

OPERATING FINANCIAL UPDATE

MAY 31, 2020

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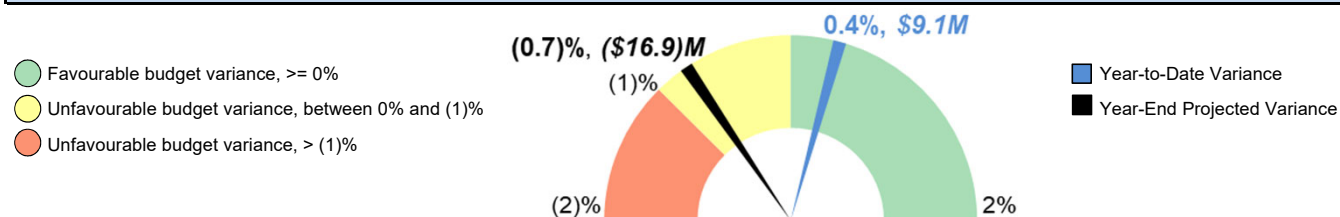
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Supplemental Information

Tax-Supported Operations – May 31, 2020 Financial Results and Projections

Tax-Supported Operations (excluding Edmonton Police Services)
Summary Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Net Position Budget Variance - Summary



Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	2,056,718	2,060,993	4,275	●	0.2
Expense	825,946	821,125	4,821	●	0.6
Net Position	1,230,772	1,239,868	9,096	●	0.4 *

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	2,884,956	(142,572)	2,742,384	2,724,707	(17,677)	● (0.6)
Expense	2,508,841	(142,392)	2,366,449	2,365,637	812	● 0.0
Net Position	376,115	(180)	375,935	359,070	(16,865)	● (0.7) *

* Net position percentage based on annual expense budget

The adjusted budget as reflected in this report represents the approved budget as adjusted by the Spring Supplemental Budget Adjustment and includes the revenue and expense adjustments for the response to the COVID-19 pandemic and the management expense strategies and capital reduction strategies that formed part of that adjustment. The COVID specific budget adjustments as approved on April 27, 2020 have been included as attachment 2.

Projections reflect the Administration's assessment of the probable scenario given the current provincial guidance around re-opening. Actual results may vary significantly depending on the timing of service openings and changes in public health guidance.

Year-to-Date Variance - Tax-supported operations reflect a year-to-date favourable budget variance of \$9.1 million, or 0.4% of the overall expense budget. This is mainly due to receiving a Provincial grant that will be paid to organizations for COVID-19, higher gas franchise fees than expected after adjusting the budget for COVID-19, and lower facility maintenance costs due to more work being completed in-house and fewer breakdowns. These favourable budget variances are partially offset by higher than budgeted personnel costs, and the purchase of safety materials related to COVID-19.

Projected Year-End Variance - Tax-supported operations are projecting a net unfavourable year-end budget variance of (\$16.9) million, or (0.7%) of the overall expense budget. This is mainly due to higher than expected personnel costs, additional costs of the COVID-19 response in excess of the amounts budgeted, and lower fare revenue for reduced ridership for the duration of the year and parking enforcement revenue significantly lower than the budget adjustment. These unfavourable budget variances are partially offset by the phased re-launch of recreation centres earlier than the contemplated, and higher gas franchise fees than expected after adjusting the budget for COVID-19, and various other cumulative favourable variances across all City branches.

Following are highlights of Year-to-Date (YTD) variances and/or Year-End Projected variances, greater than \$2.0 million, that contribute to the net tax-supported variance:

Net Position Budget Variance - Details		
YTD Variance (in millions \$)	Year-End Projected Variance (in millions \$)	Variance Explanations
6.5	0.0	Provincial Grant Revenue (<i>Social Development, Citizen Services</i>) YTD - Favourable budget variance due to an unbudgeted provincial grant issued to City of Edmonton; grant will be issued to organizations for COVID-19 response. Projected - Unbudgeted grant revenue received from the province will be offset by payments to outside organizations for COVID-19 response.
3.6	3.6	Gas Franchise Fees (<i>Corporate Revenues, Corporate Programs</i>) YTD & Projected - Favourable budget variance due to higher gas franchise fees as a budget adjustment was processed to reflect less commercial gas volume due to COVID-19, but actuals have been consistent with the original budget.
2.7	1.2	Facility Maintenance (<i>Fleet and Facility Services, City Operations</i>) YTD & Projected - Favourable budget variance mainly due to lower contracted services as more work is being completed in house, delays in the opening of new facilities, and lower material costs due to less internal breakdown work.
1.0	2.1	Utility Line Assignment Revenue (<i>Parks and Road Services, City Operations</i>) YTD & Projected - Favourable budget variance due to higher than budgeted Utility Line Assignment (ULA) permits as a result of the Telus fiber optics upgrade project.
0.6	2.3	Parking Revenue (<i>Parks and Road Services, City Operations</i>) Projected - Favourable budget variance due to earlier than anticipated relaunch of parking fees after the COVID-19 lockdown.
0.0	3.2	Economic Recovery Grant (<i>Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development</i>) Projected - Favourable budget variance due to lower than budgeted grant expense for the Phase II Economic Recovery grant program now planned to occur in 2021.
0.0	(3.1)	Recreation Centres Re-launch Revenue (<i>Community and Recreation Facilities, Citizen Services</i>) Projected - Unfavourable budget variance due to the anticipated phased reopening of Recreation Facilities over Mid-July to December as part of the Recreation Centres Re-launch.
0.0	3.4	Recreation Centres Re-launch Operating Costs (<i>Community and Recreation Facilities, Citizen Services</i>) Projected - Unfavourable budget variance due to higher than budgeted costs for utilities and materials due to the Recreation Centres Re-launch.
0.0	(7.6)	Financial Strategies (<i>Corporate Expenses, Corporate Programs</i>) Projected - Unfavourable budget variance due to additional costs related to COVID-19 response.
(0.3)	(4.6)	Transit Fare Revenue (<i>Edmonton Transit, City Operations</i>) Projected - Unfavourable budget variance related to COVID-19 as lower ridership is expected to continue, and no UPass revenue is expected from post secondary institutions for the Fall term.

Net Position Budget Variance - Details (continued)		
YTD Variance (in millions \$)	Year-End Projected Variance (in millions \$)	Variance Explanations
(0.5)	(3.2)	OSCAM Permit Fee Revenue (<i>Parks and Road Services, City Operations</i>) <i>Projected</i> - Lower than budgeted net On-Street Construction and Maintenance (OSCAM) permit fees as a result of less than anticipated permitting.
(1.0)	(2.0)	Facility Revenues (<i>Community and Recreation Facilities, Citizen Services</i>) <i>YTD</i> - Unfavourable budget variance due to lower revenue due to planned facility shutdowns.
(1.5)	(4.5)	Road Service Capital Recoveries (<i>Parks and Road Services, City Operations</i>) <i>YTD & Projected</i> - Unfavourable budget variance due to lower than budgeted capital recoveries as a result of delays in detour and pavement marking programs and lower than budgeted interdepartmental recoveries for Infrastructure Maintenance paving operations as a result of COVID-19.
(1.5)	(4.3)	Tag and Fines Revenue (<i>Corporate Revenues, Corporate Programs</i>) <i>YTD & Projected</i> - Unfavourable budget variance due to significantly reduced parking enforcement tickets since the start of COVID-19.
(3.7)	0.0	Safety materials for COVID-19 (<i>Corporate Procurement and Supply Services, Financial and Corporate Services</i>) <i>YTD</i> - Unfavourable variance is mainly due to various direct materials, mostly disposable facemasks and other sanitation products, to work towards safe operations during the COVID-19 pandemic.
(6.6)	(3.6)	Personnel Costs, net of discounting and significant recoveries (<i>All Departments</i>) <i>YTD</i> - Unfavourable budget variance mainly due to lower than budgeted Edmonton Transit personnel savings realized as temporary layoffs related to COVID-19 occurred later than anticipated plus significant on-call costs as a result of COVID-19 service level changes, higher personnel costs due to the timing of layoffs and overall budget reduction related to COVID-19 in Community and Recreation Facilities, and other cumulative favourable variances across other tax-supported branches. <i>Projected</i> - Unfavourable budget variance mainly due to greater than budgeted costs for staff returning to work for the phased Recreation Centres Re-launch and higher personnel costs due to the timing of layoffs and overall budget reduction related to COVID-19 in Community and Recreation Facilities. The projected year-end personnel cost budget variance is (0.3)% of the overall annual tax-supported personnel expense budget.
9.8	0.2	Other net cumulative variances across tax-supported areas.
9.1	(16.9)	Total Net Position Budget Variance
0.4%	(0.7)%	Total Net Position Budget Variance Percentage (based on annual expense budget)

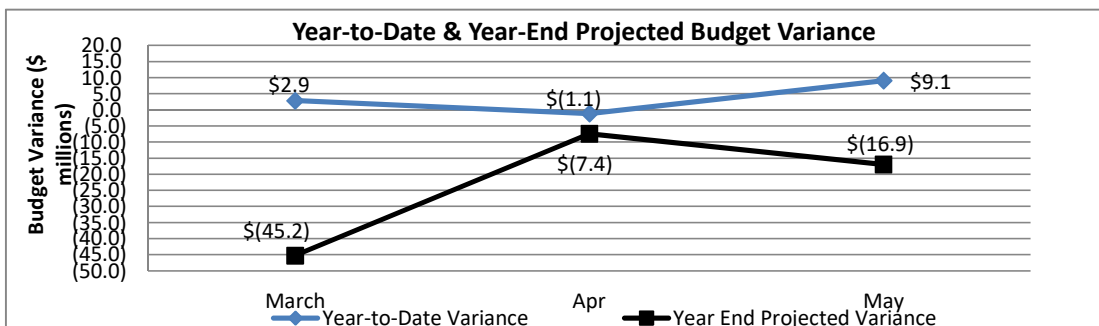
Refer to "Tax-Supported Operations - Summary Year-to-Date and Year-End Projections" included in this report for the detailed results and variance explanations by tax-supported department and branch.

Edmonton Police Services financial results are reflected in the "Edmonton Police Service - Budget Variance for the Period Ending April 30, 2020" section of this report. Results are as of April 30, 2020 (the most recent financial reporting provided to the Edmonton Police Commission).

Potential Impacts to Year-End Results

Projected operating year-end results for tax-supported operations reflect the information available to date. Certain items involve a greater degree of uncertainty. Administration continues to monitor the following matters and update projections as necessary:

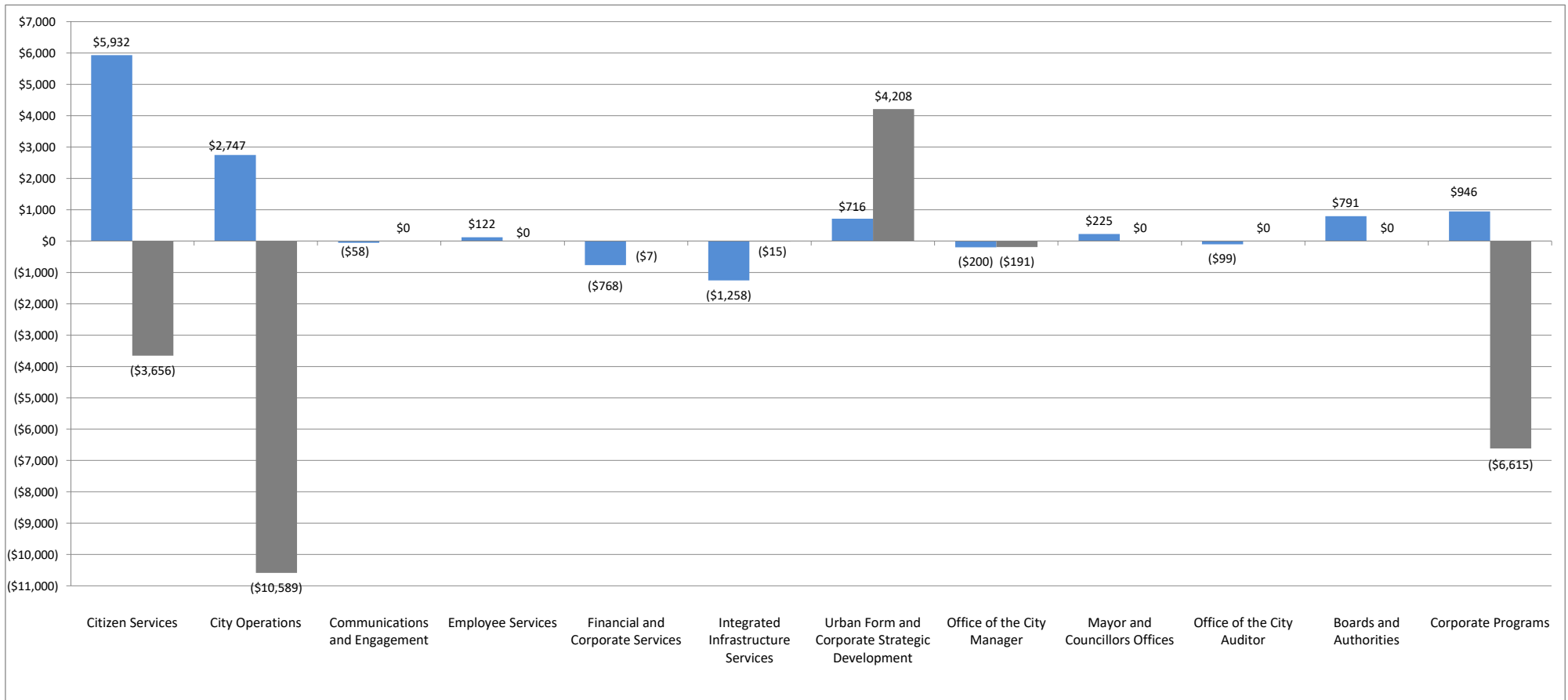
- In March 2020, the Province of Alberta declared a state of public health emergency due to the outbreak of a novel coronavirus (COVID-19). In April City Council approved budget adjustments for the potential impacts related to this. The actual impact is being monitored by Administration based on the current situation. Financial projections are based on assumptions that are subject to change and can have a significant impact on the City's financial position.
- All in scope employee contracts, with exception of Edmonton Police Association and Edmonton Police Service Senior Officers' Association, expired in December 2018. New contracts have been completed with most unions. Negotiations continue with Civic Service Union Local 52, and the collective agreement with the Edmonton Fire Fighters' Union has yet to be negotiated.
- Snow and ice control expenditures are difficult to predict. Fluctuations from current assumptions may further impact the Snow and Ice Control program projected results.
- Fluctuating fuel costs may increase/decrease cost of fuel for the City. The City hedges half of its annual fuel purchases to mitigate financial impacts of fuel price fluctuations.
- Foreign currency exchange rate fluctuations may impact for materials and services.
- Tariffs may impact the prices of parts and equipment purchases from the United States.



Year-to-date and year-end projections are based on variances from the budget adjusted for impacts of COVID-19 on April 27.

Year-to-Date/Year-End Projected Budget Variances by Tax-Supported Department (excluding Edmonton Police Services)
 (in \$000's)

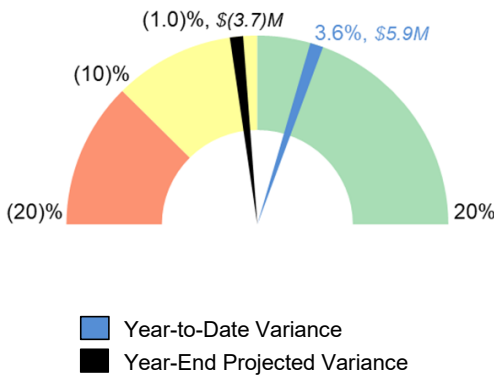
■ Year-to-Date Variance
 ■ Year-End Projected Variance



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
 (in \$000's)

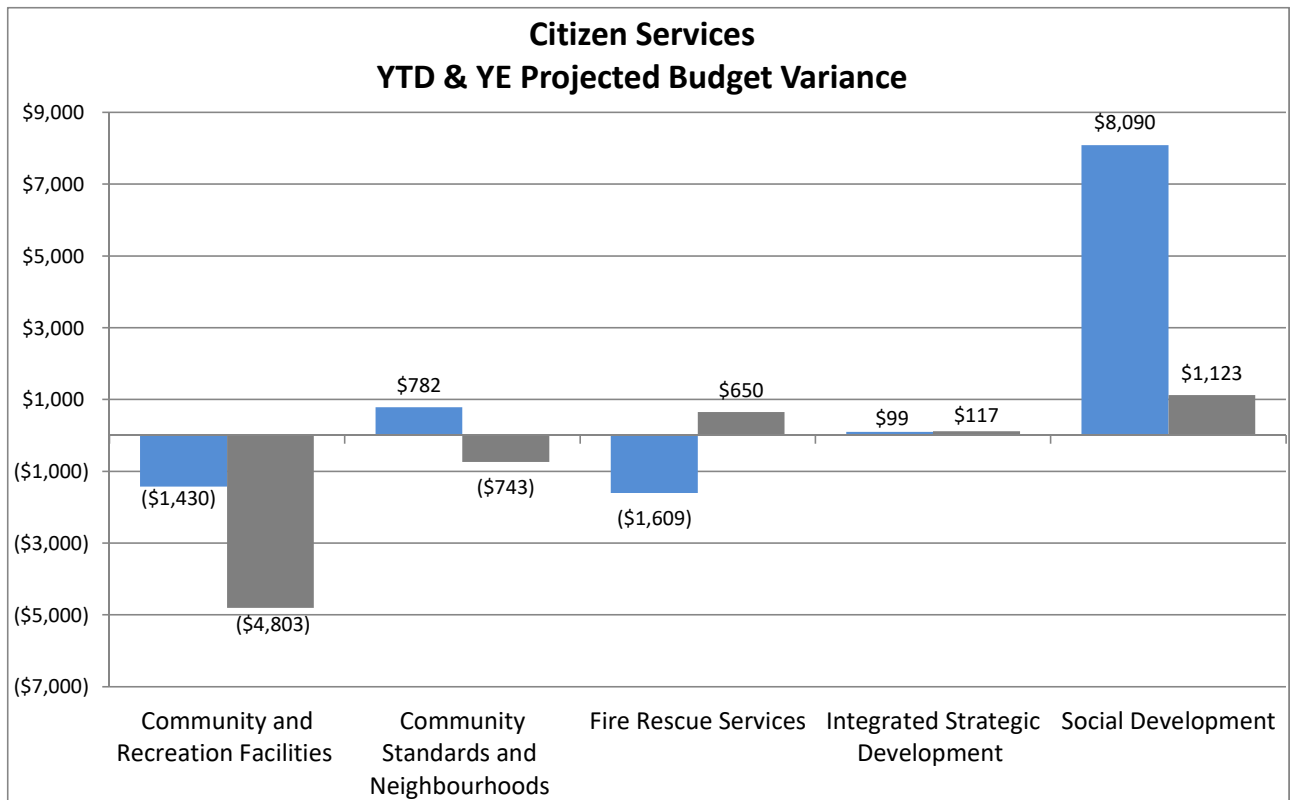
- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Citizen Services



	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	27,240	32,886	5,646	20.7
Expense	192,754	192,468	286	0.1
Net Position	(165,514)	(159,582)	5,932	3.6

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	115,155	(37,649)	77,506	77,844	338	0.4
Expense	493,439	(32,749)	460,690	464,684	(3,994)	(0.9)
Net Position	(378,284)	(4,900)	(383,184)	(386,840)	(3,656)	(1.0)



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Community and Recreation Facilities

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	14,541	13,736	(805)	⦿ (5.5)
Expense	42,138	42,763	(625)	⦿ (1.5)
Net Position	(27,597)	(29,027)	(1,430)	⦿ (5.2)

Year-to-Date

Revenue - Unfavourable budget variance mainly due to (\$967) lower facility revenue related to planned facility shutdowns for the Muttart Conservatory, and the Hardisty, and O'Leary recreation centres, and delayed openings for the Bonnie Doon and Jasper Place locations.

