



Report to: General Committee

Meeting Date: October 8, 2024

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**SUBJECT:** 2024 July Year-To-Date Results of Operations and Year-End Forecast  
**PREPARED BY:** Jay Pak, Senior Manager Financial Planning and Reporting  
Ameen Khan, Manager, Operating Budgets

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**RECOMMENDATION:**

- 1) THAT the report titled “2024 July Year-To-Date Results of Operations and Year-End Forecast” be received; and,
- 2) THAT the City Treasurer be authorized to manage the City’s Year-End surplus through required transfers and other adjustments in accordance with City financial and accounting policies and objectives; and,
- 3) THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

The City of Markham adopted its annual operating budget of \$469.43M on February 28, 2024. This budget includes the primary operating budget, Planning & Design operating budget, Engineering operating budget, Building Standards operating budget and Waterworks operating budget.

This report provides an overview of the 2024 July year-to-date operating results comparing actual to budget and includes a forecast of the year-end results.

- A. Primary Operating Budget - Year-to-Date July 2024 (Appendix 1)**  
(Includes winter maintenance, excludes Planning & Design, Engineering, Building Standards and Waterworks)

<p style="text-align: center;"><b>At the end of July 2024, the City has a net surplus of \$8.95M including winter maintenance.</b></p>
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The year-to-date variance is summarized in the table below.

(\$ in millions)	YTD July 2024		Variance	% of
	Actual	Budget	fav./ (unfav.)	Budget
Revenues	\$231.92	\$215.11	\$16.81	107.8%
Expenses	<u>167.55</u>	<u>157.08</u>	<u>(10.47)</u>	106.7%
<b>Surplus excluding winter maintenance</b>	<b>64.37</b>	<b>58.03</b>	<b>6.34</b>	
Winter Maintenance	<u>\$5.68</u>	<u>\$8.29</u>	<u>\$2.61</u>	
<b>Net surplus including winter maintenance</b>	<b><u>\$58.69</u></b>	<b><u>\$49.74</u></b>	<b><u>\$8.95</u></b>	

The major variances (excluding winter maintenance) are outlined in the chart below:

Revenues	Fav. / (Unfav.)	Expenditures	Fav. / (Unfav.)
Investment Income	\$14.53 M	Salaries & Benefits	\$2.48 M
Property Tax Penalty and Interest	\$0.99 M	Utilities and hydro	\$0.86 M
Federal and Provincial grants	\$0.81 M	Contingency Expense	\$0.80 M
Financial Services Admin Fee	\$0.33 M	Professional services/ advertising/ training/ travel	\$0.45 M
Licenses & Permits	\$0.48 M	Contract service agreements	\$0.43 M
Grants-in-Lieu of Taxes	\$0.11 M	Transfers to Reserves	(\$8.55) M
Gain on Exchange Rates	\$0.12 M	York University Land Donation - Markham Campus	(\$6.81) M
Recreation Services Revenue	(\$0.82) M	Maintenance & repairs	(\$0.18) M
Parking Fines	(\$0.32) M	Vehicle Supplies	(\$0.13) M
Theatre, Art Centre and Museum Revenue	(\$0.12) M	Credit card service charges	(\$0.13) M
Other	\$0.70 M	Other	\$0.31 M
<b>Total</b>	<b>\$16.81 M</b>	<b>Total</b>	<b>(\$10.47) M</b>

Note: All figures (actual, budget and variance) reflect the year-to-date July results (January to July).

### **Year-End Projection including year-end accounting accruals and other adjustments**

**The City is projecting to achieve 107.7% of the Revenue budget and 104.1% of the Expenditure budget.**

**This will result in a favourable variance (net surplus) of \$9.99M or 3.59% of the primary operating budget.**

Projected Year-End Variance		Fav./ (Unfav.)
1. Primary operating budget (day-to-day operations)	\$	13.24 M
2. Year-end accounting accruals and other adjustments	\$	(6.86) M
<b>Total</b>	<b>\$</b>	<b>6.38 M</b>
3. Winter maintenance Favourable variance	\$	3.61 M
<b>Net Surplus</b>	<b>\$</b>	<b>9.99 M</b>

The main driver for the projected favourable variance is Investment Income. Investment Income has been higher than budget due to a higher Prime Rate; this trend, however, may

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not continue in future years. Any investment income in excess of the budget (\$17.48M) will be transferred to reserves by year-end as part of the usual surplus allocation process.

