

OPERATING FINANCIAL UPDATE

SEPTEMBER 30, 2020

* Due to reporting requirements and timeline constraints this year the “Tax-Supported Operations (excluding Police Services) - By Department & Branch - Year-to-Date Results and Year-End Projections” is not included as part of this report. Variances by branch are provided as supplemental information.

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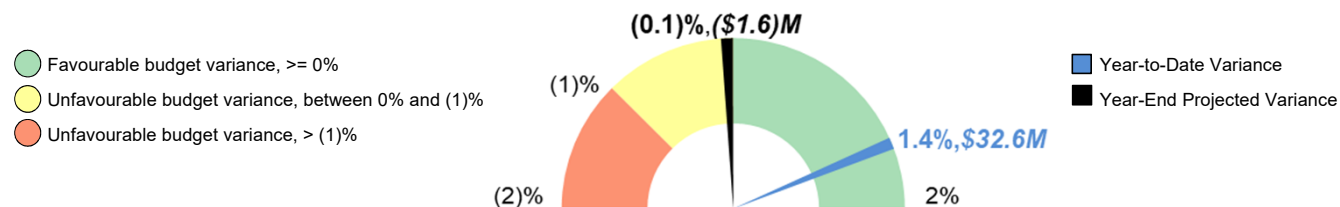
Supplemental Information

Tax-Supported Operations – September 30, 2020 Financial Results and Projections

* Due to reporting requirements and timeline constraints this year the “Tax-Supported Operations (excluding Police Services) - By Department & Branch - Year-to-Date Results and Year-End Projections” is not included as part of this report. Variances by branch are provided as supplemental information.

Tax-Supported Operations (excluding Edmonton Police Services)
Summary Year-to-Date Results and Year-End Projections
September 30, 2020
(in \$000's)

Net Position Budget Variance - Summary



Year-to-Date						
	Adjusted Budget	Actual	Variance \$			
Revenue	2,344,508	2,346,812	2,304	●	0.1	
Expense	1,699,665	1,669,337	30,328	●	1.8	
Net Position	644,843	677,475	32,632	●	1.4	*
Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	2,870,176	(142,588)	2,727,588	2,691,017	(36,571)	● (1.3)
Expense	2,494,235	(142,588)	2,351,647	2,316,698	34,949	● 1.5
Net Position	375,941	-	375,941	374,319	(1,622)	● (0.1) *

* 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.

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.

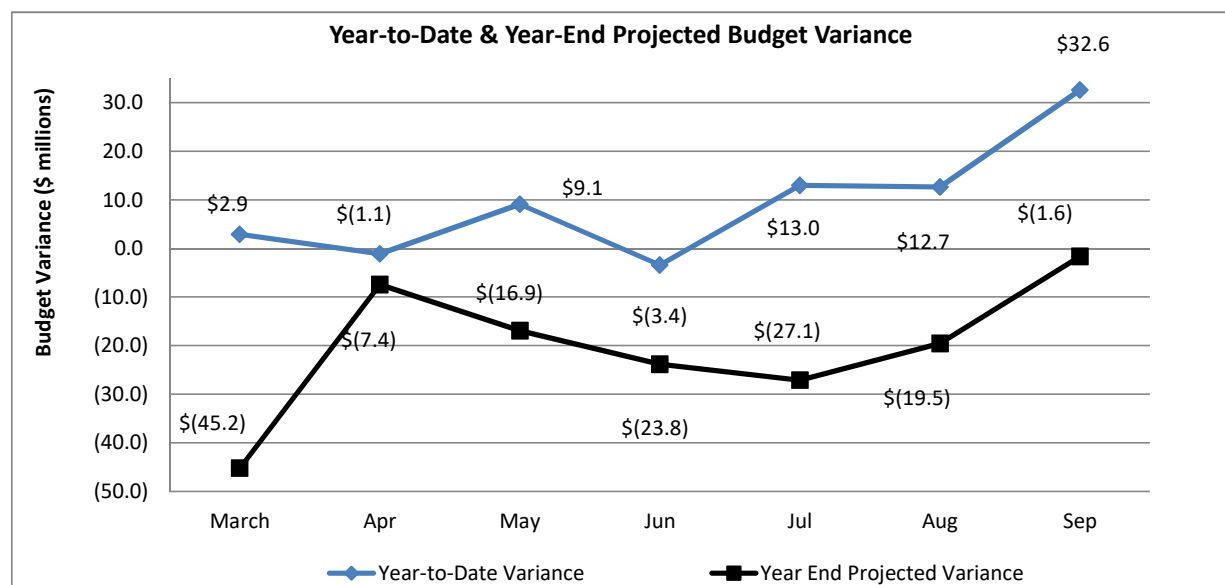
The Safe Restart Funding was announced on July 23, 2020 to help funding for incremental operating costs incurred due to the COVID-19 pandemic response and restart, as well as other operating losses or deficits incurred as a result of COVID-19 impacts on revenues and operations. The City will be receiving a total funding allocation: \$158.2 million; General Operating Component: \$98.5 million, Transit Component: \$59.7 million. A COVID-19 pandemic Financial Impact and Funding Strategy budget adjustment report will be provided to City Council in advance of 2021 budget deliberations, Fall 2020 Supplemental Operating Budget Adjustments (SOBA), recommending the use of these funds to help offset the COVID-19 pandemic related budget impacts.