Expense - Unfavourable budget variance mainly due to (\$3,425) higher personnel costs due to the timing of layoffs and overall budget reduction related to COVID-19; this is partially offset by other cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Community and Recreation Facilities (Continued)

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	68,127	(37,649)	30,478	24,916	(5,562) ●	(18.2)
Expense	131,422	(28,559)	102,863	102,104	759 ●	0.7
Net Position	(63,295)	(9,090)	(72,385)	(77,188)	(4,803) ●	(6.6)

COVID-19 Budget Adjustments

Revenue - Decrease in program, admission, and rental revenues to mid-September as a result of closure of recreational facilities and attractions.

Expense - Reductions as a result of workforce strategies of (\$22,107), including vacancy management. Reduction in expenses directly related to recreation facility closures of (\$1,292) due to reduced utility costs, (\$2,240) reduced spending on direct materials including chemicals, merchandise and other materials and (\$472) from reduced demand for recreation vehicle and equipment fleet repair and maintenance and facility maintenance including custodial costs. Additional expense reductions of (\$2,060) due to cancellation of various sponsorships, civic events and activities. Reduction of (\$194) in business expenses for travel, training, hosting, employee engagement in addition to decreased consulting and contract work of (\$194).

Projected*

Revenue - Unfavourable budget variance due to (\$3,062) lower than budgeted facility revenue due to the anticipated phased reopening of Recreation Facilities over Mid-July to December as part of the Recreation Centres Re-launch; partially offset by (\$2,000) lower facility revenue related to planned facility shutdowns for the Muttart Conservatory, and the Hardisty, and O'Leary recreation centres, and delayed openings for the Bonnie Doon and Jasper Place locations.

Expense - Unfavourable budget variance mainly due to (\$4,583) higher than planned personnel costs related to staff returning to work for phased Recreation Centres Re-launch; partially offset by \$3,411 estimated savings for utilities and direct materials related to the phased approach of the Recreation Centres Re-Launch, and \$1,800 lower event costs due to the cancellation of the 2020 ITU World Triathlon.

**Projection are high level estimates based on the potential financial impacts of relaunching recreational facilities that were recently approved to reopen as part of Stage 2 instead of Stage 3 of the Provincial relaunch and may not represent the actual personnel and other financial impacts of re-opening recreational facilities as circumstances change and are dependent on the City approach and timing of re-opening these recreational services.*

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Community Standards and Neighbourhoods

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	1,863	1,654	(209) ●	(11.2)
Expense	21,237	20,246	991 ●	4.7
Net Position	(19,374)	(18,592)	782 ●	4.0

Year-to-Date - Other net cumulative variances.

	Projected Year End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	7,424	-	7,424	6,624	(800) ●	(10.8)
Expense	52,096	(1,331)	50,765	50,708	57 ●	0.1
Net Position	(44,672)	1,331	(43,341)	(44,084)	(743) ●	(1.7)

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$775) including vacancy management. Reduction of (\$186) in business expenses including spending for travel, hosting and employee recognition in addition to decreased consulting and contract work of (\$370).

Projected

Revenue - Unfavourable budget variance due to (\$800) lower than budgeted pet licenses revenue related to reduced payment options and discontinued delinquent accounts follow-up.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Fire Rescue Services

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	570	748	178	31.2
Expense	95,724	97,511	(1,787)	(1.9)
Net Position	(95,154)	(96,763)	(1,609)	(1.7)

Year-to-Date

Expense - Unfavourable budget variance mainly due to (\$3,011) for costs related to COVID-19 with the majority of this being for personnel redeployment and the expo centre; partially offset by other net cumulative favourable variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,367	-	1,367	1,567	200	14.6
Expense	227,159	(531)	226,628	226,178	450	0.2
Net Position	(225,792)	531	(225,261)	(224,611)	650	0.3




COVID-19 Budget Adjustments

Expense - Reductions as a result of vacancy management of (\$390), a reduction of (\$115) in business expenses including spending for travel, hosting and employee recognition in addition to decreased consulting and contract work of




Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Integrated Strategic Development

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	19	-	(19) 	(100.0)
Expense	3,045	2,927	118 	3.9
Net Position	(3,026)	(2,927)	99 	3.3

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	46	-	46	46	- 	-
Expense	6,988	(454)	6,534	6,417	117 	1.8
Net Position	(6,942)	454	(6,488)	(6,371)	117 	1.8

COVID-19 Budget Adjustments

Expense - REductions as a result of workforce management of (\$407), including vacancy management, a reduction of (\$28) in business expenses including spending for training, hosting and recognition in addition to decreased consulting and contract work of (\$19).

Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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Social Development

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	10,247	16,748	6,501	63.4
Expense	30,610	29,021	1,589	5.2
Net Position	(20,363)	(12,273)	8,090	39.7

Year-to-Date

Revenue - Favourable budget variance due to \$6,471 unbudgeted provincial grant issued to City of Edmonton; grant funds will be distributed to external organizations for their response to COVID-19.

Expense - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	38,191	-	38,191	44,691	6,500	17.0
Expense	75,774	(1,874)	73,900	79,277	(5,377)	(7.3)
Net Position	(37,583)	1,874	(35,709)	(34,586)	1,123	3.1

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$1,091), including vacancy management, a reduction of (\$310) in business expenses including spending for travel, training, hosting and employee recognition in addition to decreased consulting and contract work of (\$356) and decreased public engagement expenses for specific council initiatives totaling (\$117).

Projected

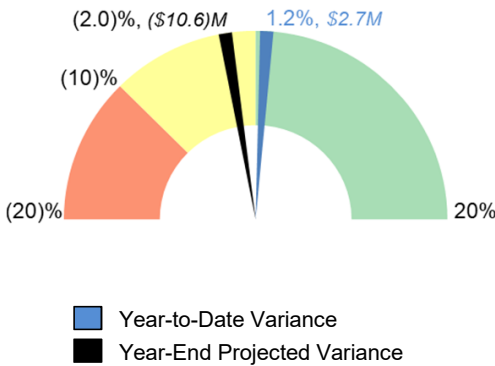
Revenue - Favourable budget variance due to \$6,500 unbudgeted provincial grant issued to City of Edmonton; grant funds will be distributed to external organizations for their response to COVID-19.

Expense - Unfavourable budget variance due to (\$6,500) unbudgeted provincial grant to be distributed to external organizations for their response to COVID-19; partially offset by \$890 lower costs for the Affordable Housing Public Information Campaign due to delays from COVID-19.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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 (in \$000's)

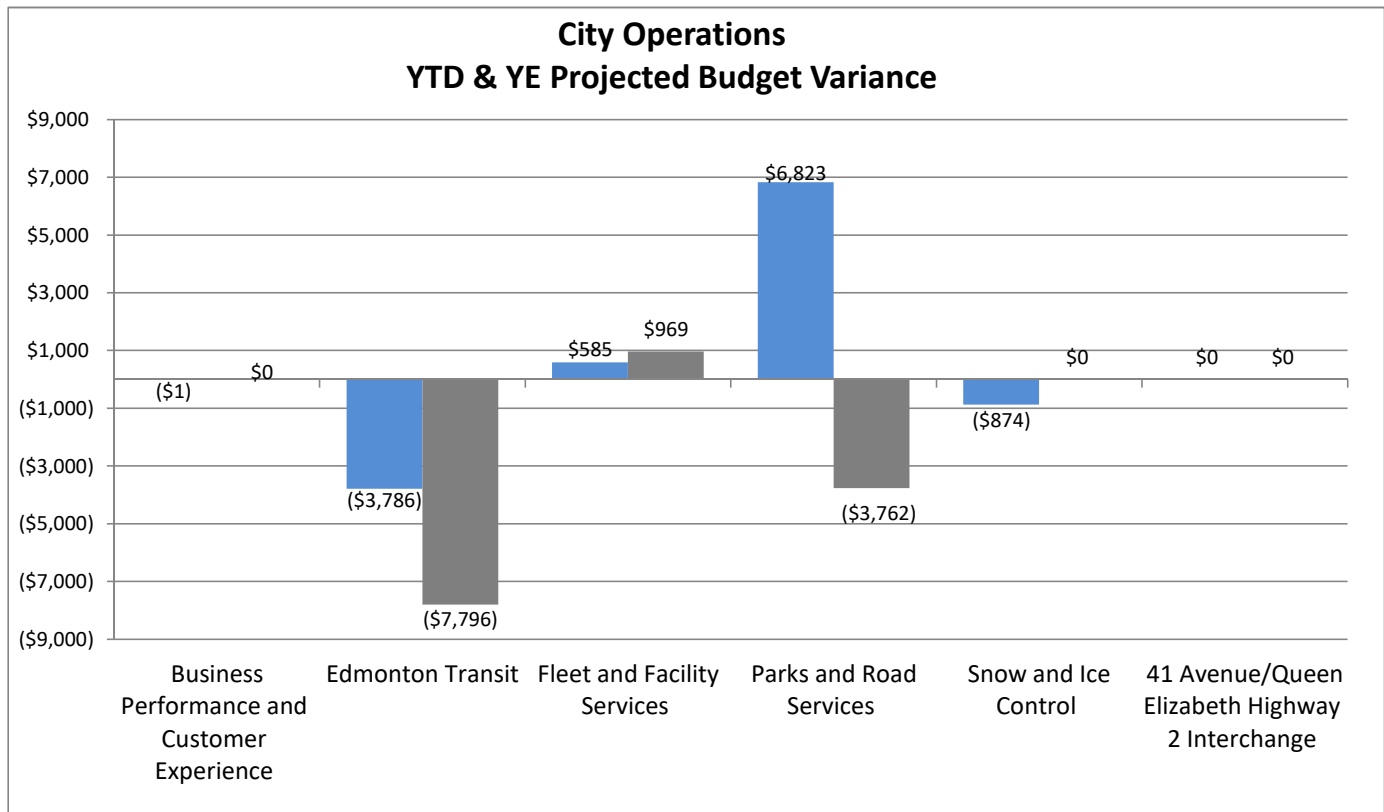
- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

City Operations



Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	59,489	58,823	(666)	(1.1)
Expense	291,075	287,662	3,413	1.2
Net Position	(231,586)	(228,839)	2,747	1.2




Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	209,880	(70,628)	139,252	133,960	(5,292)	(3.8)
Expense	704,645	(41,031)	663,614	668,911	(5,297)	(0.8)
Net Position	(494,765)	(29,597)	(524,362)	(534,951)	(10,589)	(2.0)






Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Business Performance and Customer Experience

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	
Expense	1,084	1,085	(1)	 (0.1)
Net Position	(1,084)	(1,085)	(1)	 (0.1)

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	
Expense	2,522	-	2,522	2,522	-	
Net Position	(2,522)	-	(2,522)	(2,522)	-	

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections

May 31, 2020

(in \$000's)

Edmonton Transit

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	39,765	37,481	(2,284)	(5.7)
Expense	147,728	149,230	(1,502)	(1.0)
Net Position	(107,963)	(111,749)	(3,786)	(3.5)

Year-to-Date

Revenue - Unfavourable grant revenue of (\$1,836) related to the Ride Transit grant from the Government of Alberta due to a change in timing of how the province issues this grant; eligible expenditures are expected later in the year that will utilize the full budgeted grant funding.

Expense - Unfavourable budget variance due to (\$3,409) personnel costs as a result of lower than budgeted savings realized as temporary layoffs related to COVID-19 occurred later than anticipated, Transit Operators being placed on-call as a result of significant service level changes relating to COVID-19, poor weather in the first quarter of the year, and a number of sick and COVID related leaves; partially offset by personnel savings due to the delay in operating the Heritage Valley Park and Ride shuttle service. There is also (\$836) higher power and natural gas costs due to poor weather and higher electricity rates. These unfavourable variances are partially offset by \$1,391 lower fleet maintenance demands due to a delay in brake and engine repair work as a result of staff redeployments to other maintenance garages to cover sick leaves and COVID-19 related absences, and \$978 lower DATS contract costs as a result of lower trip volumes due to poor weather in the first quarter and more trips using City of Edmonton operators than budgeted due to large recruit classes in the first quarter that were required to fill anticipated retirements, therefore requiring less contracted work.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Edmonton Transit (Continued)

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	140,815	(56,674)	84,141	79,514	(4,627) ●	(5.5)
Expense	371,125	(23,474)	347,651	350,820	(3,169) ●	(0.9)
Net Position	(230,310)	(33,200)	(263,510)	(271,306)	(7,796) ●	(3.0)

COVID-19 Budget Adjustments

Revenue - Temporary pause of fare collection (\$54,218) and reduction in non-fare revenue linked to reduced service hours and ridership (\$2,456).

Expense - Due to reduced service hours, reductions as a result of workforce strategies of (\$9,720), including vacancy management, and decreases in fuel and fleet maintenance costs for buses of (\$6,929); a reduction in contract service costs for DATS of (\$4,266) as service is being provided with internal resources, (\$1,242) in savings on contracts specific to fare collection and on general contracts, and reduction in LRT traction power costs of (\$842) due to reduced service hours and ridership. Miscellaneous additional savings of (\$475).

Projected

Revenue - Unfavourable budget variance due to (\$4,627) lower fare revenue related to COVID-19 as lower ridership is expected to continue, and no UPass revenue is expected from post secondary institutions for the Fall term.

Expense - Unfavourable budget variance mainly due to (\$1,825) higher costs for additional bus cleaning resulting from COVID-19, and (\$1,567) higher fuel costs due to loss on the fuel hedge plus higher fuel costs anticipated as service levels increase sooner than originally expected.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Fleet and Facility Services

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	7,212	7,671	459	6.4
Expense	33,507	33,381	126	0.4
Net Position	(26,295)	(25,710)	585	2.2

Year-to-Date

Expense - Favourable budget variance mainly due to \$2,698 lower facility maintenance costs from several factors such as lower contracted services as more work is being completed in-house, delayed re-tendering of custodial contracts, lower material costs due to less internal breakdown work, and delayed facility openings and library closures; partially offset by (\$1,204) higher than budgeted Transit Maintenance due to lower recoveries based on the timing of capital modification and operating repairs as well as higher utility costs, and (\$1,148) higher than budgeted Municipal Fleet Maintenance due to lower recoveries based on the timing of capital fabrication works.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	16,954	-	16,954	17,004	50	0.3
Expense	83,938	(6,017)	77,921	77,002	919	1.2
Net Position	(66,984)	6,017	(60,967)	(59,998)	969	1.6

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$2,298), including vacancy management; (\$2,225) in contract savings including savings due to renegotiated contracts; (\$1,145) in savings within Facility Maintenance Services due primarily to savings on equipment and material and lower 'on-demand' work due to facility closures; other miscellaneous savings of (\$368).

Projected

Expense - Favourable budget variance mainly due to \$1,169 lower facility maintenance costs from several factors such as lower contracted services as more work is being completed in-house, delayed re-tendering of custodial contracts, lower material costs due to less internal breakdown work, and delayed facility openings and library closures, \$1,900 higher recoveries for Transit Fleet Maintenance for additional bus cleaning resulting from COVID-19; partially offset by (\$3,100) personnel costs for additional staff for bus cleaning resulting from COVID-19, lower than budgeted vacancies and additional temporary staff required for capital fabrication works partially offset by lower overtime due to staff redeployments from other areas.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Parks and Road Services

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	12,503	13,669	1,166	9.3
Expense	71,412	65,755	5,657	7.9
Net Position	(58,909)	(52,086)	6,823	11.6

Year-to-Date

Revenue - Favourable budget variance due to \$1,055 higher than budgeted Utility Line Assignment (ULA) permit revenue as a result of the Telus fiber optics upgrade project.

Expense - Favourable budget variance due to \$1,404 personnel savings due to delayed staffing for Infrastructure Maintenances a result of COVID-19, \$1,265 personnel savings for spring sweep due to one week delayed start, favourable and program efficiencies, and \$1,130 lower than budgeted contract work due to delayed start in maintenance for sidewalks, concrete restoration, and micro surfacing, as well as spring sweep as a result of wet weather conditions; partially offset by (\$1,501) lower than budgeted capital recoveries as a result of delays in detour and pavement marking programs and lower than budgeted interdepartmental recoveries for Infrastructure Maintenance paving operations as a result of COVID-19.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Parks and Road Services (Continued)

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	50,692	(13,954)	36,738	36,023	(715)	(1.9)
Expense	185,417	(11,033)	174,384	177,431	(3,047)	(1.7)
Net Position	(134,725)	(2,921)	(137,646)	(141,408)	(3,762)	(2.7)

COVID-19 Budget Adjustments

Revenue - Reduction in parking revenue from City parkades and on street parking due to temporary suspension of parking fees (\$7,912). Reduction in asphalt/concrete restoration revenue (\$2,500), reduction in On-Street Construction and Maintenance permits (\$1,127), reduction in Right of Way (ROW) revenue (\$1,089), reduction in traffic controls revenue (\$1,036); and reduction in sports field revenue (\$306); all due to reduced business and public activity due to the effects of COVID-19.