Other contributing drivers, to a lesser extent, include variances on the revenue projection; these include higher property tax penalty and interest, and supplementary taxes, partially offset by unfavourable variances in Recreation mainly due to lower than expected arena rental revenue and unfavourability in aquatics programs.

For the expense projection, the main drivers of the unfavourable variance include:

- Recognizing expenses related to the York University – Markham Campus Land Donation (final steps for conveyance in 2024)
- Transfers to reserves, including to Life Cycle for Alectra dividends and to help with provisioning for future requirements
- Year-end accounting adjustments mainly related to salary continuance and post-employment benefits
- Offset partially by:
  - 38 net temporary vacancies (net of approved leave of absences and temporary backfills)
  - Utilities and hydro mainly related to Recreation Services facilities
  - Other non-personnel expenses such as other contracted services and professional services
  - Winter maintenance favourability based on less salt usage from a mild winter and a significantly lower requirement for road cleaning operations

Additional details of the one-time items impacting year-end projections are outlined in Appendix 15. Any year-end surplus will be transferred to reserves as per the Council approved policy.

<p><b>Winter Maintenance is projected to be favourable at year-end by approximately \$3.61M</b></p>
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Winter maintenance operations is projected to be favourable to budget by year-end by approximately \$3.61M mainly based on less salt usage from a mild winter and a significantly lower requirement for road cleaning operations.

### **Non-Tax Funded Departments**

#### **B. Development Services (Appendices 2 to 6)**

The Development Services Commission includes Planning and Design, Engineering and Building Standards Departments.

As at July year-to-date, the non-tax funded departments under the Development Services Commission collectively are favourable by \$4.60M mainly due to:

- Higher than expected building permits and engineering fees based on development activity.
- Partially offset by lower than anticipated planning and design fees

Any identified surpluses/deficits from the Planning and Design and Engineering Department operating results are transferred to/from the Development Fee Reserve at year-end.

Any surplus/deficit from the Building Standards operating results is transferred to/from the Building Fee Reserve at year-end.

**The non-tax funded departments under the Development Services Commission collectively are projecting a year-end surplus of \$1.56M.**

**The primary drivers of this surplus are higher than expected building permits and engineering fees, partially offset by lower than anticipated revenue from planning applications.**

	<u>YTD July 2024</u>			<u>Full-Year Forecast</u>		
	Actual	Budget	Variance fav./(unfav.)	Year-End Surplus / (Deficit) Projection	Annual Budget	Variance fav./(unfav.)
<b>Development Services Commission</b>						
<u>Department:</u>						
Planning and Design	(2.24)	(2.87)	0.63	(4.50)	(3.04)	(1.46)
Engineering	1.24	0.12	1.12	3.52	(1.22)	4.74
Building Standards	2.73	(0.12)	2.85	2.55	(0.82)	3.37
<b>Surplus / (Deficit)</b>	<b>1.73</b>	<b>(2.87)</b>	<b>4.60</b>	<b>1.57</b>	<b>(5.08)</b>	<b>6.65</b>

**C. Environmental Services - Waterworks (Appendix 7 and 8)**

At the end of July, the Waterworks department had a surplus of \$11.43M against a budgeted surplus of \$9.21M which is a favourable variance of \$2.22M mainly due to:

- Higher water sales partially offset by higher water purchases; and,
- Lower personnel costs mainly due to temporary vacancies.

Any identified surpluses/deficits from Waterworks operating results are transferred to/from the Waterworks Reserve at year-end.

