

# 2020 Year-End Review of Operations

**General Committee**  
**March 1<sup>st</sup>, 2021**

## 2020 Year-End Review of Operations

### Primary Operating Budget

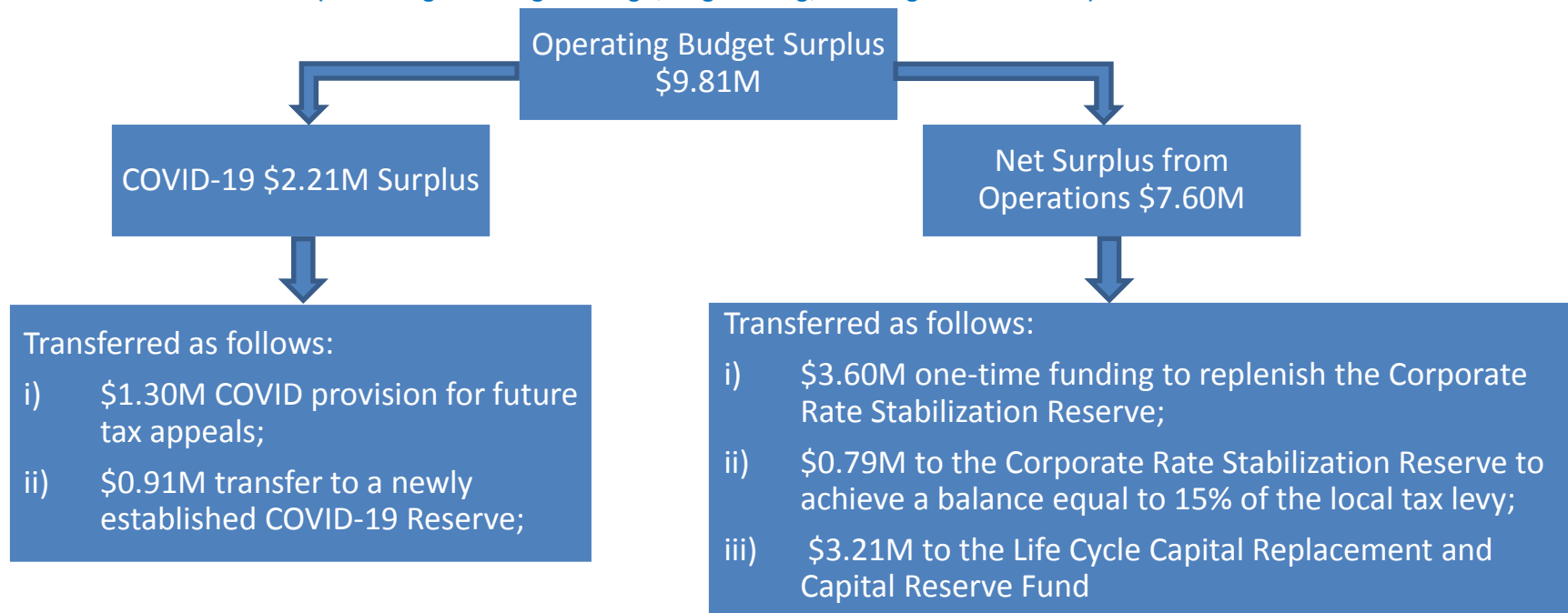
(excluding Planning & Design, Engineering, Building & Waterworks)

|   | Actual           | Budget           | Variance<br>Fav./(Unfav.) |       |
|---|------------------|------------------|---------------------------|-------|
| Revenues (A)  | \$224.08M        | \$240.83M        | (\$16.75M)                | 93.0% |
| Personnel (B)   | \$123.93M        | \$140.00M        | \$16.07M                  | 88.2% |
| Non-Personnel (C)   | <u>\$ 77.71M</u> | <u>\$ 88.56M</u> | <u>\$10.85M</u>           |       |
| <b>Surplus excluding winter maintenance (D) = A-(B+C)</b> | <b>\$ 22.43M</b> | <b>\$ 12.27M</b> | <b>\$10.17M</b>           |       |
| Year-End Accounting Accruals & Other Adjustments (E)      | <u>\$3.00M</u>   | <u>\$1.94M</u>   | <u>(\$1.06M)</u>          |       |
| Subtotal (F) = D-E  | \$19.44M         | \$10.33M         | \$9.11M                   |       |
| Winter Maintenance (G)                                    | <u>\$9.63M</u>   | <u>\$10.33M</u>  | <u>\$0.70M</u>            |       |
| <b>Net Surplus including winter maintenance (H) = F-G</b> | <b>\$9.81M</b>   | <b>\$0.0M</b>    | <b>\$9.81M</b>            |       |