Expense - Reductions as a result of workforce strategies of (\$9,188), including vacancy management; reduction in general contracted costs of (\$1,062) resulting from Administration's efforts to manage costs during COVID-19, reduction in infrastructure maintenance costs of (\$482); and miscellaneous cost savings of (\$308).

Projected

Revenue - Unfavourable budget variance due to (\$3,151) Lower than budgeted net On-Street Construction and Maintenance (OSCAM) permit fees as a result of less than anticipated permitting. Also contributing to the unfavourable budget variance is (\$1,535) lower than anticipated revenue in asphalt and concrete restoration as a result of COVID-19 and due to the asphalt plant not operating in 2020. These are partially offset by \$2,074 higher than budgeted Utility Line Assignment (ULA) permit revenues as a result of the Telus fiber optics upgrade project, and \$2,250 higher than budgeted parking revenue due to earlier than anticipated relaunch of parking fees.

Expense - Unfavourable budget variance mainly due to (\$2,382) lower than budgeted capital recoveries as a result of delays in detour and pavement marking programs, (\$2,100) lower than budgeted interdepartmental recoveries for Infrastructure Maintenance paving operations as a result of COVID-19; partially offset by \$1,400 personnel savings due to delayed staffing for Infrastructure Maintenances a result of COVID-19, and \$800 lower power consumption as a result of street light conversions to LED.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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Snow and Ice Control

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	9	2	(7)	(77.8)
Expense	37,344	38,211	(867)	(2.3)
Net Position	(37,335)	(38,209)	(874)	(2.3)

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	13	-	13	13	-	-
Expense	60,237	(507)	59,730	59,730	-	-
Net Position	(60,224)	507	(59,717)	(59,717)	-	-

COVID-19 Budget Adjustments

Expense - Reductions as a result of reduction in general contracted costs of (\$507) resulting from Administration's efforts to manage costs during COVID-19.

Projected - Year-end results are projected to be on budget.

41 Avenue/Queen Elizabeth Highway 2 Interchange

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	-	-	-	-
Net Position	-	-	-	-

Year-to-Date - Results are on budget.

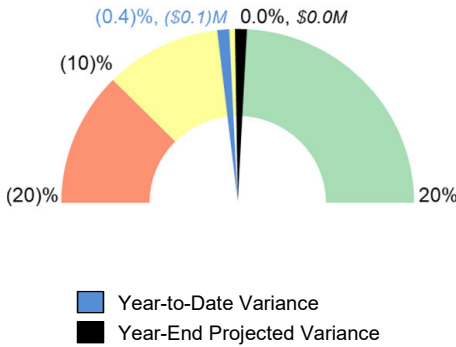
	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,406	-	1,406	1,406	-	-
Expense	1,406	-	1,406	1,406	-	-
Net Position	-	-	-	-	-	-

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
 (in \$000's)

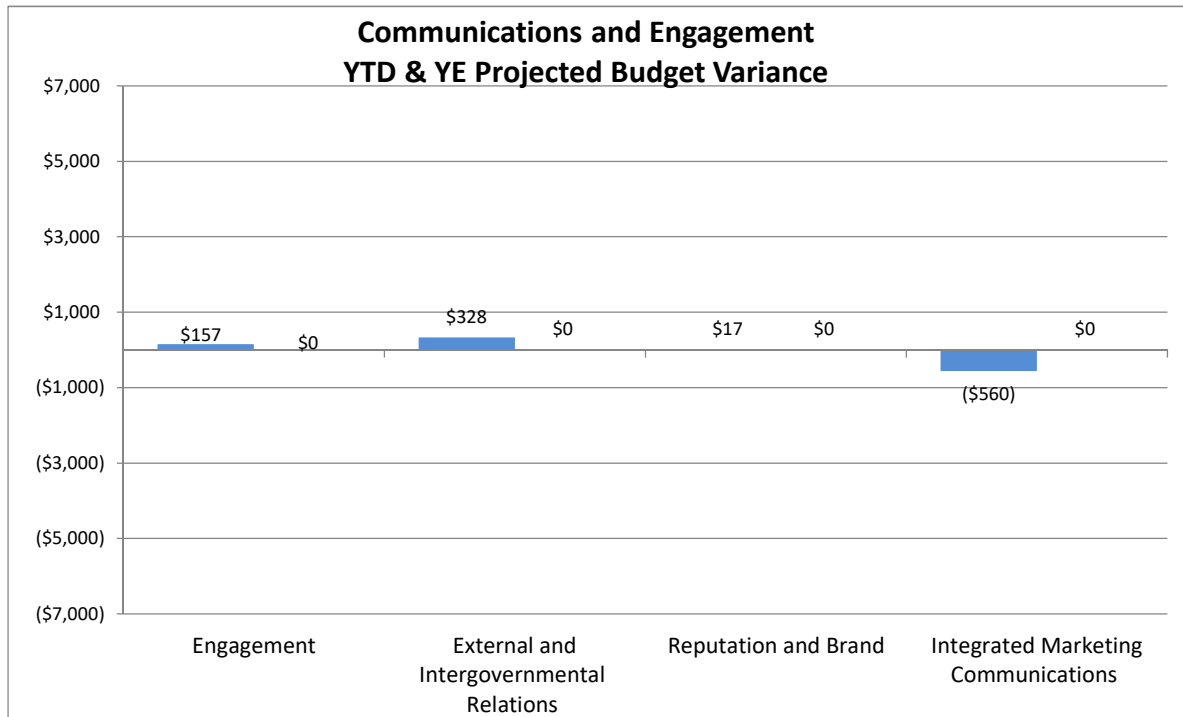
- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Communications and Engagement



Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	589	120	(469)	(79.6)
Expense	14,639	14,228	411	2.8
Net Position	(14,050)	(14,108)	(58)	(0.4)

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,519	(43)	1,476	1,476	-	-
Expense	35,940	(1,664)	34,276	34,276	-	-
Net Position	(34,421)	1,621	(32,800)	(32,800)	-	-



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Engagement

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	49	-	(49)	(100.0)
Expense	7,895	7,689	206	2.6
Net Position	(7,846)	(7,689)	157	2.0

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	118	-	118	118	-	-
Expense	19,192	(562)	18,630	18,630	-	-
Net Position	(19,074)	562	(18,512)	(18,512)	-	-

COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$522), including vacancy management. Decrease in business expenses of (\$53) primarily training, and consulting and contract work of (\$32). Savings partially offset by \$45 recoveries.

Projected - Year-end results are projected to be on budget.

External and Intergovernmental Relations

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	1,270	942	328	25.8
Net Position	(1,270)	(942)	328	25.8

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	3,448	(499)	2,949	2,949	-	-
Net Position	(3,448)	499	(2,949)	(2,949)	-	-




COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$252), including vacancy management. Decrease in business expenses of (\$233) primarily hosting; and consulting and contract work of (\$14).




Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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Reputation and Brand

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	26	-	(26) 	(100.0)
Expense	1,050	1,007	43 	4.1
Net Position	(1,024)	(1,007)	17 	1.7

Year-to-Date - Other net cumulative variances.




Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	63	-	63	63	- 	-
Expense	2,533	(81)	2,452	2,452	- 	-
Net Position	(2,470)	81	(2,389)	(2,389)	- 	-

COVID-19 Budget Adjustments




Expense - Savings as a result of workforce strategies of (\$77), including vacancy management. Decrease in business expenses of (\$4), primarily training.

Projected - Year-end results are projected to be on budget.

Integrated Marketing Communications

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	514	120	(394) 	(76.7)
Expense	4,424	4,590	(166) 	(3.8)
Net Position	(3,910)	(4,470)	(560) 	(14.3)

Year-to-Date - Other net cumulative variances.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,338	(43)	1,295	1,295	- 	-
Expense	10,767	(522)	10,245	10,245	- 	-
Net Position	(9,429)	479	(8,950)	(8,950)	- 	-

COVID-19 Budget Adjustments

Revenue - Expense savings partially offset by (\$43) Transfer from Reserve.

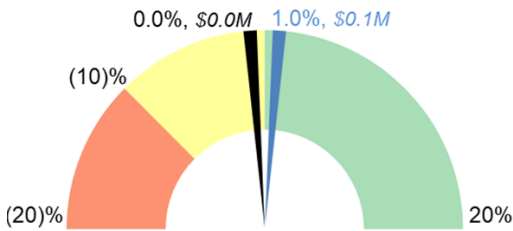
Expense - Savings as a result of workforce strategies of (\$373), including vacancy management. Decrease in business expenses of (\$21) primarily training, and consulting and contract work of (\$161). Savings partially offset by \$33 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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 (in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

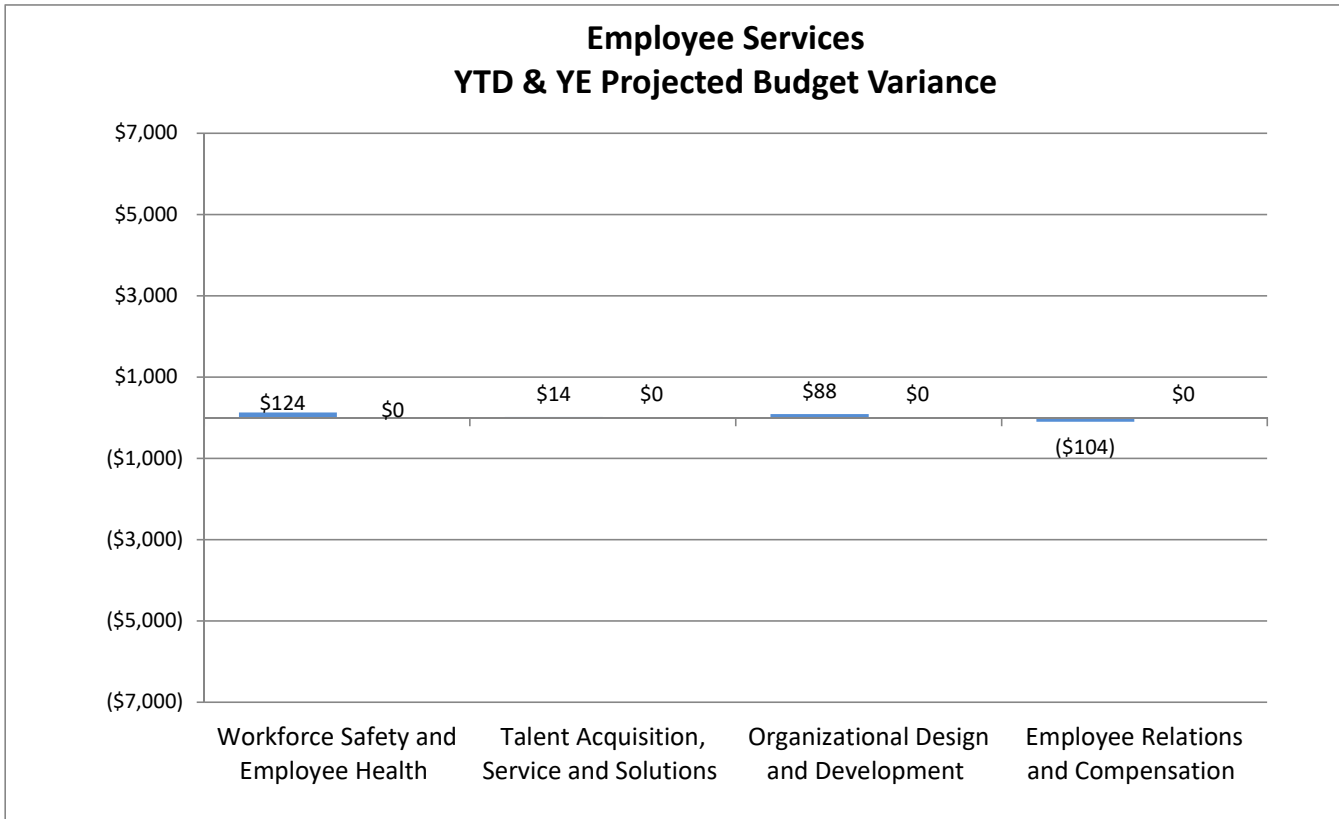
Employee Services



- Year-to-Date Variance
- Year-End Projected Variance

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	11,623	11,501	122	1.0
Net Position	(11,623)	(11,501)	122	1.0

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	130	-	130	130	-	-
Expense	27,607	(985)	26,622	26,622	-	-
Net Position	(27,477)	985	(26,492)	(26,492)	-	-



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Workforce Safety and Employee Health

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	2,821	2,697	124	4.4
Net Position	(2,821)	(2,697)	124	4.4

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	6,420	(182)	6,238	6,238	-	-
Net Position	(6,420)	182	(6,238)	(6,238)	-	-

COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$36), including vacancy management. Decrease in business expenses of (\$31) primarily related to training & recognition, and consulting of (\$151) primarily related to Disability Management and Corporate Safety & Health programs. Savings partially offset by \$36 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Talent Acquisition, Service and Solutions

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	0
Expense	5,411	5,397	14	0.3
Net Position	(5,411)	(5,397)	14	0.3

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	130	-	130	130	-	0
Expense	12,997	(403)	12,594	12,594	-	0
Net Position	(12,867)	403	(12,464)	(12,464)	-	0

COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$280), including vacancy management. Decrease in business expenses of (\$57) primarily related to training & hosting, and consulting and contract work of (\$69). primarily related to Respect in the Workplace, Corporate Culture and other initiatives.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Organizational Design and Development

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	1,583	1,495	88	5.6
Net Position	(1,583)	(1,495)	88	5.6

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	3,863	(254)	3,609	3,609	-	-
Net Position	(3,863)	254	(3,609)	(3,609)	-	-

COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$209), including vacancy management. Decrease in business expenses of (\$12) primarily training, and consulting and contract work of (\$33) primarily related to The

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Employee Relations and Compensation

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	1,808	1,912	(104)	(5.8)
Net Position	(1,808)	(1,912)	(104)	(5.8)

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	4,327	(146)	4,181	4,181	-	-
Net Position	(4,327)	146	(4,181)	(4,181)	-	-

COVID-19 Budget Adjustments

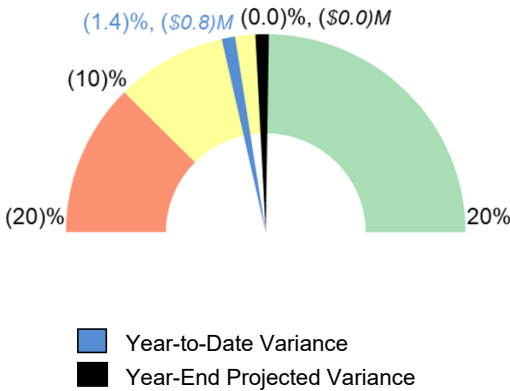
Expense - Savings as a result of workforce strategies of (\$131), including vacancy management. Decrease in business expenses of (\$14) primarily training, and consulting and contract work of (\$4).

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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 (in \$000's)

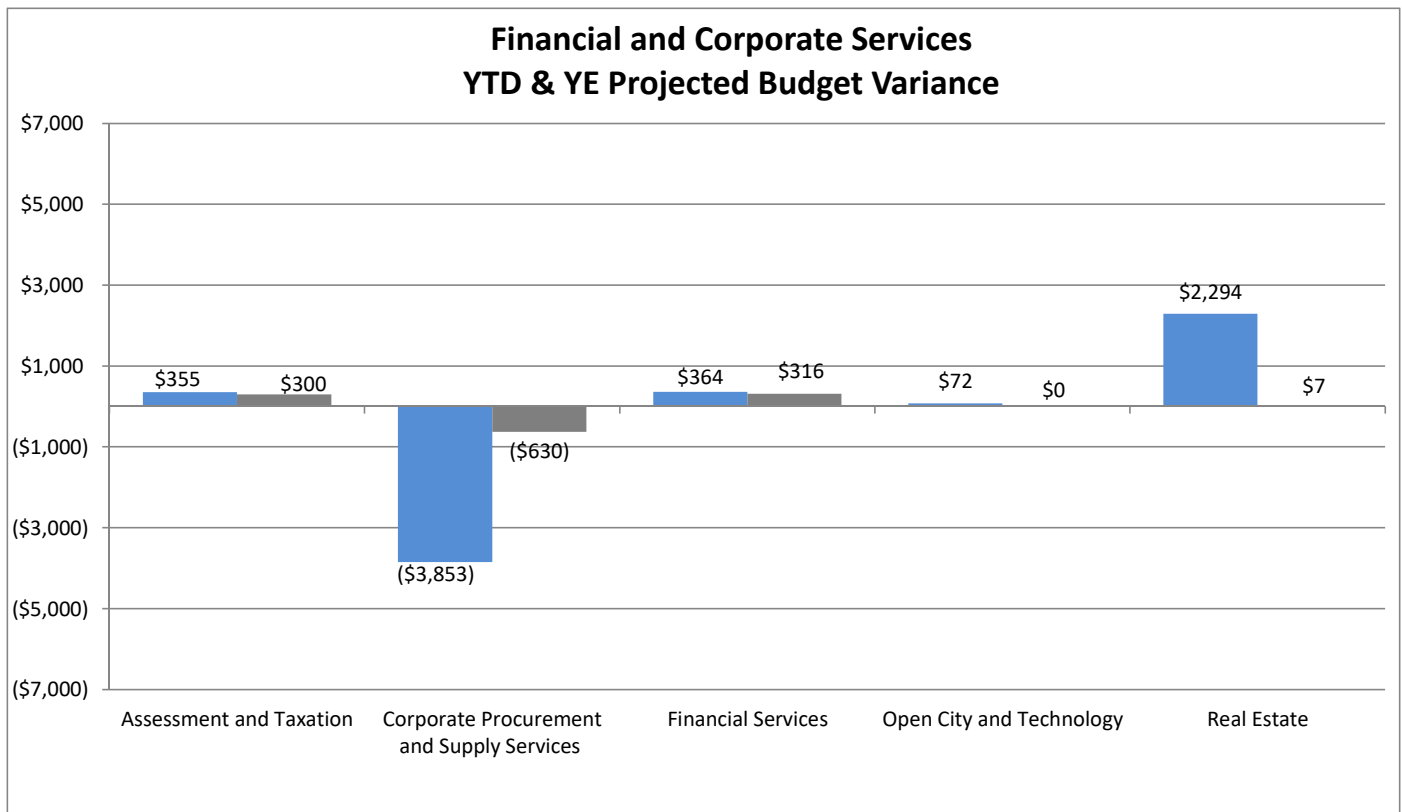
- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Financial and Corporate Services



Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	4,851	5,410	559	11.5
Expense	61,386	62,713	(1,327)	(2.2)
Net Position	(56,535)	(57,303)	(768)	(1.4)

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	14,661	-	14,661	12,940	(1,721)	(11.7)
Expense	149,293	(4,966)	144,327	142,613	1,714	1.2
Net Position	(134,632)	4,966	(129,666)	(129,673)	(7)	(0.0)



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Assessment and Taxation

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	8,389	8,034	355	4.2
Net Position	(8,389)	(8,034)	355	4.2

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	20,922	(1,131)	19,791	19,491	300	1.5
Net Position	(20,922)	1,131	(19,791)	(19,491)	300	1.5

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$544), including vacancy management. Decrease in business expenses of (\$104). Also estimating a decrease in contract and consulting work of (\$509) primarily related to TACS maintenance (Assessment & Taxation software).

Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Corporate Procurement and Supply Services

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	158	71	(87) ●	(55.1)
Expense	6,009	9,775	(3,766) ●	(62.7)
Net Position	(5,851)	(9,704)	(3,853) ●	(65.9)

Year-to-Date

Expense - Unfavourable variance is mainly due to (\$3,676) various direct materials, mainly disposable facemasks and other sanitation products, to work towards safe operations during the COVID-19 pandemic.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	380	-	380	380	- ●	-
Expense	14,404	(420)	13,984	14,614	(630) ●	(4.5)
Net Position	(14,024)	420	(13,604)	(14,234)	(630) ●	(4.6)

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$378), including vacancy management. Decrease in business expenses of (\$20), and consulting of (\$22) primarily related to procurement work.

Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Financial Services

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	534	519	(15) ●	(2.8)
Expense	9,576	9,197	379 ●	4.0
Net Position	(9,042)	(8,678)	364 ●	4.0

Year-to-Date

Expense - Favourable budget variance due to \$1,072 personnel savings related to Enterprise Commons position vacancies offset by (\$1,137) lower than budgeted recoveries from the associated capital project for Enterprise Commons.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,722	-	1,722	1,717	(5) ●	(0.3)
Expense	21,606	(879)	20,727	20,406	321 ●	1.5
Net Position	(19,884)	879	(19,005)	(18,689)	316 ●	1.7

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$430), including vacancy management. Decrease in business expenses of (\$83). Also estimating a decrease in contract and consulting work of (\$366).

Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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(in \$000's)

Open City and Technology

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	164	178	14	8.5
Expense	21,588	21,530	58	0.3
Net Position	(21,424)	(21,352)	72	0.3

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	394	-	394	394	-	-
Expense	51,388	(2,124)	49,264	49,264	-	-
Net Position	(50,994)	2,124	(48,870)	(48,870)	-	-

COVID-19 Budget Adjustments

Expense - Reductions as a result of workforce strategies of (\$2,365), including vacancy management. Decrease in business expenses of (\$348) primarily related to training, and contracts of (\$3). Reductions partially offset by \$473 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Real Estate

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	3,995	4,642	647	16.2
Expense	15,824	14,177	1,647	10.4
Net Position	(11,829)	(9,535)	2,294	19.4

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	12,165	-	12,165	10,449	(1,716)	(14.1)
Expense	40,973	(412)	40,561	38,838	1,723	4.2
Net Position	(28,808)	412	(28,396)	(28,389)	7	0.0

COVID-19 Budget Adjustments

Expense - Decrease (\$225) in training, contracts, and consulting. Reductions of (\$389) as a result of workforce strategies and vacancy management. Reductions partially offset by \$217 recoveries.

Projected

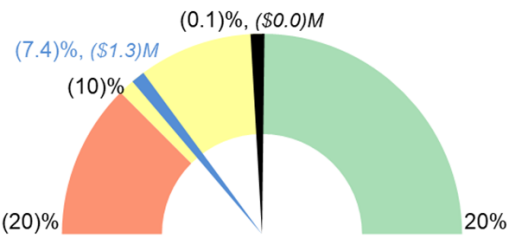
Revenue - Unfavourable budget variance mainly due to lower than budgeted rental revenue related to (\$962) potential lease defaults, and (\$754) revenue forgiveness for commercial, residential and non-profit tenants; both as a result of COVID-19.

Expense - Favourable budget variance mainly due to \$1,100 reduced Edmonton Tower operating costs as a result of a lower rental rate per square foot.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
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 (in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

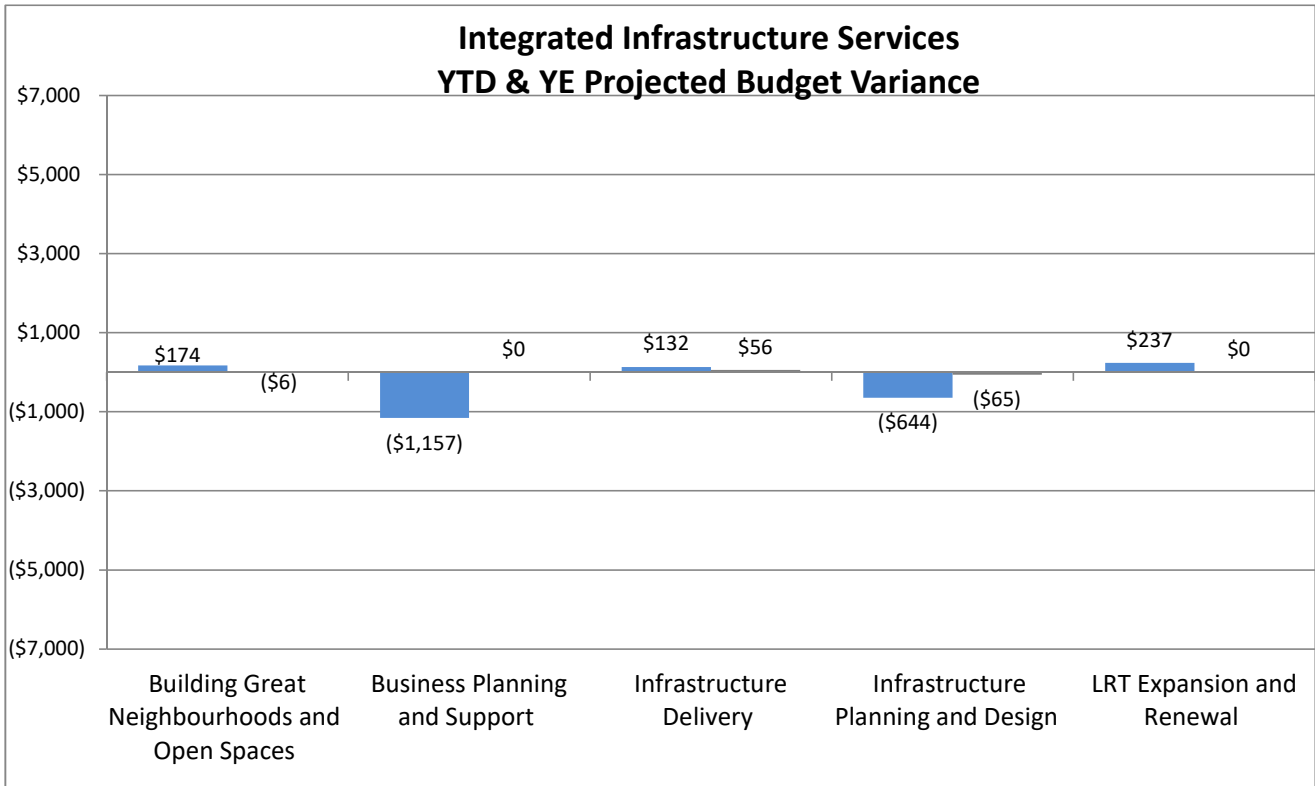
Integrated Infrastructure Services



- Year-to-Date Variance
- Year-End Projected Variance

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	383	299	(84)	(21.9)
Expense	17,344	18,518	(1,174)	(6.8)
Net Position	(16,961)	(18,219)	(1,258)	(7.4)

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,247	-	1,247	1,247	-	-
Expense	25,379	(1,711)	23,668	23,683	(15)	(0.1)
Net Position	(24,132)	1,711	(22,421)	(22,436)	(15)	(0.1)



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Building Great Neighbourhoods and Open Spaces

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	2,544	2,370	174	6.8
Net Position	(2,544)	(2,370)	174	6.8

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	2,501	(41)	2,460	2,466	(6)	(0.2)
Net Position	(2,501)	41	(2,460)	(2,466)	(6)	(0.2)

COVID-19 Budget Adjustments

Expense - Reductions of (\$41) as a result of workforce management / vacancy management.

Projected

Expense - Projection variance due to \$830 pause in hiring and staff vacancies offset by (\$836) capital recoveries of vacant positions.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Business Planning and Support

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	193	121	(72) ●	(37.3)
Expense	5,294	6,379	(1,085) ●	(20.5)
Net Position	(5,101)	(6,258)	(1,157) ●	(22.7)

Year-to-Date

Expense - Unfavourable variance is mainly due to (\$1,254) lower recoveries from capital related to delayed start of projects.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	463	-	463	463	- ●	-
Expense	6,443	(631)	5,812	5,812	- ●	-
Net Position	(5,980)	631	(5,349)	(5,349)	- ●	-

COVID-19 Budget Adjustments

Expense - Decrease in business expenses (\$34) primarily travel, training, hosting and recognition. Reduction of (\$686) as a result of workforce strategies / vacancy management. Reductions partially offset by \$89 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Infrastructure Delivery

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	2,165	2,033	132	6.1
Net Position	(2,165)	(2,033)	132	6.1

Year-to-Date

Expense - Favourable budget variance due to \$1,011 personnel savings for lower than budgeted overtime due to delayed start of capital projects and staff vacancies partially offset by (\$911) lower than budgeted recoveries from capital projects.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	329	-	329	329	-	-
Expense	4,416	(32)	4,384	4,328	56	1.3
Net Position	(4,087)	32	(4,055)	(3,999)	56	1.4

COVID-19 Budget Adjustments

Expense - Reductions of (\$32) as a result of workforce strategies / vacancy management.

Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Infrastructure Planning and Design

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	6,559	7,203	(644)	(9.8)
Net Position	(6,559)	(7,203)	(644)	(9.8)

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	9,537	(1,005)	8,532	8,597	(65)	(0.8)
Net Position	(9,537)	1,005	(8,532)	(8,597)	(65)	(0.8)




COVID-19 Budget Adjustments

Expense - Decrease in business expenses, primarily consulting (\$518). Workforce strategies / vacancy management (\$500). Reductions partially offset by \$13 recoveries.




Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

LRT Expansion and Renewal

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	190	178	(12) 	(6.3)
Expense	782	533	249 	31.8
Net Position	(592)	(355)	237 	40.0

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	455	-	455	455	- 	-
Expense	2,482	(2)	2,480	2,480	- 	-
Net Position	(2,027)	2	(2,025)	(2,025)	- 	-

COVID-19 Budget Adjustments

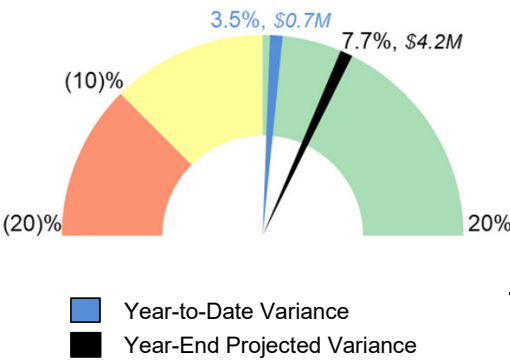
Expense - Reductions of (\$15) as a result of workforce strategies / vacancy management. Reductions partially offset by \$13 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
 (in \$000's)

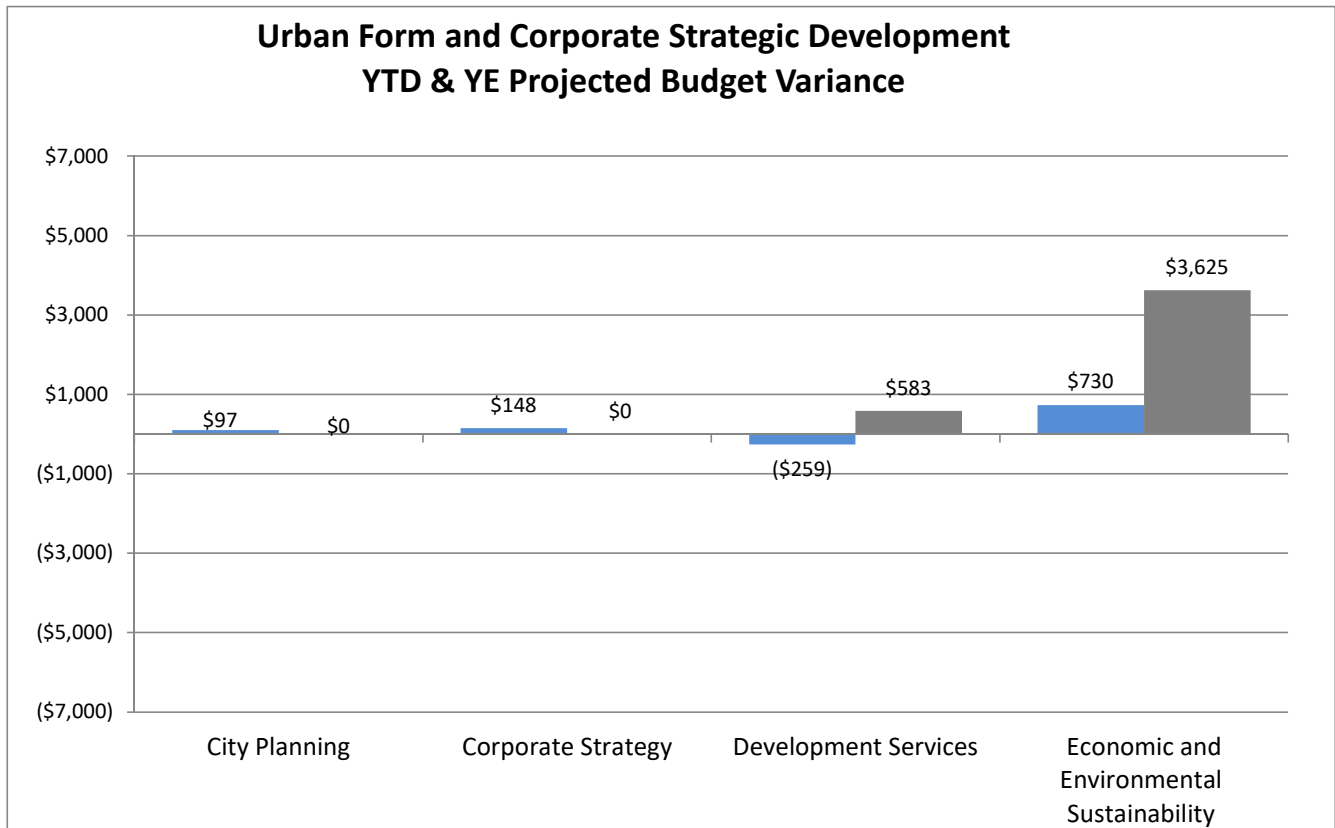
- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Urban Form and Corporate Strategic Development



Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	34,987	36,310	1,323	●	3.8
Expense	55,377	55,984	(607)	●	(1.1)
Net Position	(20,390)	(19,674)	716	●	3.5

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	138,556	(15,000)	123,556	123,631	75	● 0.1
Expense	199,554	(21,528)	178,026	173,893	4,133	● 2.3
Net Position	(60,998)	6,528	(54,470)	(50,262)	4,208	● 7.7



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

City Planning

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	13,640	13,973	333	2.4
Expense	20,984	21,220	(236)	(1.1)
Net Position	(7,344)	(7,247)	97	1.3

Year-to-Date

Revenue - Favourable budget variance due to a net Sanitary Services Strategy Fund (SSSF) budget variance of \$1,673 from a higher than expected transfer from the SSSF reserve partially offset by lower than anticipated development permit revenues collected; the net SSSF revenue budget variance is fully offset within expenses below. The favourable variance is partially offset by (\$1,106) lower than anticipated cash-in-lieu development levies collected as a result of a deteriorating development market since the beginning of the year. These development levies collected are held within the Parkland Purchase and Funds in lieu Reserves for the purposes of purchasing and developing parkland in residential areas.

Expense - Unfavourable budget variance of (\$1,673) as a result of higher than budgeted reimbursement to EPCOR for SSSF projects due to faster than budgeted progress on projects. The unfavourable variance is partially offset by \$1,106 lower transfer to the Parkland Purchase and Funds in lieu Reserves for the developer levies collected noted in revenue above.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	47,598	-	47,598	47,598	-	-
Expense	65,393	(2,408)	62,985	62,985	-	-
Net Position	(17,795)	2,408	(15,387)	(15,387)	-	-

COVID-19 Budget Adjustments

Expense - 25% decrease to consulting budgets (\$556) to be managed through re-assessment and reprioritization of in-flight projects. (\$120) decrease primarily in travel and training. Reductions of (\$1,872) as a result of workforce strategies / vacancy management. Reductions partially offset by \$175 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Corporate Strategy

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	2,178	2,030	148	6.8
Net Position	(2,178)	(2,030)	148	6.8

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	850	-	850	850	-	-
Expense	6,171	(719)	5,452	5,452	-	-
Net Position	(5,321)	719	(4,602)	(4,602)	-	-

COVID-19 Budget Adjustments

Expense - Primarily attributable to reductions of (\$741) as a result of workforce strategies / vacancy management, decreased consulting budgets of (\$55) to be managed through re-assessment and re-prioritization of in-flight projects and (\$43) savings in travel & training (including employee recognition and hosting). Reductions partially offset by \$112 recoveries.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Development Services

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	21,347	22,337	990	● 4.6
Net transfer to/(from) Reserve	(3,799)	(2,011)	(1,788)	● 47.1
Expense	27,997	27,458	539	● 1.9
Net Position	(2,851)	(3,110)	(259)	● (9.1)

* The net position reflects the tax-levy impact of tax-supported services managed within the Development Services Branch. The tax-levy position will not impact the Planning & Development Reserve.