**Environmental Services – Waterworks is projecting a year-end surplus of \$22.97M mainly due to higher than anticipated sales of water and lower personnel costs.**

	<u>YTD July 2024</u>			<u>Full-Year Forecast</u>		
	<u>Actual</u>	<u>Budget</u>	<u>Variance fav./(unfav.)</u>	<u>Year-End Surplus / (Deficit) Projection</u>	<u>Annual Budget</u>	<u>Variance fav./(unfav.)</u>
<b>Waterworks Summary</b>						
Net Sales & Purchases of Water (A)	20.47	19.38	1.09	36.01	34.48	1.52
Other Revenues (B)	1.10	0.67	0.43	2.27	1.44	0.84
<b>(C) Subtotal (C = A + B)</b>	<b><u>21.57</u></b>	<b><u>20.05</u></b>	<b><u>1.52</u></b>	<b><u>38.28</u></b>	<b><u>35.92</u></b>	<b><u>2.36</u></b>
Personnel Expenditures (D)	4.42	5.18	(0.76)	7.65	8.83	1.18
Non-Personnel Expenditures (E)	5.72	5.66	0.06	7.66	7.81	0.15
<b>(F) Subtotal (F = D + E)</b>	<b><u>10.14</u></b>	<b><u>10.84</u></b>	<b><u>(0.70)</u></b>	<b><u>15.31</u></b>	<b><u>16.64</u></b>	<b><u>1.33</u></b>
<b>Surplus / (Deficit)</b>	<b><u>11.43</u></b>	<b><u>9.21</u></b>	<b><u>2.22</u></b>	<b><u>22.97</u></b>	<b><u>19.28</u></b>	<b><u>3.69</u></b>

**PURPOSE:**

To report on the year-to-date actual 2024 operating budget results versus the budgeted 2024 operating budget as at July 31, 2024, and provide a forecast for year-end

**BACKGROUND:**

The City of Markham adopted its annual operating budget of \$469.43M on February 28, 2024. This budget includes the primary operating budget, Planning & Design operating budget, Engineering operating budget, Building Standards operating budget and Waterworks operating budget.

The Planning & Design, Engineering, Building Standards and Waterworks operating budgets are primarily user fee funded, including planning and engineering fees, building permit fees and water billings. Separate reserves have been established to support these departments’ day-to-day operations and capital programs.

The year-to-date operating budget is calendarized based on available current year information, historical spending patterns and trends and future projections. The intent and focus of this report is to communicate actual performance against the annual plan and to highlight variances.

All budgets are monitored on a monthly basis and departments provide details of material variances (actual to budget). The variances are reviewed, substantiated and summarized by Financial Planning staff.

This report provides a variance analysis by Primary Tax Funded Operating Budget by major accounts. A more detailed breakdown by Commission is available in Appendices 9 through 14.

**DISCUSSION:**

**A. Primary Operating Budget**

**1. CITY’S PRIMARY OPERATING BUDGET BY MAJOR ACCOUNTS**  
(including accounting adjustments and winter maintenance)

<u>(\$ in millions)</u>	<u>YTD July 2024</u>		<u>Variance</u>	<u>% of</u>
	<u>Actual</u>	<u>Budget</u>	<u>fav./((unfav.)</u>	<u>Budget</u>
Revenues	\$231.92	\$215.11	\$16.81	107.8%
Expenses	<u>167.55</u>	<u>157.08</u>	<u>(10.47)</u>	106.7%
<b>Surplus excluding winter maintenance</b>	<b>64.37</b>	<b>58.03</b>	<b>6.34</b>	
Winter Maintenance	<u>\$5.68</u>	<u>\$8.29</u>	<u>\$2.61</u>	
<b>Net surplus including winter maintenance</b>	<b><u>\$58.69</u></b>	<b><u>\$49.74</u></b>	<b><u>\$8.95</u></b>	

At the end of July, the actual operating results (excluding winter maintenance) netted a favourable variance of \$6.34M. The major variances are outlined in the chart below:

<u>Revenues</u>	<u>Fav. / (Unfav.)</u>		<u>Expenditures</u>	<u>Fav. / (Unfav.)</u>	
Investment Income	\$14.53	M	Salaries & Benefits	\$2.48	M
Property Tax Penalty and Interest	\$0.99	M	Utilities and hydro	\$0.86	M
Federal and Provincial grants	\$0.81	M	Contingency Expense	\$0.80	M
	\$0.33	M	Professional services/ advertising/ training/ travel	\$0.45	M
Financial Services Admin Fee			Contract service agreements	\$0.43	M
Licenses & Permits	\$0.48	M	Transfers to Reserves	(\$8.55)	M
Grants-in-Lieu of Taxes	\$0.11	M	York University Land Donation - Markham Campus	(\$6.81)	M
Gain on Exchange Rates	\$0.12	M	Maintenance & repairs	(\$0.18)	M
Recreation Services Revenue	(\$0.82)	M	Vehicle Supplies	(\$0.13)	M
Parking Fines	(\$0.32)	M	Credit card service charges	(\$0.13)	M
Theatre, Art Centre and Museum Revenue	(\$0.12)	M	Other	\$0.31	M
Other	\$0.70	M	<b>Total</b>	<b>(\$10.47)</b>	<b>M</b>
<b>Total</b>	<b>\$16.81</b>	<b>M</b>			

The following sections break down the net favourable variance of \$6.34M (excluding winter maintenance) by major accounts.

## REVENUES

**At the end of July, revenues totalled \$231.92M against a budget of \$215.11M, resulting in a favourable variance of \$16.81M or 107.8% of the year-to-date budget.**

<u>Revenues</u>	<u>Actual</u>	<u>Budget</u>	<u>Fav./((Unfav.)</u>
Property Taxation Revenues	\$ 170.24 M	\$ 170.13 M	\$ 0.11 M
General Revenues	\$ 34.41 M	\$ 18.74 M	\$ 15.67 M
User Fees & Service Charges	\$ 20.72 M	\$ 21.68 M	(\$ 0.96 M)
Grant & Subsidy Revenues	\$ 2.04 M	\$ 1.23 M	\$ 0.81 M
Other Income	\$ 4.51 M	\$ 3.33 M	\$ 1.18 M
<b>Net Variance</b>	<b>\$ 231.92 M</b>	<b>\$ 215.11 M</b>	<b>\$ 16.81 M</b>

**Property Taxation Revenues** (Actual \$170.24M – Budget \$170.13M= Variance \$0.11M)

Property taxation revenue YTD budget includes property tax levy.

**General Revenues** (Actual \$34.41M – Budget \$18.74M = Variance \$15.67M)

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The general revenues YTD budget of \$18.74M includes investment income (budget \$11.57M), property tax penalty and interest (budget \$3.22M), parking fines (budget \$2.17M) and business, taxi, marriage and other licenses (budget \$1.78M).

General revenues also include Alectra interest and dividends (annual budget \$15.83M) with a corresponding transfer to the Life Cycle Replacement and Capital Reserve Fund. At year-end, a net \$1.00M is retained in the Operating Budget from Alectra interest and dividends.

YTD general revenues totaled \$34.41M at the end of July against a YTD budget of \$18.74M. The main drivers for the favourable variance of \$15.67M are mainly due to investment income (\$14.53M) due to a higher Prime Rate and sale of investment asset, and the property tax late payment revenue (penalty and interest) of \$0.99M from higher annual property tax arrears. Currently, there are approximately 14,000 properties with arrears in comparison to an average of 13,000 properties in 2021 through 2023. This represents a slight increase in the volume of properties with arrears over the previous year's average.

**User Fees and Service Charges** (Actual \$20.72M – Budget \$21.68M = Variance (\$0.96M))

The user fees and services charges YTD budget of \$21.68M includes revenues from programs offered by Recreation, Culture Services and Library departments and service fees, such as new property tax account set-up fees, ownership change administrative fees and utility permit fees (budget \$14.20M), and facility rentals for arenas, pools, gym and halls (budget \$7.48M).