## 2020 Year-End Review of Operations

### Primary Operating Budget Surplus Allocation

(excluding Planning & Design, Engineering, Building & Waterworks)



## 2020 Year-End Review of Operations – Planning & Urban Design

(\$ in millions)

|                              | Actual         | Budget         | Variance<br>Fav/(Unfav) | % of YTD<br>Budget |
|------------------------------|----------------|----------------|-------------------------|--------------------|
| Revenues (A)                 | \$16.03M       | \$10.57M       | \$5.46M                 | 151.7%             |
| Personnel (B)                | \$4.86M        | \$6.03M        | \$1.17M                 | 87.4%              |
| Non-Personnel (C)            | <u>\$3.84M</u> | <u>\$3.92M</u> | <u>\$0.08M</u>          |                    |
| <b>Surplus (D) = A-(B+C)</b> | <b>\$7.33M</b> | <b>\$0.62M</b> | <b>\$6.71M</b>          |                    |

**A contribution of \$9.87M (Planning \$7.33M and Engineering \$2.54M) will be made to the Planning & Engineering Development Fee Reserve improving the balance from (\$10.74M) to (\$1.12M)**

## 2020 Year-End Review of Operations – Engineering

(\$ in millions)

|  | Actual         | Budget         | Variance<br>Fav/(Unfav) | % of YTD<br>Budget |
|--|----------------|----------------|-------------------------|--------------------|
| Revenues (A)                           | \$10.32M       | \$8.79M        | \$1.53M                 | 117.4%             |
| Personnel (B)                          | \$4.95M        | \$5.70M        | \$0.75M                 | 90.1%              |
| Non-Personnel (C)                      | <u>\$2.83M</u> | <u>\$2.95M</u> | <u>\$0.12M</u>          |                    |
| <b>Surplus/(Deficit) (D) = A-(B+C)</b> | <b>\$2.54M</b> | <b>\$0.14M</b> | <b>\$2.40M</b>          |                    |

**A contribution of \$9.87M (Planning \$7.33M and Engineering \$2.54M) will be made to the Planning & Engineering Development Fee Reserve improving the balance from (\$10.74M) to (\$1.12M)**

## 2020 Year-End Review of Operations – Building

(\$ in millions)

|  | Actual           | Budget           | Variance<br>Fav/(Unfav) | % of YTD<br>Budget |
|--|------------------|------------------|-------------------------|--------------------|
| Revenues (A)                           | \$5.41M          | \$7.14M          | (\$1.73M)               | 75.8%              |
| Personnel (B)                          | \$5.95M          | \$6.28M          | \$0.33M                 | 95.3%              |
| Non-Personnel (C)                      | <u>\$3.13M</u>   | <u>\$3.25M</u>   | <u>\$0.12M</u>          |                    |
| <b>(Deficit)/Surplus (D) = A-(B+C)</b> | <b>(\$3.67M)</b> | <b>(\$2.39M)</b> | <b>(\$1.28M)</b>        |                    |

**A draw from the Building Reserve of \$3.67M results in a decrease in the reserve balance from \$10.36M to \$6.37M**

## 2020 Year-End Review of Operations – Waterworks

(\$ in millions)

|   | Actual           | Budget           | Variance<br>Fav/(Unfav) | % of YTD<br>Budget |
|---|------------------|------------------|-------------------------|--------------------|
| Water & Sewer Billing (A)                           | \$137.10M        | \$139.26M        | (\$2.16M)               |                    |
| Contracted Municipal Services (B)                   | <u>\$103.94M</u> | <u>\$109.35M</u> | <u>\$5.41M</u>          |                    |
| <b>Net Sales &amp; Purchases of Water (C) = A-B</b> | <b>\$33.16M</b>  | <b>\$29.90M</b>  | <b>\$3.26M</b>          | <b>110.9%</b>      |
| Other Revenues (D)                                  | \$1.10M          | \$1.41M          | (\$0.32M)               | 77.5%              |
| Personnel (E)                                       | \$7.76M          | \$8.02M          | \$0.26M                 | 89.6%              |
| Non-Personnel (F)                                   | <u>\$6.31M</u>   | <u>\$7.68M</u>   | <u>\$1.37M</u>          |                    |
| <b>Surplus (G) = C+D -(E+F)</b>                     | <b>\$20.19M</b>  | <b>\$15.62M</b>  | <b>\$4.57M</b>          |                    |

**A contribution to the reserve of \$20.19M (budget of \$15.62M plus an additional contribution of \$4.57M) will be made to the Waterworks Reserve increasing the balance from \$61.85M to \$69.67M**

## Next Steps

- The 2020 draft consolidated financial statements will be presented to General Committee in April 2020. The year-end results presented in this report are subject to change based on the results of the external audit.