Year-to-Date Variance - Tax-supported operations reflect a year-to-date favourable budget variance of \$32.6 million, or 1.4% of the overall expense budget. This is mainly due to:

- Additional Transit fare revenue due to earlier than budgeted fare resumption,
- Higher gas franchise fees,
- Arena bookings revenue earlier than budgets since this activity resumed in July instead of mid-September and savings for utilities and external services due to the phased approach for the Recreation Centres Relaunch,
- Lower facility maintenance costs,
- Lower than budgeted contract work and material costs due to delayed start in maintenance for sidewalks and concrete restoration, and
- Other cumulative variances.

These favourable budget variances are partially offset by the purchase of safety materials related to the COVID-19 pandemic.

Projected Year-End Variance - Tax-supported operations are projecting a net unfavourable year-end budget variance of (\$1.6) million, or (0.1%) of the overall expense budget. This is mainly due to lower fare revenue for reduced transit ridership for the duration of the year and no expected UPass revenue for the Fall post secondary term, and additional costs of the COVID-19 pandemic response in excess of the amounts budgeted. These unfavourable budget variances are partially offset by higher gas franchise fees, and other cumulative variances.



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

Following are highlights of Year-to-Date (YTD) variances and/or Year-End Projected variances, greater than \$2.8 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
7.7	(12.8)	Transit Fare Revenue (<i>Edmonton Transit, City Operations</i>) Fare revenue is significantly reduced this year as a result of the COVID-19 pandemic as lower ridership is expected to continue, and no UPass revenue is expected from post secondary institutions for the Fall term. Actual results to September 30 reflect higher than budgeted transit fares as the budget adjustment approved in April assumed transit fares would not resume until mid-September. Transit fares resumed in mid-June and as a result transit revenue is favourable year to date. Projected year end results reflect lower than budgeted revenue as ridership is expected to remain lower than normal for the remainder of the year but the budget for transit revenue from mid-September assumed normal operations for the remainder of the year.
6.3	6.2	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 the COVID-19 pandemic, but actuals have been consistent with the original budget.
4.2	(2.8)	Recreation Centres Relaunch Revenue (<i>Community and Recreation Facilities, Citizen Services</i>) Recreation centre revenue is significantly reduced this year as a result of the COVID-19 pandemic. Actual results to September 30 reflect higher than budgeted recreation centre revenues as the budget adjustment approved in April assumed recreation centres would not reopen until mid-September. Some recreations centres started to reopen as early as mid-July and as a result recreation centre revenue is favourable year to date. Projected year end results reflect lower than budgeted revenue as attendance is expected to remain lower than normal for the remainder of the year but the budget for recreation centre revenue from mid-September assumed normal operations for the remainder of the year.
1.4	2.8	Recreation Centres Relaunch Operating Costs (<i>Community and Recreation Facilities, Citizen Services</i>) YTD & Projected - Favourable budget variance due to savings for utilities and external services due to the phased approach for the Recreation Centres Relaunch.
3.8	3.5	Facility Maintenance (<i>Fleet and Facility Services, City Operations</i>) YTD & Projected - Favourable budget variance mainly due to lower contracted services, delays in the opening of new facilities, and lower material costs due to less internal breakdown work.
3.4	3.6	Business License Revenues (<i>Corporate Revenues, Corporate Programs</i>) YTD & Projected - Favourable budget variance due to higher business license revenue as activity is less impacted by the COVID-19 pandemic than initially projected and there is also an increased uptake in online permitting for new business licenses.
3.3	2.6	Infrastructure Maintenance Costs (<i>Parks and Road Services, City Operations</i>) YTD & Projected - Favourable budget variance due to lower than budgeted contract work and materials due to delayed start in maintenance for sidewalks and concrete restoration as a result of the COVID-19 pandemic, decreased scope of work and weather constraints.