User fees and service charges were unfavourable by (\$0.96M), the main drivers of which were unfavourable Recreation user fees and rentals (\$0.82M) and Theatre, and Arts Centres user fees and rentals (\$0.12M) mainly due to the lagging demand from the COVID-19 pandemic.

**Grant & Subsidy Revenues** (Actual \$2.04M – Budget \$1.23M = Variance \$0.81M)

The favourable variance of \$0.81M mainly resulted from the receipt of one-time federal and provincial grants such as the Resource Productivity and Recovery Authority (RPRA) grant.

**Other Income** (Actual \$4.51M – Budget \$3.33M = Variance \$1.18M)

The favourable variance of \$1.18M is mainly due to financial services admin fees (\$0.33M), gain on exchange rates (\$0.12M), developer contributions (\$0.11M), and smaller variances under \$0.05M.

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## **PERSONNEL EXPENDITURES**

**At the end of July, personnel expenditures were favourable by \$2.48M or spending of 97.3% of the year-to-date budget.**

<b><u>Personnel</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Fav./(Unfav.)</u></b>
Full time net of vacancy backfills and part time salaries	\$ 86.96 M	\$ 89.83 M	\$ 2.87 M
Overtime and other personnel costs	\$ 1.67 M	\$ 1.28 M	(\$ 0.39 M)
<b>Total</b>	<b>\$ 88.63 M</b>	<b>\$ 91.26 M</b>	<b>\$ 2.48 M</b>

At the end of July, there were 38 net temporary vacancies resulting in a favourable variance of \$4.65M. Part-time salaries were (\$1.08M) unfavourable, coupled with budgeted salary gapping of (\$0.70M) netting a favourable variance of \$2.87M.

Overtime and other personnel costs were unfavourable by (\$0.39M), mainly driven by Fire Services overtime.

## **NON-PERSONNEL EXPENDITURES**

**At the end of July, non-personnel expenditures were unfavourable by \$12.95M, reflecting a spend of 119.6% of the year-to-date budget.**

<b><u>Non Personnel Items</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Fav./(Unfav.)</u></b>
Materials & Supplies	\$ 4.06 M	\$ 4.07 M	\$ 0.01 M
Procured Services	\$ 24.76 M	\$ 26.55 M	\$ 1.79 M
Transfers to Reserves	\$ 42.26 M	\$ 33.59 M	(\$ 8.67 M)
Other Expenditures	\$ 7.84 M	\$ 1.76 M	(\$ 6.08 M)
<b>Total</b>	<b>\$ 78.92M</b>	<b>\$ 65.97 M</b>	<b>(\$ 12.95 M)</b>

**Materials & Supplies** (Actual \$4.06M – Budget \$4.07M = Variance \$0.01M)

Materials & supplies YTD budget of \$4.07M includes facility maintenance supplies, uniforms, recreation and other program supplies, vehicle supplies such as fuel and repair parts, and printing and office supplies.

**Procured Services** (Actual \$24.76M – Budget \$26.55M = Variance \$1.79M)

Procured services YTD budget of \$26.55M includes utilities and streetlight hydro, waste collection, maintenance & repairs of City assets, insurance, and professional services such as Theatre artist/entertainer fees, school crossing guards and external legal services. Procured Services were favourable by \$1.79M primarily due to:

- \$0.86M favourable in utilities primarily due to reduced consumption and natural gas rates
- \$0.45M favourable in professional fees, training, advertising, and travel (excl. office supplies, which is included under materials & supplies)
- \$0.43M favourable in contract service agreements (facility maintenance contracts)



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**Transfers to Reserves** (Actual \$42.26M – Budget \$33.59M = Variance (\$8.67M))  
Including transfer of Capital Gains to the Capital Gains Reserve (\$4.62M) and transfers to Life Cycle for Alectra dividends and to help provision for future requirements.