Year-to-Date

Revenue - Favourable budget variance is mainly due to \$1,387 business licensing activity being less impacted by COVID-19 than initially projected, as well as increased online permitting for new business licenses.

Net transfer to/(from) Reserve - Favourable budget variance is mainly due to (\$1,788) less than budgeted transfers due to higher revenues and the implementation of cost saving strategies. Further details on the Planning & Development Reserve are available in the "Reserves Update" section of this report.

Expense - Favourable budget variance is mainly due to \$1,199 overall savings in external costs including renegotiating inspection work contract terms, and a 40% reduction in residential plumbing, gas and HVAC inspections based on the safety codes inspection risk assessment model results.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Development Services (Continued)

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	72,025	(15,000)	57,025	57,100	75 ●	0.1
Net transfer to/(from) Reserve	(4,394)	(10,589)	(14,983)	(14,983)	- ●	-
Expense	82,533	(6,223)	76,310	75,802	508 ●	0.7
Net Position	(6,114)	1,812	(4,302)	(3,719)	583 ●	13.6

COVID-19 Budget Adjustments

Revenue - Estimated (\$15,000) revenue shortfall based on reduced volumes of Land Development Applications, Development Permits, and Building Permits. Also, estimated (\$700) Vehicle for Hire revenue offset with a \$700 transfer from the Vehicle for Hire Reserve.

Net transfer to/(from) Reserve - Net COVID-19 impact is offset with an increased transfer from the Planning & Development Reserve.

Expense - Reductions of (\$4,048) as a result of workforce strategies / vacancy management. Decreased discretionary expenses including consulting of (\$193), contract work (\$161), training of (\$147) and travel & hosting (\$54). Reduced City Planning and Corporate Strategy recoveries (\$235) and variable costs (\$1,385) associated with cost reduction strategies to manage the Planning and Development Services Reserve.

Projected - Other net cumulative variances.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Economic and Environmental Sustainability

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	8,017	7,287	730	9.1
Net Position	(8,017)	(7,287)	730	9.1

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	3,100	-	3,100	3,100	-	-
Expense	34,868	(1,589)	33,279	29,654	3,625	10.9
Net Position	(31,768)	1,589	(30,179)	(26,554)	3,625	12.0

COVID-19 Budget Adjustments

Expense - Primarily attributable to one-time decreased consulting budgets of (\$866) to be managed through re-assessment and re-prioritization of in-flight projects. Reductions of (\$691) as a result of workforce strategies / vacancy management along with (\$149) savings in travel & training (including employee recognition and hosting). Reductions partially offset by \$57 recoveries.

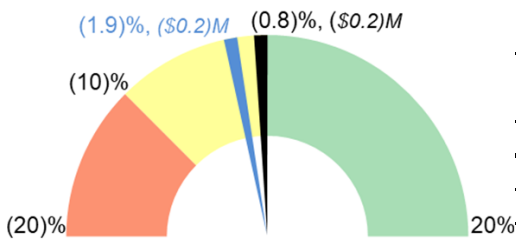
Projected

Expense - Favourable budget variance due to \$3,174 lower than budgeted grant expense for the Phase II Economic Recovery grant program now planned to occur in 2021.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

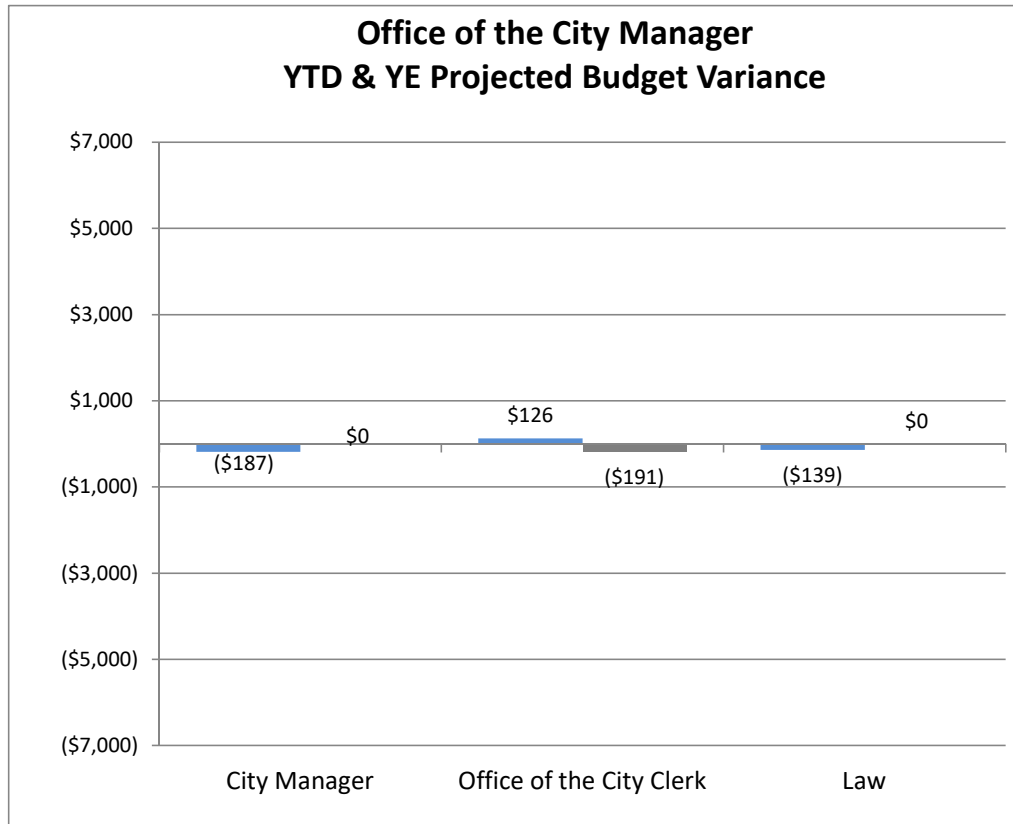
Office of the City Manager



- Year-to-Date Variance
- Year-End Projected Variance

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	216	86	(130)	(60.2)
Expense	10,952	11,022	(70)	(0.6)
Net Position	(10,736)	(10,936)	(200)	(1.9)

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	733	-	733	733	-	-
Expense	26,599	(977)	25,622	25,813	(191)	(0.7)
Net Position	(25,866)	977	(24,889)	(25,080)	(191)	(0.8)



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

City Manager

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	823	1,010	(187)	(22.7)
Net Position	(823)	(1,010)	(187)	(22.7)

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	2,025	(150)	1,875	1,875	-	-
Net Position	(2,025)	150	(1,875)	(1,875)	-	-

COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$121), including vacancy management. Decrease in business expenses of (\$29), primarily travel and hosting.

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Office of the City Clerk

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	216	86	(130) ●	(60.2)
Expense	5,705	5,449	256 ●	4.5
Net Position	(5,489)	(5,363)	126 ●	2.3

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	733	-	733	733	- ●	-
Expense	12,419	(511)	11,908	12,099	(191) ●	(1.6)
Net Position	(11,686)	511	(11,175)	(11,366)	(191) ●	(1.7)

COVID-19 Budget Adjustments

Expense - Savings as a result of workforce strategies of (\$414), including vacancy management. Decrease in business expenses of (\$37) primarily hosting, and consulting and contract work of (\$60).

Projected - Other net cumulative variances.

Law

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	- ●	-
Expense	4,424	4,563	(139) ●	(3.1)
Net Position	(4,424)	(4,563)	(139) ●	(3.1)

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	- ●	-
Expense	12,155	(316)	11,839	11,839	- ●	-
Net Position	(12,155)	316	(11,839)	(11,839)	- ●	-

COVID-19 Budget Adjustments

Expense - Decrease in business expenses of (\$22) primarily training, and consulting and contract work of (\$294).

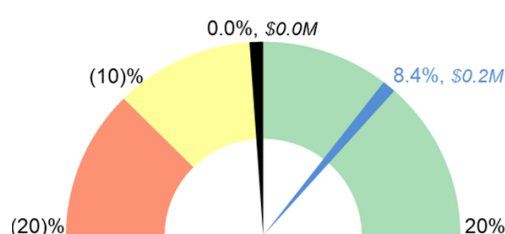
Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Mayor and Councillors Offices



- Year-to-Date Variance
- Year-End Projected Variance

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	5	20	15	●
Expense	2,692	2,482	210	●
Net Position	(2,687)	(2,462)	225	●

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	12	-	12	12	-	●
Expense	6,950	(695)	6,255	6,255	-	●
Net Position	(6,938)	695	(6,243)	(6,243)	-	●

Year-to-Date - Other net cumulative variances.

Projected - Year-end results are projected to be on budget.

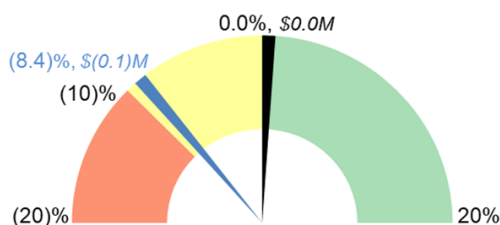
COVID-19 Budget Adjustments

Expense - That the 2020 expenditure budget for the Mayor & Councillor Offices be decreased by 10% on a one-time basis, for a total of (\$695), and be reallocated to Corporate Expenditures (Financial Strategies), within Corporate Expenditures & Revenues.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Office of the City Auditor



- Year-to-Date Variance
- Year End Projected Variance

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	1,176	1,275	(99)	(8.4)
Net Position	(1,176)	(1,275)	(99)	(8.4)

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	-
Expense	2,661	-	2,661	2,661	-	-
Net Position	(2,661)	-	(2,661)	(2,661)	-	-

Year-to-Date - Other net cumulative variances.

Projected - Year-end results are projected to be on budget.

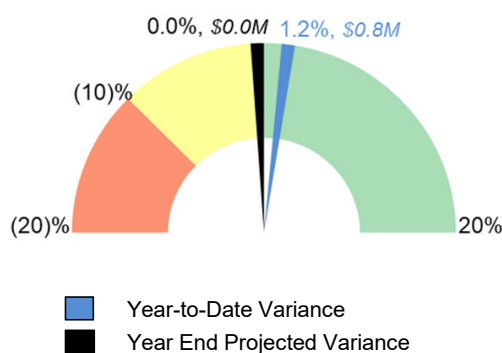
Tax-Supported Operations - By Department and Branch Year-to-Date Results and Year-End Projections

May 31, 2020

(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Boards and Authorities



Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	801	1	(800)	●	(99.9)
Expense	67,615	66,024	1,591	●	2.4
Net Position	(66,814)	(66,023)	791	●	1.2

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	3,271	-	3,271	1	(3,270)	● (100.0)
Expense	110,542	-	110,542	107,272	3,270	● 3.0
Net Position	(107,271)	-	(107,271)	(107,271)	-	● -

Year-to-Date

Revenue - Unfavourable budget variance due to (\$800) lower revenues related to the extended closure of Fort Edmonton Park to allow for facility enhancements and upgrades. The park is expected to be fully operational again in 2021.

Expense - Favourable budget variance due to \$996 savings in part-time labour and hourly labour cost because of the extended closure of Fort Edmonton Park to allow for facility enhancements and upgrades.

Projected

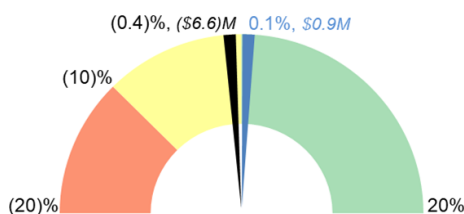
Revenue - Unfavourable budget variance due to (\$3,270) lower revenues related to the extended closure of Fort Edmonton Park to allow for facility enhancements and upgrades. The park is expected to be fully operational again in 2021.

Expense - Favourable budget variance due to \$2,210 lower personnel and \$2,058 operating costs related to the extended closure of Fort Edmonton Park to allow for facility enhancements and upgrades. The park is expected to be fully operational again in 2021. This is partially offset by (\$998) estimated unused tax levy forecasted to be transferred to Fort Edmonton Management Company.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

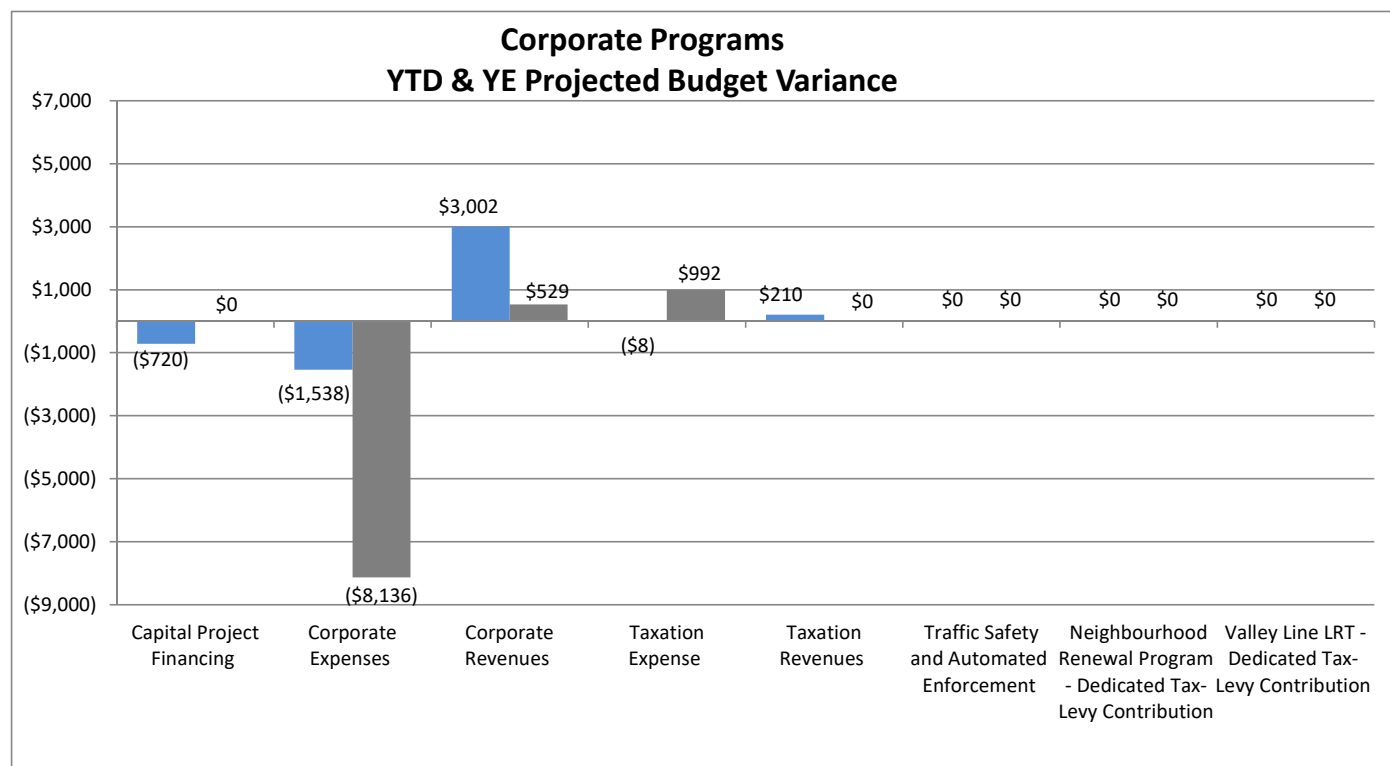
Corporate Programs



- Year-to-Date Variance
- Year-End Projected Variance

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	1,928,157	1,927,038	(1,119)	(0.1)
Expense	99,313	97,248	2,065	2.1
Net Position	1,828,844	1,829,790	946	0.1

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	2,399,792	(19,252)	2,380,540	2,372,733	(7,807)	(0.3)
Expense	726,232	(36,086)	690,146	688,954	1,192	0.2
Net Position	1,673,560	16,834	1,690,394	1,683,779	(6,615)	(0.4)



Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Capital Project Financing

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	48,918	44,197	(4,721)	⚡ (9.7)
Expense	77,888	73,887	4,001	🟢 5.1
Net Position	(28,970)	(29,690)	(720)	⚡ (2.5)

Year-to-Date

Revenue - Unfavourable budget variance mainly due to (\$5,039) lower investment earnings as a result of market conditions, partially offset by a \$1,096 higher than budgeted transfer from the LRT reserve to offset increased financing costs related to the Valley Line LRT noted below in expenses. The change in investment earnings is offset with a transfer to capital for funding on a pay-as-you-go basis within expenses below.

Expense - Favourable budget variance mainly due to \$5,039 lower than budgeted transfer to capital on a pay-as-you-go basis due to decreased investment earnings, partially offset by (\$1,096) higher financing costs for the Valley Line LRT due to more than expected track install work in April.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	253,686	-	253,686	244,239	(9,447)	⚡ (3.7)
Expense	438,782	(46,520)	392,262	382,815	9,447	🟢 2.4
Net Position	(185,096)	46,520	(138,576)	(138,576)	-	🟢 -

COVID-19 Budget Adjustments

Expense - Decrease in Pay-as-you-go capital transfer of (\$46,520) to offset COVID-19 net tax-levy impacts.

Projected

Revenue - Unfavourable budget variance of (\$9,447) due to a lower than budgeted transfer from the LRT reserve to offset reduced financing costs related to the Valley Line LRT noted below in expenses.

Expense - Favourable budget variance of \$9,447 as a result of lower than budgeted financing costs for the Valley Line LRT due to revised forecasting for the required debt payments. There is no change to the construction completion schedule for this.

Tax-Supported Operations - By Department and Branch

Year-to-Date Results and Year-End Projections

May 31, 2020

(in \$000's)

Corporate Expenses

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	63	-	(63)	(100.0)
Expense	2,551	4,026	(1,475)	(57.8)
Net Position	(2,488)	(4,026)	(1,538)	(61.8)

Year-to-Date

Expense - Unfavourable budget variance of (\$1,275) due to timing of insurance claims.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	987	-	987	1,087	100	10.1
Expense	27,325	10,434	37,759	45,995	(8,236)	(21.8)
Net Position	(26,338)	(10,434)	(36,772)	(44,908)	(8,136)	(22.1)

COVID-19 Budget Adjustments

Expense - Additional \$9,739 costs incurred by the City specifically related to COVID-19 response efforts. These include items such as purchase of personal protection equipment and materials, increased security costs, and City costs for the activation of the EXPO Centre. Also, the 2020 expenditure budget for the Mayor & Councillor Offices be decreased by 10% on a one-time basis, for a total of \$695, and be reallocated to Corporate Expenditures (Financial Strategies), within Corporate Expenditures & Revenues.

