Provisions	\$ 132,593	\$ 178,489	\$ (45,896)	-34.6%
Internal Charges & Settlements	\$ 80,745	\$ 66,531	\$ 14,214	17.6%
TOTAL EXPENDITURES	\$ 2,066,824	\$ 2,160,800	\$ (93,976)	-4.5%
Controllable Revenues	\$ (562,800)	\$ (652,989)	\$ 90,189	-16.0%
General Revenues & Recoveries	\$ (60,000)	\$ (215,823)	\$ 155,823	-259.7%
TOTAL REVENUES	\$ (622,800)	\$ (868,812)	\$ 246,012	-39.5%
NET OPERATING BUDGET	\$ 1,444,024	\$ 1,291,988	\$ 152,036	10.5%

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Corporate Legal

Favourable variance is attributed to staff vacancies and higher than expected quarterly payments from bylaw fines collected. This is partially offset by an unfavourable variance due to increased use of professional and consulting services and less staff time recovered - as a result of staff vacancies.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 1,856,213	\$ 1,539,016	\$ 317,197	17.1%
Operating/Minor Capital Equip.	\$ 64,000	\$ 68,847	\$ (4,847)	-7.6%
Purchased Services	\$ 93,700	\$ 174,034	\$ (80,334)	-85.7%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	n/a	n/a	\$ -	n/a
TOTAL EXPENDITURES	\$ 2,013,913	\$ 1,781,897	\$ 232,016	11.5%
Controllable Revenues	\$ (204,100)	\$ (273,194)	\$ 69,094	-33.9%
General Revenues & Recoveries	\$ (206,252)	\$ (174,989)	\$ (31,263)	15.2%
TOTAL REVENUES	\$ (410,352)	\$ (448,183)	\$ 37,831	-9.2%
NET OPERATING BUDGET	\$ 1,603,561	\$ 1,333,714	\$ 269,847	16.8%

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Building Code Permits and Inspection

Unfavourable variance is mainly a result of building permit revenues exceeding costs, resulting in a provision to the reserve fund, as per Bill 124 Model and due to complex buildings warranting third party professional technical reviews, which resulted in higher than expected purchased service costs. This is partially offset by a favourable variance from gapping and staff vacancies.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 2,970,818	\$ 2,886,617	\$ 84,201	2.8%
Operating/Minor Capital Equip.	\$ 48,600	\$ 51,978	\$ (3,378)	-7.0%
Purchased Services	\$ 70,603	\$ 116,542	\$ (45,939)	-65.1%
Corp. Expenditures/Provisions	\$ 45,000	\$ 686,563	\$ (641,563)	-1425.7%
Internal Charges & Settlements	\$ 12,160	\$ 9,766	\$ 2,394	20%
TOTAL EXPENDITURES	\$ 3,147,181	\$ 3,751,466	\$ (604,284)	-19.2%
Controllable Revenues	\$ (4,419,110)	\$ (4,520,669)	\$ 101,559	-2.3%
General Revenues & Recoveries	\$ (30,000)	\$ (17,225)	\$ (12,775)	42.6%
TOTAL REVENUES	\$ (4,449,110)	\$ (4,537,894)	\$ 88,784	-2.0%
NET OPERATING BUDGET	\$ (1,301,929)	\$ (786,428)	\$ (515,501)	39.6%

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Fleet Management

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Unfavourable variance is mainly due to the implementation of an improved Preventative Maintenance programs using brand equivalent parts for repairs due to an increased use of external contractors for specialized work. An unfavourable variance in General Revenues and Recoveries is due to lower than anticipated recoveries for vehicle usage from Roads, Leisure and Organized Sport; these services realized a favourable variance in vehicle usage expense.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 1,400,398	\$ 1,362,446	\$ 37,952	2.7%
Operating/Minor Capital Equip.	\$ 1,032,250	\$ 1,164,340	\$ (132,090)	-12.8%
Purchased Services	\$ 367,584	\$ 405,498	\$ (37,914)	-10.3%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 16,513	\$ 16,513	\$ -	0.0%
TOTAL EXPENDITURES	\$ 2,816,745	\$ 2,948,798	\$ (132,053)	-4.7%
Controllable Revenues	\$ (3,600)	\$ (7,076)	\$ 3,476	-96.5%
General Revenues & Recoveries	\$ (3,318,315)	\$ (3,115,887)	\$ (202,428)	6.1%
TOTAL REVENUES	\$ (3,321,915)	\$ (3,122,963)	\$ (198,952)	6.0%
NET OPERATING BUDGET	\$ (505,170)	\$ (174,165)	\$ (331,005)	65.5%