**Other Expenditures** (Actual \$7.84M – Budget \$1.76M = Variance (\$6.08M))  
Other expenditures YTD budget of \$1.76M includes contingency expense, non-personnel ramp ups, and property tax adjustments. Unfavourable year-to-date variance of (\$6.08M) is mainly due to one-time expense recognition related to the York University Land Donation.

## **2. YEAR-END PROJECTION INCLUDING ACCOUNTING ACCRUALS AND OTHER ADJUSTMENTS**

### **A. Primary Operating Budget – Year-End Projection (Appendix 15)**

**Primary Operating budget is projected to be favourable at year-end by \$9.99M**

There are a number of one-time items affecting the City's 2024 projections which are included in the projected year-end surplus of \$9.99M (see Appendix 15).

Historically over the 5 years (2015-2019) prior to the pandemic, the City's Primary Operating budget (day-to-day operations) has had a year-end surplus ranging from \$3.04M to \$5.60M (1.2 % to 2.3% of the City's Operating Budget of \$267.62M). In 2023, the City had a surplus of \$4.86M representing 1.8% of the total operating budget. The projected surplus of \$9.99M for 2024 is higher than previous years, driven by investment income returns from higher interest rates.

### **B. Planning & Design (Appendix 2)**

**YTD Actual \$2.24M – YTD Budget \$2.87M = Favourable variance**

At the end of July, the Planning department had a deficit of \$2.24M against a budgeted deficit of \$2.87M. The favourable variance of \$0.63M was mainly due to full time salaries favourability of \$0.95M due to a year-to-date average of eight temporary net vacancies.

#### ***Year-End Projection:***

Planning & Design is projecting a year-end deficit of \$4.50M compared to a budgeted deficit of \$3.04M. This will result in an additional transfer from the Development Fee Reserve of \$1.46M. The variance is primarily the result of lower than expected Planning revenues resulting from lower application activity, partially offset by personnel favourability from the continuation of 5 net average vacancies and lower than budgeted backfills of planning staff through to year-end.

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**C. Engineering (Appendix 3)**

**YTD Actual \$1.24M – YTD Budget \$0.12M = Favourable variance**

At the end of July, the Engineering Department had a surplus of \$1.24M against a budgeted surplus of \$0.12M. The favourable variance of \$1.12M was mainly due to higher than budgeted Engineering fees and full-time salaries favourability of \$0.16M due to a year-to-date average of two temporary net vacancies.

***Year-End Projection:***

Engineering is projecting a year-end surplus of \$3.52M compared to a budgeted deficit of \$1.22M. This will result in an additional transfer to the Development Fee Reserve of \$3.52M. The variance is due to higher than expected Engineering revenues and favourability in personnel, from the continuation of 2 net average vacancies through to year-end.

Based on the above year-end projections in Planning, Design and Engineering, the reserve is anticipated to be in a surplus position of \$59.78M at year-end (see Appendix 4).

**D. Building Standards (Appendix 5)**

**YTD Actual \$2.73M – YTD Budget (\$0.12M) = Favourable variance**

At the end of July, the Building Standards department had a surplus of \$2.73M against a budgeted deficit of (\$0.12M). The favourable variance of \$2.85M was mainly due to higher building permit fees received.

***Year-End Projection:***

Building is projecting a year-end surplus of \$2.55M compared to a budgeted deficit of \$0.82M. This will result in an additional transfer to the Building Fee Reserve of \$2.55M. The variance is due to higher than expected Building revenues resulting from increased building permits and favourability in personnel, from the continuation of 2 net average vacancies through to year-end.

Based on the above year-end projection in Building Services, the balance of the reserve is anticipated to be \$17.31M at year-end (see Appendix 6).

