

# 2020 Year-End Review of Operations

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

## 2020 Year-End Review of Operations

### Primary Operating Budget

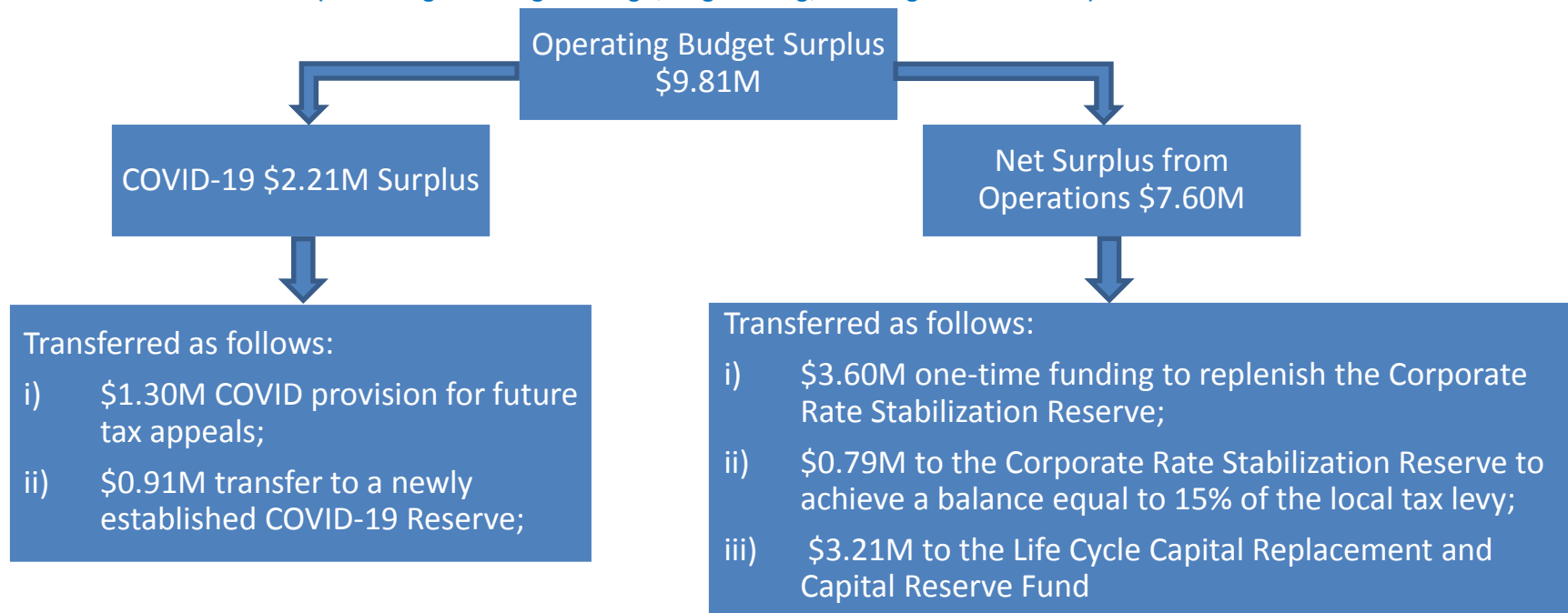
(excluding Planning & Design, Engineering, Building & Waterworks)

	Actual	Budget	Variance 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 Fav/(Unfav)	% of YTD 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 increasing the balance from (\$0.52M) to \$9.10M**

## 2020 Year-End Review of Operations – Engineering

(\$ in millions)

	Actual	Budget	Variance Fav/(Unfav)	% of YTD 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 increasing the balance from (\$0.52M) to \$9.10M**

## 2020 Year-End Review of Operations – Building

(\$ in millions)

	Actual	Budget	Variance Fav/(Unfav)	% of YTD 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 Fav/(Unfav)	% of YTD 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.