



# **2021 Year-End Results of Operations**

**General Committee**  
**March 21<sup>st</sup>, 2022**



## Agenda

1. Primary Operating Budget Year-End results
2. Primary Operating Budget surplus allocation
3. Planning & Design Year-End results
4. Engineering Year-End results
5. Building Year-End results
6. Waterworks Year-End results
7. Next Steps



## 2021 Year-End Results of Operations - Primary Operating Budget (excluding Planning & Design, Engineering, Building & Waterworks) (\$ in millions)

Council approved the 2021 annual operating budget of \$415.70M on December 9, 2020 which includes:

Budget	\$
Primary Operating Budget	248.10
Planning & Design	13.50
Engineering	8.80
Building	11.30
Waterworks	134.00
<b>Total</b>	<b>415.70</b>

Details of the Year-end operating results (January 1 to December 31) are outlined in this presentation



## 2021 Year-End Results of Operations - Primary Operating Budget (excluding Planning & Design, Engineering, Building & Waterworks)

(\$ in millions)	Actual	Budget	Variance Fav/(Unfav)	% of YTD Budget
Revenues (A)	\$216.85	\$213.89	\$2.96	101.4%
Expenses (B)	<u>\$166.00</u>	<u>\$173.87</u>	<u>\$7.87</u>	95.5%
<b>Sub-total</b>	<b>\$50.85</b>	<b>\$40.02</b>	<b>\$10.83</b>	
Year-End Accounting Adjustments	\$1.06	\$1.94	\$0.88	
<b>Subtotal excluding Recreation, Culture, Library and winter maintenance (C) = A-B</b>	<b>\$51.91</b>	<b>\$41.96</b>	<b>\$11.71</b>	
Sub-total Recreation, Culture, Library (D)	<u>\$20.78</u>	<u>\$27.36</u>	<u>\$6.58</u>	75.9%
Day-to-Day Operations (E) = C-D	\$72.69	\$69.32	\$18.29	
Winter Maintenance (F)	<u>\$6.43</u>	<u>\$10.72</u>	<u>\$4.29</u>	
<b>Total including Recreation, Culture, Library and winter maintenance (G) = E-F</b>	<b>\$79.12</b>	<b>\$80.04</b>	<b>\$22.58</b>	

Year-End 2021 favourable variance excluding Recreation, Culture, Library and winter maintenance is \$11.71M



## **2021 Year-End Review of Operations**

### **Primary Operating Budget Surplus Allocation**

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

The City's 2021 net operations favourable variance of \$22.58M will be transferred as follows, as per the approved Financial Planning and Budgeting Policy:

1. \$0.69M to the Corporate Rate Stabilization Reserve to achieve a balance equal to 15% of the local tax levy
2. \$3.15M to balance the 2022 Operating Budget
3. \$3.15M to the Corporate Rate Stabilization Reserve to provide advance funding for the projected 2023 to 2024 Operating Budget requirements
4. \$0.65M provision for future tax adjustments
5. The remaining \$14.94M to the Life Cycle Capital Replacement and Capital Reserve Fund



## 2021 Year-End Results of Operations – Planning & Urban Design (\$ in millions)

	Actual	Budget	Variance Fav/(Unfav)	% of YTD Budget
Revenues (A)	\$17.07	\$13.50	\$3.57	126.4%
Personnel (B)	\$5.25	\$6.05	\$0.80	91.7%
Non-Personnel (C)	<u>\$4.18</u>	<u>\$4.23</u>	<u>\$0.05</u>	
<b>Surplus (D) = A-(B+C)</b>	<b>\$7.64</b>	<b>\$3.22</b>	<b>\$4.22</b>	

Revenues at 126.4% of budget mainly due to higher than anticipated development activity  
Expenses at 91.7% of budget mainly due to an average of four temporary net vacancies.



## 2021 Year-End Results of Operations – Engineering (\$ in millions)

	Actual	Budget	Variance Fav/(Unfav)	% of YTD Budget
Revenues (A)	\$19.91	\$8.84	\$11.07	225.2%
Personnel (B)	\$5.58	\$5.83	\$0.25	96.0%
Non-Personnel (C)	<u>\$2.90</u>	<u>\$3.01</u>	<u>\$0.11</u>	
<b>Surplus (D) = A-(B+C)</b>	<b>\$11.43</b>	<b>\$0.00</b>	<b>\$11.43</b>	

Revenues at 225.2% of budget mainly due to higher than budgeted Engineering fees from several unanticipated major developments (FUA, York Downs, Lindwide Cornell Development)

Expenses at 96.0% of budget mainly due to an average of three temporary net vacancies.

**A contribution of \$19.07M (Planning \$7.64M and Engineering \$11.43M) will be made to the Planning & Engineering Development Fee Reserve improving the balance from \$8.89M to \$27.96M**



## 2021 Year-End Results of Operations – Building (\$ in millions)

	Actual	Budget	Variance Fav/(Unfav)	% of YTD Budget
Revenues (A)	\$17.02	\$11.26	\$5.76	151.2%
Personnel (B)	\$6.21	\$6.44	\$0.23	97.3%
Non-Personnel (C)	<u>\$3.24</u>	<u>\$3.27</u>	<u>\$0.03</u>	
<b>Surplus (D) = A-(B+C)</b>	<b>\$5.83</b>	<b>\$1.59</b>	<b>\$4.24</b>	

Revenues at 151.2% of budget mainly due to a higher building permit fees received

Expenses at 97.3% of budget mainly due to an average of three net vacancies

**A contribution of \$5.83M will be made to the Building Reserve improving the balance from \$6.38M to \$13.95M**





## 2021 Year-End Results of Operations – Waterworks

(\$ in millions)

	Actual	Budget	Variance Fav/(Unfav)	% of YTD Budget
Water & Sewer Billing (A)	\$134.06	\$132.63	\$1.44	
Contracted Municipal Services (B)	<u>\$103.48</u>	<u>\$102.12</u>	<u>(\$1.36)</u>	
<b>Net Sales &amp; Purchases of Water (C) = A-B</b>	<b>\$30.58</b>	<b>\$30.50</b>	<b>\$0.08</b>	<b>100.3%</b>
Other Revenues (D)	\$1.50	\$1.41	\$0.09	106.1%
Personnel (E)	\$7.53	\$8.19	\$0.67	89.0%
Non-Personnel (F)	<u>\$6.52</u>	<u>\$7.58</u>	<u>\$1.06</u>	
<b>Surplus (G) = C+D-(E+F)</b>	<b>\$18.04</b>	<b>\$16.15</b>	<b>\$1.89</b>	

Net sales & purchases of water at 100.3% of budget due to higher sales of water partially offset by higher purchases of water

Expenses at 89.0% of budget mainly due to lower water main breaks compared to budget

**A contribution of \$18.04M will be made to the Waterworks Reserve improving the balance from \$57.92M to \$75.96M**



## Next Steps

- The next report will be on May 24, 2022 and will include the Q1 Review of Operations