Projected

Expense - Unfavourable budget variance due (\$7,586) additional costs related to COVID-19 response.

Corporate Revenues

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	153,218	156,220	3,002	2.0
Expense	37	37	-	-
Net Position	153,181	156,183	3,002	2.0

Year-to-Date

Revenue - Favourable budget variance due to \$3,561 higher gas franchise fees as a budget adjustment was processed to reflect less commercial gas volume due to COVID-19, but actuals have been consistent with the original budget, and due to \$809 business license activity being less impacted by COVID-19 than initially projected, as well as increased uptake in online permitting for new business licenses. This is partially offset by unfavourable budget variance due to (\$1,521) significantly reduced parking enforcement tickets since the start of the COVID-19 lockdown.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Corporate Revenues (Continued)

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	398,426	(17,041)	381,385	381,914	529	0.1
Expense	89	-	89	89	-	-
Net Position	398,337	(17,041)	381,296	381,825	529	0.1

COVID-19 Budget Adjustments

Revenue - As a result of the COVID-19 response and related economic slowdown there are anticipated further declines in business activity and business licenses of (\$5,600), and estimated reductions in gas franchise fees of (\$5,641) to reflect a lower overall volume of natural gas consumption from the commercial sector as businesses, offices, and various worksites closed down until mid-September. Also, foregone tax penalty revenues of (\$5,800) as a result of delaying the taxation penalty deadline.

Projected

Revenue - Favourable budget variance due to \$3,561 higher gas franchise fees as a budget adjustment was processed to reflect less commercial gas volume due to COVID-19, but actuals have been consistent with the original budget, and due to \$1,287 business license activity being less impacted by COVID-19 than initially projected, as well as increased uptake in online permitting for new business licenses. This is partially offset by unfavourable budget variance due to (\$4,302) significantly reduced parking enforcement tickets since the start of COVID-19 and projected to the end of the year.

Taxation Expense

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	-	-	-	-
Expense	-	8	(8)	-
Net Position	-	(8)	(8)	-

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	5,000	(2,211)	2,789	3,800	1,011	36.2
Expense	12,300	-	12,300	12,319	(19)	(0.2)
Net Position	(7,300)	(2,211)	(9,511)	(8,519)	992	10.4

COVID-19 Budget Adjustments

Revenue - Potential construction building slowdown reduces supplemental tax revenue by (\$2,211).

Projected

Revenue - Favourable budget variance due to \$1,011 higher than budgeted supplementary taxes, net of COVID-19 budget adjustments. The COVID-19 budget adjustment reflected a worst-case scenario but current situation is more optimistic.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Taxation Revenues

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	1,707,121	1,707,331	210	0.0
Expense	-	-	-	-
Net Position	1,707,121	1,707,331	210	0.0

Year-to-Date

Revenue - Favourable budget variance due to \$1,155 additional property taxes related to growth in the area annexed from Leduc County; partially offset by lower property and payment-in-lieu taxes due to assessment corrections processed between the setting of the tax rates and mailing of annual tax notices.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	1,696,003	-	1,696,003	1,696,003	-	-
Expense	-	-	-	-	-	-
Net Position	1,696,003	-	1,696,003	1,696,003	-	-

Projected - Year-end results are projected to be on budget.

Traffic Safety and Automated Enforcement

	Year-to-Date			
	Adjusted Budget	Actual	Variance \$	%
Revenue	18,837	19,290	453	2.4
Net transfer to/(from) Reserve	18,837	19,290	(453)	(2.4)
Net Position	-	-	-	-

Year-to-Date - Other net cumulative variances.

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue						
Net transfer to/(from) Reserve	45,690	-	45,690	45,690	-	-
Net Position	45,690	-	45,690	45,690	-	-

Projected - Year-end results are projected to be on budget.

Tax-Supported Operations - By Department and Branch
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

Neighbourhood Renewal Program - Dedicated Tax-Levy Contribution

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	-	-	-	●	-
Expense	-	-	-	●	-
Net Position	-	-	-	●	-

Year-to-Date - Results are on budget.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	●
Expense	155,946	-	155,946	155,946	-	●
Net Position	(155,946)	-	(155,946)	(155,946)	-	●

Projected - Year-end results are projected to be on budget.

Valley Line LRT - Dedicated Tax-Levy Contribution

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	-	-	-	●	-
Expense	-	-	-	●	-
Net Position	-	-	-	●	-

Year-to-Date - Results are on budget.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	-	-	-	-	-	●
Expense	46,100	-	46,100	46,100	-	●
Net Position	(46,100)	-	(46,100)	(46,100)	-	●

Projected - Year-end results are projected to be on budget.



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2020 June 1

SUBJECT: Budget Variance for the Period Ending April 30, 2020

RECOMMENDATION(S):

That this report be received for information.

INTRODUCTION:

This report provides information and updates to the Edmonton Police Commission (EPC) on the Edmonton Police Service (EPS) current financial position as of April 30, 2020.

COMMENTS / DISCUSSION:

Operating Results

The operating results for the period ending April 30, 2020 indicate a net deficit position of \$5.818 million or 4.7% mainly due to the overspend in personnel of \$6.025 million and a shortfall in revenue of \$2.939 million. This is partially offset by underspends in non-personnel of \$3.146 million.

The overbudget position in Personnel is primarily the result of higher salary costs due to decreases in vacation taken, higher part time and overtime costs in the Police Communications Branch resulting from 911 position civilianization, and Edmonton Police Association personnel being over strength.

The main causes of the underbudget position in non-personnel costs are detailed in Attachment I and include delays in invoicing from the Government of Alberta for forensic biology related services and delays in the Human-centered Engagement and Liaison Partnership (HELP) program initiatives.

The revenue shortfall is due to lower demand for several EPS services and fewer Traffic Safety Act fine tickets issued.

COVID-19 Financial Impact

The impact to EPS' year-end projection includes \$4.262 million for increased operating expenses and revenue shortfalls.

CONCLUSION:

The year-end forecast projects an operating deficit of \$2.505 million resulting from upcoming bureau overtime and non-personnel savings, EPA collective bargaining where the increase is payable effective December 2020 offset by anticipated National Hockey League playoffs. In accordance with EPS Reserve Policy, this deficit will be partially covered from the EPS Operating Reserve.

ADDITIONAL INFORMATION ATTACHED:

Attachment 1 – Budget Variance by Major Category of Revenue & Expenditures

Written By: Kathryn REYNOLDS, Director, Financial Management Branch *RD for*

Reviewed By: Robert DAVIDSON, Executive Director, Business Development Division *RD*

Approved By: Darren DERKO, Deputy Chief, Corporate Services Bureau *DD*

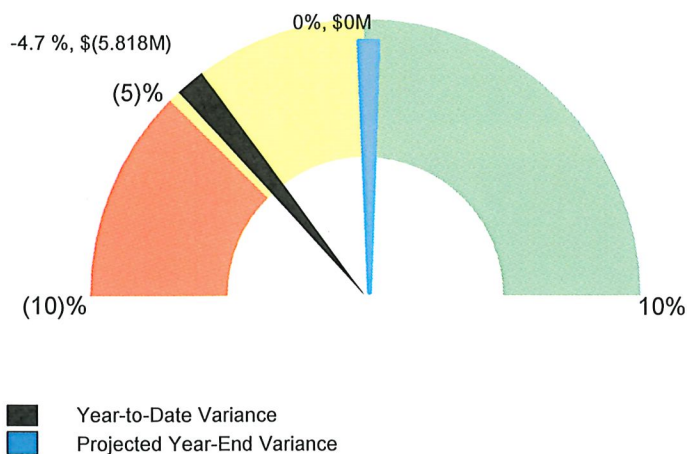
For information to EPC. The addendum is provided as requested by EPC. This information is intended for their information when consulting with COE and Province.

Chief of Police: _____

Date: May 29, 20

**Edmonton Police Service
Budget Variance by Major Category of Revenue & Expenditures
For the Period Ending April 30, 2020**

- Favourable budget variance, >= 0%
- Unfavourable budget variance, 0% to (5)%
- Unfavourable budget variance, > (5)%



	Year-to-Date			
	Budget	Actual	Variance \$	%
Revenue	28,375	25,437	(2,939)	-10.4%
<i>Personnel</i>	128,335	134,360	(6,025)	-4.7%
<i>Non-Personnel</i>	24,997	21,852	3,146	12.6%
Expense	153,332	156,212	(2,879)	-1.9%
Net Position	124,957	130,775	(5,818)	-4.7%

	Projected Year-End			
	Budget	Actual	Variance \$	%
Revenue	96,813	93,578	(3,235)	-3.3%
<i>Personnel</i>	380,352	388,501	(8,149)	-2.1%
<i>Non-Personnel</i>	82,396	73,517	8,879	10.8%
Expense	462,748	462,018	730	0.2%
TCA (Note 1)	7,070	7,070	-	0.0%
Transfer to/from EPS Reserve (Note 2)	-	(2,505)	2,505	0.0%
Net Position	373,005	373,005	-	0.0%

Year-to Date

Revenue - The under budget position is the result of lower demand for Police Information Checks, Extra Duty services and the tow lot's seized vehicles (which has offsetting lower contract and service costs) and School Resource Officer services as schools are closed. Lower Traffic Safety Act revenues are due to a lower number of tickets issued.

Personnel - The over budget position is due to higher salary costs because of decreases in vacation taken, higher part time costs in the Police Communications Branch (PCB) resulting from 911 position civilianization, and Edmonton Police Association personnel being over strength. Overtime is under budget because of favourable staffing or deployment models in the Community Policing Bureau, partially offset by higher overtime costs in PCB.

Non-Personnel - The under budget position is due to the delay in invoicing from the Government of Alberta for forensic biology related services, and delay in the Human-centered Engagement and Liaison Partnership (HELP) program initiatives. Also contributing to the under spend are lower Extra Duty and tow lot contract expenses, which are offset by reductions in revenue. There are also lower than anticipated building maintenance and custodial costs, a portion of which is related to the delay in opening of Northwest Campus. Travel and training is underspent due to restrictions in travel and training.

Projected Year-End

Revenue - The same as year to date.

Personnel - The same as year to date. A further over budget projection in overtime is anticipated for the NHL Playoffs and as a result of minimum staffing gaps in PCB due to 911 position civilianization, partially offset by under budget projections in the Community Policing Bureau. The over budget projection is partially offset by the collective bargaining settlement where the increase is payable effective December 2020.

Non-Personnel - Under budget as organizational opportunities have been held to manage pressures such as personnel to the Value and Impact and Strategic Social Development Divisions and anticipated NHL Playoffs.

Notes:

(1) TCA refers to Tangible Capital Assets, where budget is held to cover capital-qualifying expenses for purchases such as vehicles and/or information technology projects.

(2) On June 26, 2018 City Council approved Policy C605 Edmonton Police Reserve. In accordance with the policy and in the event the reserve falls into a deficit position, a strategy will be developed by the EPS, to be approved by City Council, to achieve a balanced position over a period not to exceed three years, starting with the subsequent year operating budget. Balance in the EPS Reserve as at December 31, 2019 was \$2.245 million.

	2019 Year-to-Date				2019 Year-End				
	Budget	Actual	Variance \$	%	Budget	Actual	Variance \$	%	
Revenue	27,295	27,132	(164)	-0.6%	Revenue	96,957	94,470	(2,487)	3.8%
Expense	146,498	145,007	1,492	1.0%	Expense	454,581	451,011	3,570	0.8%
Transfer to/from EPS Reserve (Note 2)	-	-	-	0.0%	Transfer to/from EPS Reserve (Note 2)	-	1,083	(1,083)	0.0%
Net Position	119,203	117,875	1,328	1.1%	Net Position	357,624	357,624	-	-0.8%

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not

Waste Services

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	90,980	88,799	(2,181)	● (2.4)
Expense	84,721	79,063	5,658	● 6.7
Net Position	6,259	9,736	3,477	● 55.6

Year-to-Date

Revenue - Unfavourable budget variance primarily due to (\$1,639) decrease in multi unit revenue as a result of a lower year to date growth in the multi unit customer counts than budgeted and a decrease in program revenues of (\$1,776) such as the Material Recycling Facility, Eco Stations, Trade Waste and compost sales; partially offset by \$1,415 higher commercial collection revenue than budgeted as the program was budgeted to fully wind down in 2020 but is now expected to wind down fully in 2021 due to contractual obligations.

Expense - Favourable budget variance of \$3,723 primarily due to lower than anticipated contractor costs for the demolition of Edmonton Composting Facility (ECF) due to slower than expected progress and less demand for feedstock from the Refuse Derived Fuel (RDF) facility, \$1,051 lower amortization than budgeted as fewer assets were capitalized in 2019, and \$884 other cumulative favourable variances.

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Waste Services (Continued)

	Projected Year-End					
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	218,966	(4,199)	214,767	210,282	(4,485) ●	(2.1)
Expense	221,064	(4,111)	216,953	207,254	9,699 ●	4.5
Net Position	(2,098)	(88)	(2,186)	3,028	5,214 ●	238.5

Projected

Revenue - Unfavourable budget variance of (\$1,000) due to decrease in utility rate revenue as a result of lower than budgeted growth in the multi unit customers, and (\$750) anticipated decrease in Landfill Gas revenue, and other cumulative unfavourable variances such as anticipated reduction in utility rate revenue resulting from overall economic contraction and reduced housing starts as a result of COVID-19, lower trade waste and compost sales revenue, decreased recyclables revenue from Materials Recycling Facility as a result of downward pressure on commodity market for paper and lower recovery rates on materials, and decreased Eco Station revenue primarily resulting from closure of Ambleside Eco Station due to COVID-19.

Expense - Favourable budget variance mainly due to \$4,142 expected personnel related savings for vacancies remaining unfilled due to COVID-19, \$3,646 for expected contract savings including the Anaerobic Digester as it is expected to be commissioned June 2020, and other cumulative favourable variances.

COVID-19 Budget Adjustments

Revenue and Expense - Recommended operating budget changes for the Waste Services Utility as a result of COVID-19. In light of the current pandemic and the immediate limitations it poses to transformational work, Administration is recommending to defer implementation of the Single Unit Waste Set-out program from July 2020 to the first quarter of 2021. By establishing a new timeline for the cart rollout, \$4,200 in costs from 2020 can be avoided and those savings can be passed onto the ratepayer to demonstrate accountability and transparency in managing the utility budget.

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Land Enterprise

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	346	475	129	●	37.3
Expense	1,940	1,967	(27)	●	(1.4)
Net Position	(1,594)	(1,492)	102	●	6.4

Year-to-Date - Other net cumulative variances.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	36,165	-	36,165	16,703	(19,462)	● (53.8)
Expense	28,989	-	28,989	12,034	16,955	● 58.5
Net Position	7,176	-	7,176	4,669	(2,507)	● (34.9)

Projected

Revenue - Unfavourable budget variance due to (\$19,462) lower than expected sales due to market conditions and development for Civic use; partially offset within expenses below.

Expense - Favourable budget variance due to \$16,955 lower cost of land sold due to delays in sales.

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Blatchford Redevelopment

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	1,048	1,116	68	●	6.5
Expense	1,393	1,173	220	●	15.8
Net Position	(345)	(57)	288	●	83.5

Year-to-Date - Other net cumulative variances.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	16,525	-	16,525	5,502	(11,023)	● (66.7)
Expense	18,393	-	18,393	9,337	9,056	● 49.2
Net Position	(1,868)	-	(1,868)	(3,835)	(1,967)	● (105.3)

Projected

Revenue - Unfavourable budget variance mainly due to (\$11,023) lower than expected sales due to market conditions.

Expense - Favourable budget variance due to \$9,056 lower cost of land sold due to delay in sales.

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Blatchford Renewable Energy Utility

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	67	21	(46) ●	(68.7)
Expense	997	296	701 ●	70.3
Net Position	(930)	(275)	655 ●	70.4

Year-to-Date - Other net cumulative variances.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	161	-	161	60	(101) ●	(62.7)
Expense	2,394	-	2,394	2,030	364 ●	15.2
Net Position	(2,233)	-	(2,233)	(1,970)	263 ●	11.8

Projected - Other net cumulative variances.

Community Revitalization Levy Operations
Year-to-Date Results and Year-End Projections
May 31, 2020
(in \$000's)

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Community Revitalization revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Belvedere Community Revitalization Levy

	Year-To-Date				Projected Year-End				
	Budget	Actual	Variance \$	%	Budget	Projected	Variance \$	%	
Revenue	1,124	1,124	-	● -	Revenue	3,780	3,780	-	● -
Expense	13	23	(10)	● (76.9)	Expense	3,886	3,886	-	● -
Net Income /(Deficit)	1,111	1,101	(10)	● (0.9)	Net Income /(Deficit)	(106)	(106)	-	● -
Transfer (to) /from Reserve	-	-	-	● -	Transfer (to) /from Reserve	106	106	-	● -
Net Position	1,111	1,101	(10)	● (0.9)	Net Position	-	-	-	● -

Capital City Downtown Community Revitalization Levy

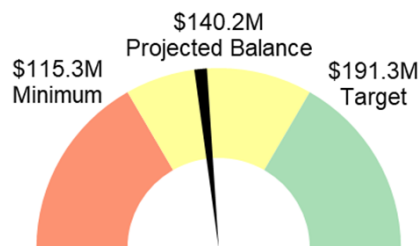
	Year-To-Date				Projected Year-End				
	Budget	Actual	Variance \$	%	Budget	Projected	Variance \$	%	
Revenue	29,831	29,674	(157)	● (0.5)	Revenue	29,831	29,831	-	● -
Expense	8,164	7,895	269	● 3.3	Expense	24,744	24,744	-	● -
Net Income /(Deficit)	21,667	21,779	112	● 0.5	Net Income /(Deficit)	5,087	5,087	-	● -
Transfer (to) /from Reserve	2,534	2,534	-	● -	Transfer (to) /from Reserve	(5,087)	(5,087)	-	● -
Net Position	24,201	24,313	112	● 0.5	Net Position	-	-	-	● -

Quarters Community Revitalization Levy

	Year-To-Date				Projected Year-End				
	Budget	Actual	Variance \$	%	Budget	Projected	Variance \$	%	
Revenue	4,925	4,835	(90)	● (1.8)	Revenue	4,925	4,925	-	● -
Expense	1,342	1,247	95	● 7.1	Expense	6,890	6,890	-	● -
Net Income /(Deficit)	3,583	3,588	5	● 0.1	Net Income /(Deficit)	(1,965)	(1,965)	-	● -
Transfer (to) /from Reserve	-	-	-	● -	Transfer (to) /from Reserve	1,965	1,965	-	● -
Net Position	3,583	3,588	5	● 0.1	Net Position	-	-	-	● -

Reserves Update
May 2020
(in \$000's)

Financial Stabilization Reserve



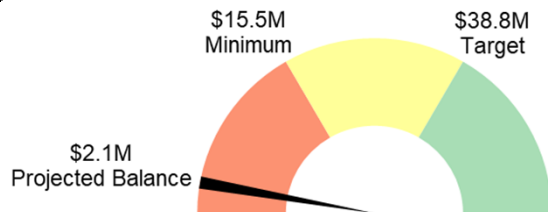
Below minimum balance

Above minimum balance & below target balance

Above target balance

- As outlined in City Policy *C217D Reserve and Equity Accounts*, the Financial Stabilization Reserve (FSR) is an uncommitted Reserve account established for the purpose of providing funding to address significant emergent financial issues.
- The projected December 31, 2020 year-end balance for the reserve is \$140.2 million, which is above its minimum required balance of \$115.3 million for 2020, but below the target balance of \$191.3 million. This balance does not reflect the projected year-end tax-supported position.
- The minimum and target balances are calculated as 5% and 8.3% of general government expenses, excluding non-cash amortization (as reflected in the most recent audited City financial statements), respectively.