Net Position Budget Variance - Details (continued)		
YTD Variance (in millions \$)	Year-End Projected Variance (in millions \$)	Variance Explanations
1.3	3.0	DATS Contract Costs (<i>Edmonton Transit, City Operations</i>) YTD & Projected - Favourable budget variance due to lower contractor costs from lower trip volumes as a result of demand and using City of Edmonton operators instead of contractors.
1.3	2.9	Tax Penalties (<i>Corporate Revenues, Corporate Programs</i>) YTD & Projected - Favourable budget variance due to higher tax penalties as a result of higher outstanding tax amounts.
0.0	3.9	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 Phase I and Phase II Economic Recovery grant programs; Phase II is planned to occur in 2021.
(1.8)	(2.4)	Streetlights and Signals Work (<i>Parks and Road Services, City Operations</i>) YTD & Projected - Unfavourable budget variance due to higher electrical contract work costs as a result of unrealized contract savings, site access and materials disposition.
(2.3)	(3.0)	Higher Fuel Costs (<i>Edmonton Transit, City Operations</i>) YTD & Projected - Unfavourable budget variance due to higher fuel costs due to a loss on the fuel hedge plus higher fuel costs anticipated as service levels increased sooner than originally expected.
(11.9)	(6.1)	COVID-19 Pandemic Response (<i>All Departments</i>) YTD & Projected - Unfavourable budget variance due to additional costs related to the COVID-19 pandemic response for items such as materials and equipment (such as disposable facemasks and other sanitation products), and operating the EXPO Centre. A detailed schedule is included in the COVID-19 Response Detail section of this report.
2.1	4.1	Personnel Costs, net of discounting and significant recoveries (<i>All Departments</i>) YTD - Favourable budget variance mainly due to due to vacancies and delayed staffing requirements from the deferred opening of new facilities and planned shutdowns in Facility Maintenance; partially offset by higher costs than anticipated for minimal service levels contemplated with the spring budget adjustment Community and Recreation Facilities, and unbudgeted costs for enhanced cleaning and higher costs for Transit Operators as a result of the COVID-19 pandemic in Edmonton Transit. Projected - Favourable budget variance mainly due to savings resulting from higher than expected vacancies and delayed return of temporary layoffs and staff efficiencies in Open City and Technology, and other cumulative favourable variances across other tax-supported branches; partially offset with unbudgeted costs for enhanced cleaning and higher costs for Transit Operators as a result of COVID-19 in Edmonton Transit, and greater than budgeted costs in Community and Recreation Facilities for staff returning to work for the phased Recreation Centres Relaunch, higher costs due to the delay in the timing of layoffs and overall budget reduction related to the COVID-19 pandemic. The projected year-end personnel cost budget variance is 0.4% of the overall annual tax-supported personnel expense budget.
13.8	(7.1)	Other net cumulative variances across tax-supported areas.
32.6	(1.6)	Total Net Position Budget Variance
1.4%	(0.1)%	Total Net Position Budget Variance Percentage (based on annual expense budget)

Edmonton Police Services financial results are reflected in the "Edmonton Police Service - Budget Variance for the Period Ending August 31, 2020" section of this report. Results are as of August 31, 2020 (the most recent financial reporting provided to the Edmonton Police Commission).