**E. Waterworks (Appendix 7)**

**YTD Actual \$11.43M – YTD Budget \$9.21M = \$2.22M Favourable variance**

At the end of July, the Waterworks department had a surplus of \$11.43M against a budgeted surplus of \$9.21M. The main drivers for the favourable variance of \$2.22M were as follows:

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- Higher water sales of \$1.48M is partially offset by higher water purchases of \$0.39M, resulting in higher net sales of \$1.09M. Year-to-date June average actual non-revenue water was 10.8% (NRW budgeted at 11%).
  - Lower personnel costs resulting in a favourable variance of \$0.76M mainly due to a year to date an average of 7 temporary net vacancies.
  - Other revenue is favourable by \$0.43M resulting from higher water meter sales and installation fees and greater construction activity
  - Higher non-personnel costs resulting in an unfavourable variance of \$0.06M mainly due to unbudgeted utility locate costs undertaken by external contractor, whilst the transition to a fully in-house locates model nears completion.

***Year-End Projection:***

Waterworks is projected to be favourable to budget by \$3.69M, resulting in an increase in the transfer to Waterworks Reserve from the budget of \$19.28M to \$22.97M. The favourable variance is driven by higher net water sales and lower personnel expenditures.

The Waterworks reserve balance is projected to be \$104.15M at year-end (see Appendix 8).

**FINANCIAL CONSIDERATIONS**

While the Council approved Financial Planning and Budgeting Policy states that any year-end operating surplus will first be transferred to the Corporate Rate Stabilization Reserve to achieve a level equivalent to 15% of local tax revenues, and secondly to replenish the expenditures in the Environmental Land Reserve Fund and finally transferred to the Life Cycle Replacement and Capital Reserve Fund, the current balances of the Corporate Rate Stabilization Reserve and Environmental Land Reserve Fund do not necessitate a transfer at year-end.

The City's 2024 projected/conditional net operations favourable variance of \$9.99M will be transferred to the Life Cycle Capital Replacement and Capital Reserve Fund, as per the approved Financial Planning and Budgeting Policy.

Staff will continue to monitor the results of operations on a monthly basis. The next report will be in Q1 2025 to report on the final year-end results of operations for 2024.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Not applicable

**BUSINESS UNITS CONSULTED AND AFFECTED:**

All impacted business units were consulted in the preparation of this report.

**RECOMMENDED BY:**

Joseph Silva  
Treasurer

ATTACHMENTS:

Trinela Cane  
Commissioner Corporate Services

**Appendices 1 to 15:**

Appendix 1 – Primary Operating Budget - Financial Results for the Seven Months Ended July 31, 2024

Appendix 2 – Planning & Design Operating Budget - Financial Results for the Seven Months Ended July 31, 2024

Appendix 3 – Engineering Operating Budget - Financial Results for the Seven Months Ended July 31, 2024

Appendix 4 – Planning & Engineering Development Fee Reserve Balance as at July 31, 2024

Appendix 5 – Building Standards Operating Budget - Financial Results for the Seven Months Ended July 31, 2024

Appendix 6 – Building Fee Reserve Balance as at July 31, 2024

Appendix 7 – Waterworks Operating Budget - Financial Results for the Seven Months Ended July 31, 2024

Appendix 8 – Waterworks Reserve Balance as at July 31, 2024

Appendix 9 – Variances by Commission and Department for the Seven Months ended July 31, 2024 – CAO’s Office, Corporate Communications, Fire Services, People Services, and Legal Department

Appendix 10 – Variances by Commission and Department for the Seven Months ended July 31, 2024 – Community Services

Appendix 11 – Variances by Commission and Department for the Seven Months ended July 31, 2024 – Corporate Services

Appendix 12 – Variances by Commission and Department for the Seven Months ended July 31, 2024 – Development Services

Appendix 13 – Variances by Commission and Department for the Seven Months ended July 31, 2024 – Mayor & Council

Appendix 14 – Variances by Commission and Department for the Seven Months ended July 31, 2024 – Corporate Items

Appendix 15 - One-Time Items Impacting Surplus / (Deficit) Projection for the Twelve Months Ended December 31, 2024