Planning and Development Reserve



Below minimum balance

Above minimum balance & below target balance

Above target balance

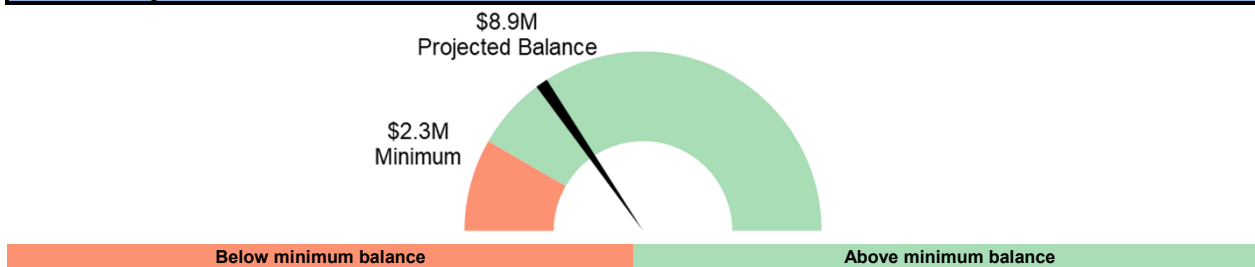
- The projected December 31, 2020 year-end reserve balance is \$2.1 million, which is below its minimum required balance of \$15.5 million for 2020. As outlined in City Policy *C610 Fiscal Policy for the Planning and Development Business* the minimum balance is calculated as 30% of budgeted expenditures and the target balance is calculated as 75% of budgeted expenditures in accordance with the reserve policy. The projected year-end reserve balance is 4% of budgeted expenditures.
- This is the fifth consecutive year the reserve has had a balance that is below the minimum requirement. The reserve has been drawn on more than budgeted in recent years mainly due to lower than expected volumes of building applications and permits.
- A report was approved by City Council on February 3 outlining the Planning and Development Business Model fiscal strategy. Council has approved an exception to the Planning and Development Reserve minimum balance requirements under Policy C610 Fiscal Policy for the Planning and Development Business until December 31, 2022.
- Current forecasts indicate revenue declines into 2021 that will continue to put pressure on maintaining the reserve balance above zero.

Next steps forward include:

- Continue to monitor revenue forecasts and manage costs in 2020,
- Update forecasts to reflect impacts of COVID-19 past the end of 2020,
- Complete a cost of service study to determine cost recovery ratio of individual services,
- Continue the Permit and Licensing Improvement initiative to improve applicant experience for permit and licensing services, and improve productivity .
- Return to Council in Fall 2020 with a fiscal strategy to improve sustainability of the business model and maintain a positive reserve balance through 2021, which may include revisions to the business model.

Further details on the variances from budget in the Development Services program are provided for in "Tax-Supported Operations - By Department and Branch".

Traffic Safety and Automated Enforcement Reserve



- The purpose of the reserve is to address the revenue variability unique to automated traffic enforcement. Automated photo enforcement revenues are transferred to the reserve and used to fund traffic safety initiatives and other programs approved by City Council through the budget process. Changes in driving behaviour has resulted in declining revenues from automated enforcement. This revenue is shared between the Edmonton Police Service and Parks and Road Services to fund traffic safety measures including technology, engineering measures, signage and signaling. The decrease in revenues must be balanced with continued work to keep motorists, cyclists, and pedestrians safe on our roadways.
- The projected December 31, 2020 year-end balance of the reserve for 2020 is \$8.9 million, which is above its minimum required balance of \$2.3 million for 2020. The minimum balance is calculated as 5% of budgeted annual revenue in accordance with City Policy *C579B Traffic Safety and Automated Enforcement Reserve*. In the event the reserve balance falls below the minimum level, a strategy is required to achieve the minimum level over a period not to exceed three years.
- The 2019/2020 provincial budget was released October 24, 2019 and included a reduction in the City's share of automated enforcement revenues from 73.3% to 60% starting in 2020 and continuing on an on-going basis. The City is still assessing the impact to annual automated enforcement revenues and the Traffic Safety and Automated Enforcement Reserve. Early analysis indicates annual revenues could decrease in the range of \$7 to \$9 million. Based on this the 2020-2022 revenue budgets were revised as part of the Fall SOBA approved by Council on December 11, 2019. The 2020-2022 budgets have been updated to reflect the approved changes per the SOBA. With the reduced revenue the current budgeted 2022 available funds in the reserve will be below the minimum reserve balance of 5% of budgeted annual revenues.

A schedule of the reserve balance including the projected balance for 2020 is included in the "Traffic Safety and Automated Enforcement Reserve Schedule".

Traffic Safety and Automated Enforcement Reserve Schedule
May 2020
(\$ millions)

Summary Schedule

	2020				2021 ¹	2022 ¹
	Approved Budget	Projection	Year-to-Date Actual (May 31)	Remaining (Budget - Actual)	Approved Budget	Approved Budget
Transfers to the Reserve: Automated enforcement revenues and interest earnings	45.7	45.7	19.3	(26.4)	40.9	38.3
Funding from the reserve	(53.7)	(53.7)	(17.0)	(36.7)	(45.7)	(41.6)
Annual Surplus/(Deficit)	(8.0)	(8.0)	2.3		(4.8)	(3.3)
Opening Reserve Balance	16.9	16.9	16.9		8.9	4.1
Closing Reserve balance (Cumulative)	8.9	8.9	19.2		4.1	0.8
Minimum reserve balance - 5% of budgeted revenues	2.3	2.3	2.3		2.0	1.9
Available funds (closing reserve balance less minimum reserve balance)	6.6	6.6			2.1	-

(Detailed schedule on next page)

Traffic Safety and Automated Enforcement Reserve Schedule
May 2020
(\$ millions)

Detailed Schedule

	2020				2021 ¹	2022 ¹
	Approved Budget	Projection	Year-to-Date Actual (May 31)	Remaining (Budget - Actual)	Approved Budget	Approved Budget
Transfers to the Reserve:						
Automated enforcement revenues	45.7	45.7	19.2	(26.5)	40.9	38.3
Interest earnings	-	-	0.1	0.1		
	45.7	45.7	19.3	(26.4)	40.9	38.3
Funding from the reserve:						
<i>Operating:</i>						
Edmonton Police Service	(22.3)	(22.3)	(11.1)	(11.2)	(22.3)	(22.3)
Traffic Safety section	(13.5)	(13.5)	(5.8)	(7.7)	(13.0)	(12.9)
Road Safety Strategy - Public Engagement (Marketing)	(0.7)	(0.7)	(0.1)	(0.6)	(0.7)	(0.7)
Corporate Traffic Safety Initiatives	(2.2)	(2.2)	-	(2.2)	(1.1)	-
Community Facility Partner Capital Grant Program	(2.9)	(2.9)	-	(2.9)	(1.8)	-
	(41.6)	(41.6)	(17.0)	(24.6)	(38.9)	(35.9)
<i>Capital:</i> ²						
Community Traffic Safety Countermeasures (CM-66-2555)	(0.3)	(0.3)	-	(0.3)	-	-
Regulated Safety Upgrades at Railway Crossings (CM-66-2194)	(1.0)	(1.0)	-	(1.0)	(0.6)	-
Crosswalk Safety (CM-66-2585)	(4.7)	(4.7)	-	(4.7)	(3.0)	(3.0)
School Safety (CM-66-2590)	(2.7)	(2.7)	-	(2.7)	(2.7)	(2.7)
Traffic Safety Engineering Measures (CM-66-2550)	(0.6)	(0.6)	-	(0.6)	-	-
2020 Street Safety Priorities (CM-66-2595)	(1.3)	(1.3)	-	(1.3)	-	-
Speed Limit Reduction (CM-66-2580)	(1.5)	(1.5)	-	(1.5)	(0.5)	-
	(12.1)	(12.1)	-	(12.1)	(6.8)	(5.7)
Total funding from the reserve	(53.7)	(53.7)	(17.0)	(36.7)	(45.7)	(41.6)
Annual Surplus/(Deficit)	(8.0)	(8.0)	2.3		(4.8)	(3.3)
Opening Reserve Balance	16.9	16.9	16.9		8.9	4.1
Closing Reserve balance (Cumulative)	8.9	8.9	19.2		4.1	0.8
Minimum reserve balance - 5% of budgeted revenues	2.3	2.3	2.3		2.0	1.9
Available funds (closing reserve balance less minimum reserve balance)	6.6	6.6			2.1	-

Traffic Safety and Automated Enforcement Reserve Schedule

May 2020

(\$ millions)

Notes:

1. Funding from the reserve for 2020 is based on the approved 2019-2022 operating and capital budgets, and approved carryforward of unspent 2019 budgets.

The 2019/2020 provincial budget was released on October 24, 2019 and included a reduction in the City's share of automated enforcement revenues from 73.3% to 60% starting in 2020 and continuing on an on-going basis. The City is still assessing the impact to annual automated enforcement revenues and the Traffic Safety and Automated Enforcement Reserve. Early analysis indicates annual revenues could decrease in the range of \$7 to \$9 million. Based on this the 2020-2022 revenue budgets were revised as part of the Fall SOBA approved by Council on December 11, 2019. The 2020-2022 budgets have been updated to reflect the approved changes per the SOBA.

2. Road Safety Strategy capital profiles were approved through the Implementation Plan for the 2016-2020 Road Safety Strategy - Report CR_2981 (November 27, 2015 City Council Meeting) with budget approved into 2020 as part of the 2019 capital budget carryforward process. Additional capital profiles were approved on June 4, 2019 as part of CR_7087 Unfunded Capital Profile – School Safety Program and on May 25, 2020 as part of CR_8009 Spring 2020 Supplemental Capital Budget Adjustment – Safe Mobility Strategy.

Tax-Supported Operations - May 31, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

		Year-to-Date (YTD)				Projected Year-End							
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%		
Citizen Services													
Community and Recreation Facilities	Revenue	14,541	13,736	(805)	●	(5.5)	68,127	(37,649)	30,478	24,916	(5,562)	●	(18.2)
	Expense	42,138	42,763	(625)	●	(1.5)	131,422	(28,559)	102,863	102,104	759	●	0.7
	Net Position	(27,597)	(29,027)	(1,430)	●	(5.2)	(63,295)	(9,090)	(72,385)	(77,188)	(4,803)	●	(6.6)
Community Standards and Neighbourhoods	Revenue	1,863	1,654	(209)	●	(11.2)	7,424	-	7,424	6,624	(800)	●	(10.8)
	Expense	21,237	20,246	991	●	4.7	52,096	(1,331)	50,765	50,708	57	●	0.1
	Net Position	(19,374)	(18,592)	782	●	4.0	(44,672)	1,331	(43,341)	(44,084)	(743)	●	(1.7)
Fire Rescue Services	Revenue	570	748	178	●	31.2	1,367	-	1,367	1,567	200	●	14.6
	Expense	95,724	97,511	(1,787)	●	(1.9)	227,159	(531)	226,628	226,178	450	●	0.2
	Net Position	(95,154)	(96,763)	(1,609)	●	(1.7)	(225,792)	531	(225,261)	(224,611)	650	●	0.3
Integrated Strategic Development	Revenue	19	-	(19)	●	(100.0)	46	-	46	46	-	●	-
	Expense	3,045	2,927	118	●	3.9	6,988	(454)	6,534	6,417	117	●	1.8
	Net Position	(3,026)	(2,927)	99	●	3.3	(6,942)	454	(6,488)	(6,371)	117	●	1.8
Social Development	Revenue	10,247	16,748	6,501	●	63.4	38,191	-	38,191	44,691	6,500	●	17.0
	Expense	30,610	29,021	1,589	●	5.2	75,774	(1,874)	73,900	79,277	(5,377)	●	(7.3)
	Net Position	(20,363)	(12,273)	8,090	●	39.7	(37,583)	1,874	(35,709)	(34,586)	1,123	●	3.1
Citizen Services	Revenue	27,240	32,886	5,646	●	20.7	115,155	(37,649)	77,506	77,844	338	●	0.4
	Expense	192,754	192,468	286	●	0.1	493,439	(32,749)	460,690	464,684	(3,994)	●	(0.9)
	Net Position	(165,514)	(159,582)	5,932	●	3.6	(378,284)	(4,900)	(383,184)	(386,840)	(3,656)	●	(1.0)

Tax-Supported Operations - May 31, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

		Year-to-Date (YTD)				Projected Year-End					
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
City Operations											
Business Performance and Customer Experience	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	1,084	1,085	(1)	●	2,522	-	2,522	2,522	-	●
	Net Position	(1,084)	(1,085)	(1)	●	(2,522)	-	(2,522)	(2,522)	-	●
Edmonton Transit	Revenue	39,765	37,481	(2,284)	●	140,815	(56,674)	84,141	79,514	(4,627)	●
	Expense	147,728	149,230	(1,502)	●	371,125	(23,474)	347,651	350,820	(3,169)	●
	Net Position	(107,963)	(111,749)	(3,786)	●	(230,310)	(33,200)	(263,510)	(271,306)	(7,796)	●
Fleet and Facility Services	Revenue	7,212	7,671	459	●	16,954	-	16,954	17,004	50	●
	Expense	33,507	33,381	126	●	83,938	(6,017)	77,921	77,002	919	●
	Net Position	(26,295)	(25,710)	585	●	(66,984)	6,017	(60,967)	(59,998)	969	●
Parks and Road Services	Revenue	12,503	13,669	1,166	●	50,692	(13,954)	36,738	36,023	(715)	●
	Expense	71,412	65,755	5,657	●	185,417	(11,033)	174,384	177,431	(3,047)	●
	Net Position	(58,909)	(52,086)	6,823	●	(134,725)	(2,921)	(137,646)	(141,408)	(3,762)	●
Snow and Ice Control	Revenue	9	2	(7)	●	13	-	13	13	-	●
	Expense	37,344	38,211	(867)	●	60,237	(507)	59,730	59,730	-	●
	Net Position	(37,335)	(38,209)	(874)	●	(60,224)	507	(59,717)	(59,717)	-	●
41 Avenue/Queen Elizabeth Highway 2 Interchange	Revenue	-	-	-	●	1,406	-	1,406	1,406	-	●
	Expense	-	-	-	●	1,406	-	1,406	1,406	-	●
	Net Position	-	-	-	●	-	-	-	-	-	●
City Operations	Revenue	59,489	58,823	(666)	●	209,880	(70,628)	139,252	133,960	(5,292)	●
	Expense	291,075	287,662	3,413	●	704,645	(41,031)	663,614	668,911	(5,297)	●
	Net Position	(231,586)	(228,839)	2,747	●	(494,765)	(29,597)	(524,362)	(534,951)	(10,589)	●

Tax-Supported Operations - May 31, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

	(in \$000's)					Year-to-Date (YTD)					Projected Year-End						
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
Communications and Engagement																	
Engagement	Revenue	49	-	(49) ●	(100.0)	118	-	118	118	- ●	-	118	-	118	118	- ●	-
	Expense	7,895	7,689	206 ●	2.6	19,192	(562)	18,630	18,630	- ●	-	18,630	(562)	18,068	18,068	- ●	-
	Net Position	(7,846)	(7,689)	157 ●	2.0	(19,074)	562	(18,512)	(18,512)	- ●	-	(18,512)	562	(17,950)	(17,950)	- ●	-
External and Intergovernmental Relations	Revenue	-	-	- ●	-	-	-	-	-	- ●	-	-	-	-	-	- ●	-
	Expense	1,270	942	328 ●	25.8	3,448	(499)	2,949	2,949	- ●	-	2,949	(499)	2,450	2,450	- ●	-
	Net Position	(1,270)	(942)	328 ●	25.8	(3,448)	499	(2,949)	(2,949)	- ●	-	(2,949)	499	(2,450)	(2,450)	- ●	-
Reputation and Brand	Revenue	26	-	(26) ●	(100.0)	63	-	63	63	- ●	-	63	-	63	63	- ●	-
	Expense	1,050	1,007	43 ●	4.1	2,533	(81)	2,452	2,452	- ●	-	2,452	(81)	2,371	2,371	- ●	-
	Net Position	(1,024)	(1,007)	17 ●	1.7	(2,470)	81	(2,389)	(2,389)	- ●	-	(2,389)	81	(2,308)	(2,308)	- ●	-
Integrated Marketing Communications	Revenue	514	120	(394) ●	(76.7)	1,338	(43)	1,295	1,295	- ●	-	1,295	(43)	1,252	1,252	- ●	-
	Expense	4,424	4,590	(166) ●	(3.8)	10,767	(522)	10,245	10,245	- ●	-	10,245	(522)	9,723	9,723	- ●	-
	Net Position	(3,910)	(4,470)	(560) ●	(14.3)	(9,429)	479	(8,950)	(8,950)	- ●	-	(8,950)	479	(8,471)	(8,471)	- ●	-
Communications and Engagement	Revenue	589	120	(469) ●	(79.6)	1,519	(43)	1,476	1,476	- ●	-	1,476	(43)	1,433	1,433	- ●	-
	Expense	14,639	14,228	411 ●	2.8	35,940	(1,664)	34,276	34,276	- ●	-	34,276	(1,664)	32,612	32,612	- ●	-
	Net Position	(14,050)	(14,108)	(58) ●	(0.4)	(34,421)	1,621	(32,800)	(32,800)	- ●	-	(32,800)	1,621	(31,179)	(31,179)	- ●	-