COVID-19 Pandemic Response Detail

The costs presented in the table are related to the anticipated costs budgeted for in April. The budget is held within Financial Strategies and will be allocated to the specific costs by the end of the year as these costs are known. As such the current year-to-date budget does not include a portion of the total \$9.7 million approved budget.

There are some additional costs due to the COVID-19 pandemic reported separately by each related branch, such as additional costs to clean buses reported within Edmonton Transit.

The full impact of the COVID-19 pandemic will be reported to Council before deliberations commence for the fall Supplemental Operating Budget Adjustments (SOBA).

	YTD Budget	YTD Actuals	YTD Variance	Total Budget	Projected Year-End	Year-End Projected Variance
Material and Equipment	-	7,226	(7,226)	7,176	9,900	(2,724)
Expo Centre	-	3,654	(3,654)	1,156	4,982	(3,826)
Legal Services	-	-	-	750	-	750
Department Specific - Incremental	-	1,000	(1,000)	657	1,000	(343)
Total	-	11,880	(11,880)	9,739	15,882	(6,143)

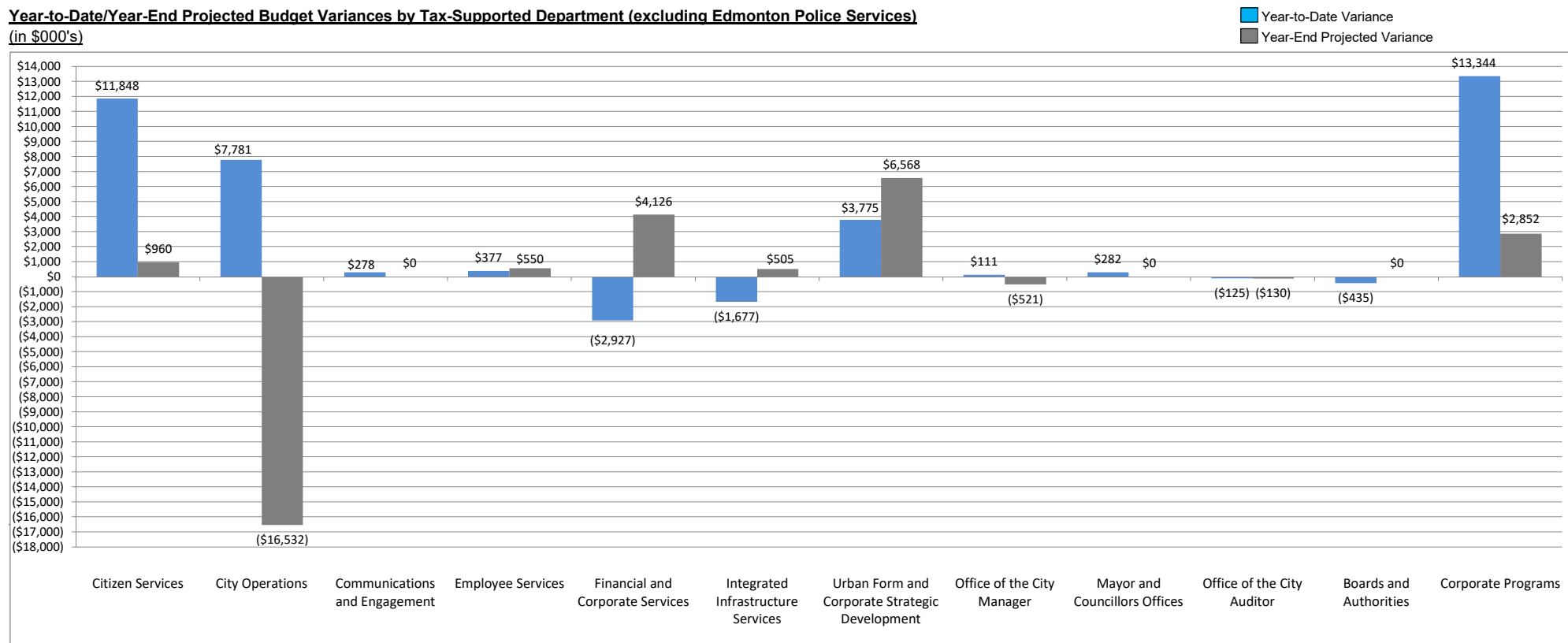
Potential Impacts to Year-End Results

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. 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.
- Currently, Administration is accepting applications regarding the Workforce Transition Program (WTP). Approved applications will result in ongoing savings, starting in 2021. Approved applications also will result in related one-time expenses in 2020. As such, the WTP will have an impact on the 2020 year-end results. However, at this point in time, it is difficult to estimate what the 2020 impact will be.