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Human Resources

Favourable variance is mainly due to unspent funding for employee recognition program; this is partially offset by an unfavourable variance in purchased services, mainly due to higher than anticipated use of contracted services to conduct surveys and advertising expenses for high profile recruitments.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 2,171,847	\$ 2,002,965	\$ 168,883	7.8%
Operating/Minor Capital Equip.	\$ 66,450	\$ 66,719	\$ (269)	-0.4%
Purchased Services	\$ 455,000	\$ 480,352	\$ (25,352)	-5.6%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	n/a	n/a	\$ -	n/a
TOTAL EXPENDITURES	\$ 2,693,297	\$ 2,550,035	\$ 143,262	5.3%
Controllable Revenues	\$ -	\$ (169)	\$ 169	n/a
General Revenues & Recoveries	\$ (151,000)	\$ (154,175)	\$ 3,175	-2.1%
TOTAL REVENUES	\$ (151,000)	\$ (154,344)	\$ 3,344	-2.2%
NET OPERATING BUDGET	\$ 2,542,297	\$ 2,395,692	\$ 146,606	5.8%

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Information Technology

Favourable variance is mainly due to fluctuation in annual hardware and software maintenance costs, which were lower than anticipated. IT staff also focused on finding more efficient methods of providing similar services at a lower cost throughout the year. Favourable revenues from assisting Halton Court Services move their facilities are offset by reduced recoveries for staff time associated with support of Fire Dispatch services.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 4,221,829	\$ 4,196,627	\$ 25,203	0.6%
Operating/Minor Capital Equip.	\$ 71,300	\$ 86,302	\$ (15,002)	-21.0%
Purchased Services	\$ 3,103,934	\$ 2,803,104	\$ 300,830	9.7%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	n/a	n/a	\$ -	n/a
TOTAL EXPENDITURES	\$ 7,397,063	\$ 7,086,033	\$ 311,031	4.2%
Controllable Revenues	\$ (28,276)	\$ (54,270)	\$ 25,994	-91.9%
General Revenues & Recoveries	\$ (405,690)	\$ (379,558)	\$ (26,132)	6.4%
TOTAL REVENUES	\$ (433,966)	\$ (433,827)	\$ (139)	0.0%
NET OPERATING BUDGET	\$ 6,963,097	\$ 6,652,206	\$ 310,892	4.5%

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Parking Management

Unfavourable variance is mainly a result of increase in Screening Office hours to match Service Burlington which resulted in increased part time hours for First Attendance Officers, higher than expected costs for contracted enforcement and lower fine revenue collected. This is partially offset by a favourable variance in general building materials.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 491,592	\$ 528,289	\$ (36,697)	-7.5%
Operating/Minor Capital Equip.	\$ 50,290	\$ 37,134	\$ 13,156	26.2%
Purchased Services	\$ 479,122	\$ 506,362	\$ (27,240)	-5.7%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 5,000	\$ 10,298	\$ (5,298)	-106%
TOTAL EXPENDITURES	\$ 1,026,004	\$ 1,082,083	\$ (56,080)	-5.5%
Controllable Revenues	\$ (1,563,000)	\$ (1,458,678)	\$ (104,322)	6.7%
General Revenues & Recoveries	\$ (298,854)	\$ (298,854)	\$ (0)	0.0%
TOTAL REVENUES	\$ (1,861,854)	\$ (1,757,532)	\$ (104,322)	5.6%
NET OPERATING BUDGET	\$ (835,850)	\$ (675,448)	\$ (160,401)	19.2%

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Parks and Open Space - Maintenance

Unfavourable variance is primarily due to increased use of part-time maintenance staff for parks mowing and horticulture work, higher than anticipated overtime for park debris cleanup, larger demand for materials, higher than anticipated use of contracted services for playground maintenance (Playcare & Design Inc.) and vehicle and equipment rentals. Revenues are unfavourable due to lower recoveries for work performed for school boards and are offset by higher than anticipated recoveries for work done for other City services.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 3,803,655	\$ 4,085,727	\$ (282,072)	-7.4%
Operating/Minor Capital Equip.	\$ 507,173	\$ 542,246	\$ (35,072)	-6.9%
Purchased Services	\$ 712,525	\$ 792,033	\$ (79,508)	-11.2%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 989,265	\$ 990,533	\$ (1,268)	-0.1%
TOTAL EXPENDITURES	\$ 6,012,618	\$ 6,410,539	\$ (397,921)	-6.6%
Controllable Revenues	\$ (227,861)	\$ (197,658)	\$ (30,203)	13.3%
General Revenues & Recoveries	\$ (437,930)	\$ (518,393)	\$ 80,463	-18.4%
TOTAL REVENUES	\$ (665,791)	\$ (716,051)	\$ 50,260	-7.5%
NET OPERATING BUDGET	\$ 5,346,827	\$ 5,694,488	\$ (347,661)	-6.5%