Tax-Supported Operations - May 31, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

	(in \$000's)					Year-to-Date (YTD)					Projected Year-End						
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
Employee Services																	
Workforce Safety and Employee Health	Revenue	-	-	-	●	-	-	-	-	-	●	-	-	-	-	-	-
	Expense	2,821	2,697	124	●	4.4	6,420	(182)	6,238	6,238	-	●	-	6,420	(182)	6,238	6,238
	Net Position	(2,821)	(2,697)	124	●	4.4	(6,420)	182	(6,238)	(6,238)	-	●	-	(6,420)	182	(6,238)	(6,238)
Talent Acquisition, Service and Solutions	Revenue	-	-	-	●	-	130	-	130	130	-	●	-	130	-	130	130
	Expense	5,411	5,397	14	●	0.3	12,997	(403)	12,594	12,594	-	●	-	12,997	(403)	12,594	12,594
	Net Position	(5,411)	(5,397)	14	●	0.3	(12,867)	403	(12,464)	(12,464)	-	●	-	(12,867)	403	(12,464)	(12,464)
Organizational Design and Development	Revenue	-	-	-	●	-	-	-	-	-	-	●	-	-	-	-	-
	Expense	1,583	1,495	88	●	5.6	3,863	(254)	3,609	3,609	-	●	-	3,863	(254)	3,609	3,609
	Net Position	(1,583)	(1,495)	88	●	5.6	(3,863)	254	(3,609)	(3,609)	-	●	-	(3,863)	254	(3,609)	(3,609)
Employee Relations and Compensation	Revenue	-	-	-	●	-	-	-	-	-	-	●	-	-	-	-	-
	Expense	1,808	1,912	(104)	●	(5.8)	4,327	(146)	4,181	4,181	-	●	-	4,327	(146)	4,181	4,181
	Net Position	(1,808)	(1,912)	(104)	●	(5.8)	(4,327)	146	(4,181)	(4,181)	-	●	-	(4,327)	146	(4,181)	(4,181)
Employee Services																	
	Revenue	-	-	-	●	-	130	-	130	130	-	●	-	130	-	130	130
	Expense	11,623	11,501	122	●	1.0	27,607	(985)	26,622	26,622	-	●	-	27,607	(985)	26,622	26,622
	Net Position	(11,623)	(11,501)	122	●	1.0	(27,477)	985	(26,492)	(26,492)	-	●	-	(27,477)	985	(26,492)	(26,492)

Tax-Supported Operations - May 31, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

	(in \$000's)	Year-to-Date (YTD)				Projected Year-End					
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
Financial and Corporate Services											
Assessment and Taxation	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	8,389	8,034	355	●	20,922	(1,131)	19,791	19,491	300	●
	Net Position	(8,389)	(8,034)	355	●	(20,922)	1,131	(19,791)	(19,491)	300	●
Corporate Procurement and Supply Services	Revenue	158	71	(87)	●	380	-	380	380	-	●
	Expense	6,009	9,775	(3,766)	●	14,404	(420)	13,984	14,614	(630)	●
	Net Position	(5,851)	(9,704)	(3,853)	●	(14,024)	420	(13,604)	(14,234)	(630)	●
Financial Services	Revenue	534	519	(15)	●	1,722	-	1,722	1,717	(5)	●
	Expense	9,576	9,197	379	●	21,606	(879)	20,727	20,406	321	●
	Net Position	(9,042)	(8,678)	364	●	(19,884)	879	(19,005)	(18,689)	316	●
Open City and Technology	Revenue	164	178	14	●	394	-	394	394	-	●
	Expense	21,588	21,530	58	●	51,388	(2,124)	49,264	49,264	-	●
	Net Position	(21,424)	(21,352)	72	●	(50,994)	2,124	(48,870)	(48,870)	-	●
Real Estate	Revenue	3,995	4,642	647	●	12,165	-	12,165	10,449	(1,716)	●
	Expense	15,824	14,177	1,647	●	40,973	(412)	40,561	38,838	1,723	●
	Net Position	(11,829)	(9,535)	2,294	●	(28,808)	412	(28,396)	(28,389)	7	●
Financial and Corporate Services											
	Revenue	4,851	5,410	559	●	14,661	-	14,661	12,940	(1,721)	●
	Expense	61,386	62,713	(1,327)	●	149,293	(4,966)	144,327	142,613	1,714	●
	Net Position	(56,535)	(57,303)	(768)	●	(134,632)	4,966	(129,666)	(129,673)	(7)	●

Tax-Supported Operations - May 31, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
- Unfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

	Year-to-Date (YTD)					Projected Year-End					
	(in \$000's)	Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
Integrated Infrastructure Services											
Building Great	Revenue	-	-	-	●	-	-	-	-	-	●
Neighbourhoods and Open	Expense	2,544	2,370	174	●	2,501	(41)	2,460	2,466	(6)	●
	Net Position	(2,544)	(2,370)	174	●	(2,501)	41	(2,460)	(2,466)	(6)	●
Business Planning and Support	Revenue	193	121	(72)	●	463	-	463	463	-	●
	Expense	5,294	6,379	(1,085)	●	6,443	(631)	5,812	5,812	-	●
	Net Position	(5,101)	(6,258)	(1,157)	●	(5,980)	631	(5,349)	(5,349)	-	●
Infrastructure Delivery	Revenue	-	-	-	●	329	-	329	329	-	●
	Expense	2,165	2,033	132	●	4,416	(32)	4,384	4,328	56	●
	Net Position	(2,165)	(2,033)	132	●	(4,087)	32	(4,055)	(3,999)	56	●
Infrastructure Planning and Design	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	6,559	7,203	(644)	●	9,537	(1,005)	8,532	8,597	(65)	●
	Net Position	(6,559)	(7,203)	(644)	●	(9,537)	1,005	(8,532)	(8,597)	(65)	●
LRT Expansion and Renewal	Revenue	190	178	(12)	●	455	-	455	455	-	●
	Expense	782	533	249	●	2,482	(2)	2,480	2,480	-	●
	Net Position	(592)	(355)	237	●	(2,027)	2	(2,025)	(2,025)	-	●
Integrated Infrastructure Services	Revenue	383	299	(84)	●	1,247	-	1,247	1,247	-	●
	Expense	17,344	18,518	(1,174)	●	25,379	(1,711)	23,668	23,683	(15)	●
	Net Position	(16,961)	(18,219)	(1,258)	●	(24,132)	1,711	(22,421)	(22,436)	(15)	●

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	(in \$000's)	Year-to-Date (YTD)				Projected Year-End							
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%		
Urban Form and Corporate Strategic Development													
City Planning	Revenue	13,640	13,973	333	●	2.4	47,598	-	47,598	47,598	-	●	-
	Expense	20,984	21,220	(236)	●	(1.1)	65,393	(2,408)	62,985	62,985	-	●	-
	Net Position	(7,344)	(7,247)	97	●	1.3	(17,795)	2,408	(15,387)	(15,387)	-	●	-
Corporate Strategy	Revenue	-	-	-	●	-	850	-	850	850	-	●	-
	Expense	2,178	2,030	148	●	6.8	6,171	(719)	5,452	5,452	-	●	-
	Net Position	(2,178)	(2,030)	148	●	6.8	(5,321)	719	(4,602)	(4,602)	-	●	-
Development Services	Revenue	21,347	22,337	990	●	4.6	72,025	(15,000)	57,025	57,100	75	●	0.1
	Net transfer to/(from) P&D Reserve	(3,799)	(2,011)	(1,788)	●	47.1	(4,394)	(10,589)	(14,983)	(14,983)	-	●	-
	Expense	27,997	27,458	539	●	1.9	82,533	(6,223)	76,310	75,802	508	●	0.7
	Net Position	(2,851)	(3,110)	(259)	●	(9.1)	(6,114)	1,812	(4,302)	(3,719)	583	●	13.6
Economic and Environmental Sustainability	Revenue	-	-	-	●	-	3,100	-	3,100	3,100	-	●	-
	Expense	8,017	7,287	730	●	9.1	34,868	(1,589)	33,279	29,654	3,625	●	10.9
	Net Position	(8,017)	(7,287)	730	●	9.1	(31,768)	1,589	(30,179)	(26,554)	3,625	●	12.0
Urban Form and Corporate Strategic Development	Revenue	34,987	36,310	1,323	●	3.8	138,556	(15,000)	123,556	123,631	75	●	0.1
	Expense	55,377	55,984	(607)	●	(1.1)	199,554	(21,528)	178,026	173,893	4,133	●	2.3
	Net Position	(20,390)	(19,674)	716	●	3.5	(60,998)	6,528	(54,470)	(50,262)	4,208	●	7.7

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	(in \$000's)					Year-to-Date (YTD)						Projected Year-End					
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
Office of the City Manager																	
City Manager	Revenue	-	-	-	●	-	-	-	-	-	●	-	-	-	-	-	●
	Expense	823	1,010	(187)	●	(22.7)	2,025	(150)	1,875	1,875	-	●	-	2,025	(150)	1,875	1,875
	Net Position	(823)	(1,010)	(187)	●	(22.7)	(2,025)	150	(1,875)	(1,875)	-	●	-	(2,025)	150	(1,875)	(1,875)
Office of the City Clerk	Revenue	216	86	(130)	●	(60.2)	733	-	733	733	-	●	-	733	-	733	733
	Expense	5,705	5,449	256	●	4.5	12,419	(511)	11,908	12,099	(191)	●	(1.6)	12,419	(511)	11,908	12,099
	Net Position	(5,489)	(5,363)	126	●	2.3	(11,686)	511	(11,175)	(11,366)	(191)	●	(1.7)	(11,686)	511	(11,175)	(11,366)
Law	Revenue	-	-	-	●	-	-	-	-	-	-	●	-	-	-	-	-
	Expense	4,424	4,563	(139)	●	(3.1)	12,155	(316)	11,839	11,839	-	●	-	12,155	(316)	11,839	11,839
	Net Position	(4,424)	(4,563)	(139)	●	(3.1)	(12,155)	316	(11,839)	(11,839)	-	●	-	(12,155)	316	(11,839)	(11,839)
Office of the City Manager																	
	Revenue	216	86	(130)	●	(60.2)	733	-	733	733	-	●	-	733	-	733	733
	Expense	10,952	11,022	(70)	●	(0.6)	26,599	(977)	25,622	25,813	(191)	●	(0.7)	26,599	(977)	25,622	25,813
	Net Position	(10,736)	(10,936)	(200)	●	(1.9)	(25,866)	977	(24,889)	(25,080)	(191)	●	(0.8)	(25,866)	977	(24,889)	(25,080)
Mayor and Councillors Offices																	
	Revenue	5	20	15	●	300.0	12	-	12	12	-	●	-	12	-	12	12
	Expense	2,692	2,482	210	●	7.8	6,950	(695)	6,255	6,255	-	●	-	6,950	(695)	6,255	6,255
	Net Position	(2,687)	(2,462)	225	●	8.4	(6,938)	695	(6,243)	(6,243)	-	●	-	(6,938)	695	(6,243)	(6,243)
Office of the City Auditor																	
	Revenue	-	-	-	●	-	-	-	-	-	-	●	-	-	-	-	-
	Expense	1,176	1,275	(99)	●	(8.4)	2,661	-	2,661	2,661	-	●	-	2,661	-	2,661	2,661
	Net Position	(1,176)	(1,275)	(99)	●	(8.4)	(2,661)	-	(2,661)	(2,661)	-	●	-	(2,661)	-	(2,661)	(2,661)
Boards and Authorities																	
	Revenue	801	1	(800)	●	(99.9)	3,271	-	3,271	1	(3,270)	●	(100.0)	3,271	-	3,271	1
	Expense	67,615	66,024	1,591	●	2.4	110,542	-	110,542	107,272	3,270	●	3.0	110,542	-	110,542	107,272
	Net Position	(66,814)	(66,023)	791	●	1.2	(107,271)	-	(107,271)	(107,271)	-	●	-	(107,271)	-	(107,271)	(107,271)
Sub-Total Department Programs																	
	Revenue	128,561	133,955	5,394	●	4.2	485,164	(123,320)	361,844	351,974	(9,870)	●	(2.7)	485,164	(123,320)	361,844	351,974
	Expense	726,633	723,877	2,756	●	0.4	1,782,609	(106,306)	1,676,303	1,676,683	(380)	●	(0.0)	1,782,609	(106,306)	1,676,303	1,676,683
	Net Position	(598,072)	(589,922)	8,150	●	1.4	(1,297,445)	(17,014)	(1,314,459)	(1,324,709)	(10,250)	●	(0.8)	(1,297,445)	(17,014)	(1,314,459)	(1,324,709)

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	(in \$000's)	Year-to-Date (YTD)				Projected Year-End							
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%		
Corporate Programs													
Capital Project Financing	Revenue	48,918	44,197	(4,721)	●	(9.7)	253,686	-	253,686	244,239	(9,447)	●	(3.7)
	Expense	77,888	73,887	4,001	●	5.1	438,782	(46,520)	392,262	382,815	9,447	●	2.4
	Net Position	(28,970)	(29,690)	(720)	●	(2.5)	(185,096)	46,520	(138,576)	(138,576)	-	●	-
Corporate Expenses	Revenue	63	-	(63)	●	(100.0)	987	-	987	1,087	100	●	10.1
	Expense	2,551	4,026	(1,475)	●	(57.8)	27,325	10,434	37,759	45,995	(8,236)	●	(21.8)
	Net Position	(2,488)	(4,026)	(1,538)	●	(61.8)	(26,338)	(10,434)	(36,772)	(44,908)	(8,136)	●	(22.1)
Corporate Revenues	Revenue	153,218	156,220	3,002	●	2.0	398,426	(17,041)	381,385	381,914	529	●	0.1
	Expense	37	37	-	●	-	89	-	89	89	-	●	-
	Net Position	153,181	156,183	3,002	●	2.0	398,337	(17,041)	381,296	381,825	529	●	0.1
Taxation Expense	Revenue	-	-	-	●	-	5,000	(2,211)	2,789	3,800	1,011	●	36.2
	Expense	-	8	(8)	●	-	12,300	-	12,300	12,319	(19)	●	(0.2)
	Net Position	-	(8)	(8)	●	-	(7,300)	(2,211)	(9,511)	(8,519)	992	●	10.4
Taxation Revenues	Revenue	1,707,121	1,707,331	210	●	0.0	1,696,003	-	1,696,003	1,696,003	-	●	-
	Expense	-	-	-	●	-	-	-	-	-	-	●	-
	Net Position	1,707,121	1,707,331	210	●	0.0	1,696,003	-	1,696,003	1,696,003	-	●	-
Traffic Safety and Automated Enforcement	Revenue	18,837	19,290	453	●	2.4	45,690	-	45,690	45,690	-	●	-
	Net transfer to/(from) TSAE Reserve	18,837	19,290	(453)	●	(2.4)	45,690	-	45,690	45,690	-	●	-
	Net Position	-	-	-	●	-	-	-	-	-	-	●	-
Neighbourhood Renewal Program - Dedicated Tax-Levy Contribution	Revenue	-	-	-	●	-	-	-	-	-	-	●	-
	Expense	-	-	-	●	-	155,946	-	155,946	155,946	-	●	-
	Net Position	-	-	-	●	-	(155,946)	-	(155,946)	(155,946)	-	●	-
Valley Line LRT - Dedicated Tax-Levy Contribution	Revenue	-	-	-	●	-	-	-	-	-	-	●	-
	Expense	-	-	-	●	-	46,100	-	46,100	46,100	-	●	-
	Net Position	-	-	-	●	-	(46,100)	-	(46,100)	(46,100)	-	●	-
Corporate Programs													
Revenue	1,928,157	1,927,038	(1,119)	●	(0.1)	2,399,792	(19,252)	2,380,540	2,372,733	(7,807)	●	(0.3)	
Expense	99,313	97,248	2,065	●	2.1	726,232	(36,086)	690,146	688,954	1,192	●	0.2	
Net Position	1,828,844	1,829,790	946	●	0.1	1,673,560	16,834	1,690,394	1,683,779	(6,615)	●	(0.4)	

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		(in \$000's) Year-to-Date (YTD)				Projected Year-End							
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%		
Total	Revenue	2,056,718	2,060,993	4,275	●	0.2	2,884,956	(142,572)	2,742,384	2,724,707	(17,677)	●	(0.6)
Tax-Supported Operations (excluding Police Services)	Expense	825,946	821,125	4,821	●	0.6	2,508,841	(142,392)	2,366,449	2,365,637	812	●	0.0
	Net Position	1,230,772	1,239,868	9,096	●	0.0	376,115	(180)	375,935	359,070	(16,865)		
Police Services	Revenue	28,375	25,437	(2,938)	●	(10.4)	96,813	-	96,813	93,578	(3,235)	●	(3.3)
	Expense	153,332	156,212	(2,880)	●	(1.9)	469,818	-	469,818	469,088	730	●	0.2
	Net Income /(Deficit)	(124,957)	(130,775)	(5,818)	●	(4.7)	(373,005)	-	(373,005)	(375,510)	(2,505)	●	(0.7)
	Net transfer to/(from) EPS Reserve	-	-	-	●	-	-	-	-	(2,505)	2,505	●	-
	Net Position	(124,957)	(130,775)	(5,818)	●	(4.7)	(373,005)	-	(373,005)	(373,005)	-	●	-
Total	Revenue	2,085,093	2,086,430	1,337	●	0.1	2,981,769	(142,572)	2,839,197	2,818,285	(20,912)	●	(0.7)
Tax-Supported Operations	Expense	979,278	977,337	1,941	●	0.2	2,978,659	(142,392)	2,836,267	2,832,220	4,047	●	0.1
	Net Position	1,105,815	1,109,093	3,278			3,110	(180)	2,930	(13,935)	(16,865)		