- Council approved the opening of a pandemic shelter for the period of November 1 through to the end of March and has entered into an agreement with various social agencies to operate the shelter at the Edmonton Convention Centre. While funding for the shelter of approximately \$8 million has been approved from the municipal operating support transfer, expenses may fluctuate depending on the demand for shelter services. Administration continues to monitor the impact on the City's financial operations.

Year-to-Date/Year-End Projected Budget Variances by Tax-Supported Department (excluding Edmonton Police Services)

(in \$000's)





EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2020 September 28

SUBJECT: Budget Variance for the Period Ending August 31, 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 August 31, 2020.

COMMENTS / DISCUSSION:

Operating Results

The operating results for the period ending August 31, 2020 indicate a net surplus position of \$2.054 million or 0.8% mainly due to an underspend in non-personnel of \$5.717 million. This is partially offset by a shortfall in revenue of \$3.080 million and an overspend in personnel of \$0.583 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 at the start of the year.

The main causes of the underbudget position in non-personnel costs are detailed in Attachment I and include lower demand for Extra Duty services, lower expenses 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 \$3.691 million for increased operating expenses and revenue shortfalls.


CONCLUSION:

The year-end forecast projects an operating surplus of \$1.264 million. This is the result of savings in non-personnel and overtime costs and EPA collective bargaining where the increase is payable effective December 2020, offset by impact of COVID-19 pandemic. In accordance with EPS Reserve Policy, this surplus will be placed in 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 

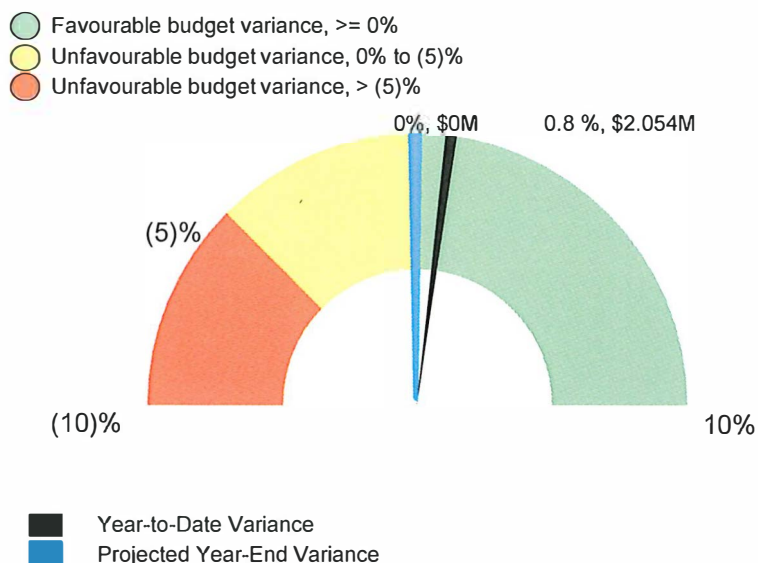
Reviewed By: Robert DAVIDSON, Executive Director, Business Development Division 