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Recreation

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Unfavourable variance is mainly due to asset repairs and preventative maintenance, Health & Safety compliance initiatives related to internal facility audit processes and less than expected revenues due to closure of Angela Coughlan pool and the Wellness initiative having a staged implementation. This is slightly offset by savings from staff vacancies and favourable revenues from federal and provincial grants received for seniors, youth, and aquatic programs.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 9,436,126	\$ 9,339,518	\$ 96,608	1.0%
Operating/Minor Capital Equip.	\$ 1,629,458	\$ 1,705,027	\$ (75,569)	-4.6%
Purchased Services	\$ 1,147,620	\$ 1,332,533	\$ (184,913)	-16.1%
Corp. Expenditures/Provisions	\$ 98,000	\$ 100,206	\$ (2,206)	-2.3%
Internal Charges & Settlements	\$ 44,886	\$ 59,960	\$ (15,074)	-33.6%
TOTAL EXPENDITURES	\$ 12,356,090	\$ 12,537,243	\$ (181,154)	-1.5%
Controllable Revenues	\$ (5,912,382)	\$ (5,695,822)	\$ (216,560)	3.7%
General Revenues & Recoveries	\$ (71,373)	\$ (176,704)	\$ 105,331	-147.6%
TOTAL REVENUES	\$ (5,983,755)	\$ (5,872,525)	\$ (111,230)	1.9%
NET OPERATING BUDGET	\$ 6,372,335	\$ 6,664,718	\$ (292,384)	-4.6%

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Roads and Structures - Design and Construction

The favourable variance in Human Resources is due to staff vacancies and persons on leave, this in turn lowers recovery for staff time which results in unfavourable General Revenues and Recoveries. The unfavourable variance in Purchased Services is primarily due to an increase in domestic well sampling, which required more residential driveway widening cuts.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 3,377,798	\$ 3,256,864	\$ 120,934	3.6%
Operating/Minor Capital Equip.	\$ 74,260	\$ 70,717	\$ 3,543	4.8%
Purchased Services	\$ 136,757	\$ 167,270	\$ (30,513)	-22.3%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 7,600	\$ 15,010	\$ (7,410)	-98%
TOTAL EXPENDITURES	\$ 3,596,415	\$ 3,509,862	\$ 86,554	2.4%
Controllable Revenues	\$ (227,500)	\$ (216,725)	\$ (10,775)	4.7%
General Revenues & Recoveries	\$ (2,136,038)	\$ (1,871,354)	\$ (264,685)	12.4%
TOTAL REVENUES	\$ (2,363,538)	\$ (2,088,078)	\$ (275,460)	11.7%
NET OPERATING BUDGET	\$ 1,232,877	\$ 1,421,783	\$ (188,906)	-15.3%

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Road and Sidewalk Maintenance

Favourable variance is primarily due to staff vacancies, reduced need for road salt due to favourable winter conditions and savings in internal charges as adverse weather reduced leaf collection. This is offset slightly by higher than expected costs for winter contractors and for waste disposal.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 6,677,564	\$ 6,231,089	\$ 446,475	6.7%
Operating/Minor Capital Equip.	\$ 1,534,668	\$ 1,350,419	\$ 184,250	12.0%
Purchased Services	\$ 3,208,825	\$ 3,539,243	\$ (330,418)	-10.3%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 1,433,037	\$ 1,242,757	\$ 190,280	13%
TOTAL EXPENDITURES	\$ 12,854,095	\$ 12,363,508	\$ 490,586	3.8%
Controllable Revenues	\$ (1,714,555)	\$ (1,768,678)	\$ 54,123	-3.2%
General Revenues & Recoveries	\$ (10,000)	\$ (10,000)	\$ -	0.0%
TOTAL REVENUES	\$ (1,724,555)	\$ (1,778,678)	\$ 54,123	-3.1%
NET OPERATING BUDGET	\$ 11,129,540	\$ 10,584,831	\$ 544,709	4.9%

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Strategic Communications and Government Relations