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

Chief of Police:  _____

Date:  _____

Edmonton Police Service
Budget Variance by Major Category of Revenue & Expenditures
For the Period Ending August 31, 2020



Year-to-Date				
	Budget	Actual	Variance \$	%
Revenue	62,453	59,373	(3,080)	-4.9%
<i>Personnel</i>	252,271	252,854	(583)	-0.2%
<i>Non-Personnel</i>	52,470	46,753	5,717	10.9%
Expense	304,741	299,607	5,134	1.7%
Net Position	242,288	240,234	2,054	0.8%

Projected Year-End				
	Budget	Actual	Variance \$	%
Revenue	96,904	92,731	(4,173)	-4.3%
<i>Personnel</i>	381,623	383,891	(2,268)	-0.6%
<i>Non-Personnel</i>	81,564	73,859	7,705	9.4%
Expense	463,187	457,750	5,437	1.2%
TCA (Note 1)	9,658	9,658	-	0.0%
Transfer to/from EPS				
Reserve (Note 2)	-	1,264	(1,264)	0.0%
Net Position	375,941	375,941	0	0.0%

Year-to Date

Revenue - The under budget position is the result of fewer tows of seized vehicles, less demand for Extra Duty services because of the cancellation of several events, offset by lower contract and service costs paid to members, and lower demand for Police Information Checks (PICS). Lower Traffic Safety Act revenues are due to a lower number of tickets issued. The Municipal Policing Assistance Grant received to date is higher than anticipated. There have been less E911 Grant related costs resulting in less revenue recognized to date.

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 at the beginning of the year. Overtime is under budget because of favourable staffing or deployment models in the Community Policing Bureau, partially offset by higher overtime costs in PCB and the COVID-19 pandemic response to meet minimum staffing and operational requirements. Conversely, City of Edmonton Council ratified the two-year Collective Agreement with Civic Service Union 52 at 0% increase resulting in savings.

Non-Personnel - The under budget position is due to lower Extra Duty and tow lot contract expenses, which are offset by reductions in revenue. Also contributing to the under spend are the lower than expected expense for forensic biology related services, and the delay in the Human-centered Engagement and Liaison Partnership (HELP) program initiatives. Travel and training is underspent due to restrictions in travel and training. Building maintenance and custodial costs are lower than anticipated. Supplies and equipment are over budget in response to the COVID-19 pandemic.

Projected Year-End

Revenue - The same as year to date. The projection for PICS revenue includes the impact of the increase in the online rate, which is offset by online service and credit card processing fees.

Personnel - The same as year to date 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 COVID-19 pandemic response. This is marginally offset by HELP planning to hire social workers for the program in 4th quarter of 2020, ahead of the previous Quarter 1, 2021 schedule, and increase in PICS online service and credit card processing fees, which is expected to generate additional revenue.

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. During the 2020 Spring SCBA, \$2.179 million was transferred to the EPS Reserve for Alberta First Responders Radio Communications System (AFRRS). The total balance of the EPS Reserve as at August 31, 2020 was \$4.246 million (\$2.001 million is restricted).

2019 Year-to-Date					2019 Year-End			
	Budget	Actual	Variance \$	%		Budget	Actual	Variance \$ %
Revenue	60,836	60,928	92	0.2%	Revenue	96,957	94,470	(2,487) 3.8%
Expense	289,999	288,948	1,051	0.4%	Expense	454,581	451,011	3,570 0.8%
Transfer to/from EPS	-	-	-	0.0%	Transfer to/from EPS	-	1,083	(1,083) 0.0%
Reserve (Note 2)					Reserve (Note 2)			
Net Position	229,163	228,020	1,143	0.5%	Net Position	357,624	357,624	- -0.8%

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
September 30, 2020
(in \$000's)

- Favourable budget variance, $\geq 0\%$
- 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.