Human Resources has an unfavourable variance due to a temporary need to backfill a position on leave.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 1,432,455	\$ 1,585,790	\$ (153,335)	-10.7%
Operating/Minor Capital Equip.	\$ 65,380	\$ 77,168	\$ (11,788)	-18.0%
Purchased Services	\$ 113,025	\$ 112,331	\$ 694	0.6%
Corp. Expenditures/Provisions	\$ -	\$ 178	\$ (178)	n/a
Internal Charges & Settlements	\$ -	\$ 39	\$ (39)	n/a
TOTAL EXPENDITURES	\$ 1,610,860	\$ 1,775,507	\$ (164,647)	-10.2%
Controllable Revenues	\$ (3,500)	\$ -	\$ (3,500)	100.0%
General Revenues & Recoveries	n/a	n/a	\$ -	n/a
TOTAL REVENUES	\$ (3,500)	\$ -	\$ (3,500)	100.0%
NET OPERATING BUDGET	\$ 1,607,360	\$ 1,775,507	\$ (168,147)	-10.5%

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Surface Water Drainage

Unfavourable variance is result of increased use of part-time City maintenance staff for Surface Water Operations, higher than expected requirements for materials required for work performed and increased use of contracted services for catch basin and manhole maintenance. Favourable recoveries for staff time are offset by less than anticipated external recoveries.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 1,106,079	\$ 1,141,182	\$ (35,103)	-3.2%
Operating/Minor Capital Equip.	\$ 38,018	\$ 94,553	\$ (56,535)	-148.7%
Purchased Services	\$ 857,500	\$ 955,037	\$ (97,537)	-11.4%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 69,561	\$ 100,173	\$ (30,612)	-44.0%
TOTAL EXPENDITURES	\$ 2,071,158	\$ 2,290,945	\$ (219,787)	-10.6%
Controllable Revenues	\$ (37,500)	\$ (6,600)	\$ (30,900)	82.4%
General Revenues & Recoveries	\$ (326,200)	\$ (353,514)	\$ 27,314	-8.4%
TOTAL REVENUES	\$ (363,700)	\$ (360,114)	\$ (3,586)	1.0%
NET OPERATING BUDGET	\$ 1,707,458	\$ 1,930,831	\$ (223,373)	-13.1%

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Traffic Operations Management

The favourable variance is mainly due to staff vacancies in part-time positions and higher than expected recoveries from the province. An unfavourable variance in purchased services is due to higher than anticipated vehicle charges, this is offset by favourable recoveries in the same area.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 3,403,997	\$ 3,058,676	\$ 345,321	10.1%
Operating/Minor Capital Equip.	\$ 1,169,922	\$ 1,170,703	\$ (781)	-0.1%
Purchased Services	\$ 1,051,540	\$ 1,108,133	\$ (56,593)	-5.4%
Corp. Expenditures/Provisions	n/a	n/a	\$ -	n/a
Internal Charges & Settlements	\$ 126,427	\$ 238,748	\$ (112,321)	-89%
TOTAL EXPENDITURES	\$ 5,751,886	\$ 5,576,260	\$ 175,626	3.1%
Controllable Revenues	\$ (714,085)	\$ (783,981)	\$ 69,896	-9.8%
General Revenues & Recoveries	\$ (196,250)	\$ (381,898)	\$ 185,648	-94.6%
TOTAL REVENUES	\$ (910,335)	\$ (1,165,879)	\$ 255,544	-28.1%
NET OPERATING BUDGET	\$ 4,841,551	\$ 4,410,381	\$ 431,170	8.9%

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Transit

The favourable variance is primarily due to lower than expected diesel pricing and reduced utility, equipment and parts costs. Favourable General Revenues result from higher than expected provincial gas tax revenue; this is offset by an increase to reserve funds. The unfavourable variance in Internal Charges is primarily due to charges for internal work performed on shelter snow maintenance.

	2019			
	Budget	Actual	Δ \$	Δ %
Human Resources	\$ 13,511,485	\$ 13,559,765	\$ (48,280)	-0.4%
Operating/Minor Capital Equip.	\$ 3,871,983	\$ 3,400,559	\$ 471,424	12.2%
Purchased Services	\$ 1,987,564	\$ 1,940,243	\$ 47,321	2.4%
Corp. Expenditures/Provisions	\$ 2,262,568	\$ 2,385,392	\$ (122,824)	-5.4%
Internal Charges & Settlements	\$ 110,000	\$ 157,348	\$ (47,348)	-43.0%
TOTAL EXPENDITURES	\$ 21,743,600	\$ 21,443,307	\$ 300,293	1.4%
Controllable Revenues	\$ (5,409,000)	\$ (5,411,412)	\$ 2,412	0.0%
General Revenues & Recoveries	\$ (3,262,568)	\$ (3,385,390)	\$ 122,822	-3.8%
TOTAL REVENUES	\$ (8,671,568)	\$ (8,796,802)	\$ 125,234	-1.4%
NET OPERATING BUDGET	\$ 13,072,032	\$ 12,646,504	\$ 425,527	3.3%