Waste Services

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	162,171	160,887	(1,284)	●	(0.8)
Expense	155,496	144,650	10,846	●	7.0
Net Position	6,675	16,237	9,562	●	143.3

Year-to-Date

Revenue - Unfavourable budget variance primarily due to (\$1,412) decrease in Trade Waste revenue due to lower than budgeted volume, and other cumulative variances; partially offset by \$1,959 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 \$4,600 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, \$2,341 lower amortization than budgeted as fewer assets were capitalized in 2019, \$1,024 fuel savings from lower fuel consumption and prices, \$945 lower material usage in all sections, and \$882 lower power and natural gas charges overall primarily due to delayed commissioning of the Anaerobic Digestion Facility (ADF) and less demand for feedstock from the RDF at the Waste to Biofuels and Chemicals Facility. This is partially offset with (\$1,733) high landfill and hauling costs due to higher volume and delayed commissioning of the Anaerobic Digestion Facility (ADF).

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
September 30, 2020
(in \$000's)

- Favourable budget variance, $\geq 0\%$
- 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	210,812	(3,955)	● (1.8)
Expense	221,152	(4,199)	216,953	205,518	11,435	● 5.3
Net Position	(2,186)	-	(2,186)	5,294	7,480	● 342.2

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.

Projected

Revenue - Unfavourable budget variance primarily due to (\$1,738) decrease in Trade Waste revenue due to lower than anticipated volume, (\$1,000) decreased utility rate revenue as a result of lower than budgeted growth in multi-unit customers, (\$750) anticipated decrease in Landfill Gas revenue, and other cumulative unfavourable variances such as decreased recyclables revenue from Materials Recycling Facility (MRF) as a result of downward pressure on commodity market for paper and lower recovery rates on materials, decreased self haul revenue, decreased Eco Station revenue primarily resulting from closure of Ambleside Eco Station due to COVID-19, and lower investment earnings. This is partially offset by \$2,288 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 mainly due to \$4,577 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, \$1,380 lower than budgeted requirement for direct material, \$1,139 lower amortization than budgeted as fewer assets were capitalized in 2019, \$1,006 lower power charges overall plus less demand for feedstock at the Waste to Biofuels and Chemicals Facility, \$800 fuel savings from lower fuel consumption and prices, \$783 anticipated personnel savings from lower than budgeted overtime, and other cumulative variances.

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
September 30, 2020
(in \$000's)

- Favourable budget variance, $\geq 0\%$
● Unfavourable budget variance, between 0% and $(10)\%$
● Unfavourable budget variance, $> (10)\%$

Land Enterprise

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	12,852	12,908	56	●	0.4
Expense	12,510	9,953	2,557	●	20.4
Net Position	342	2,955	2,613	●	764.0

Year-to-Date

Expense - Favourable budget variance due to \$2,446 lower cost of land sold and timing of final sales payment.

Projected Year-End						
	Budget	COVID-19 Budget Adjustments	Adjusted Budget	Projected (Probable)	Variance \$	%
Revenue	36,165	-	36,165	33,119	(3,046)	● (8.4)
Expense	28,989	-	28,989	11,728	17,261	● 59.5
Net Position	7,176	-	7,176	21,391	14,215	● 198.1

Projected

Revenue - Unfavourable budget variance due to (\$3,046) 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.

Blatchford Redevelopment

Year-to-Date					
	Adjusted Budget	Actual	Variance \$		%
Revenue	1,886	1,969	83	●	4.4
Expense	3,355	2,798	557	●	16.6
Net Position	(1,469)	(829)	640	●	43.6

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	4,502	(12,023)	● (72.8)
Expense	18,393	-	18,393	7,071	11,322	● 61.6
Net Position	(1,868)	-	(1,868)	(2,569)	(701)	● (37.5)

Projected

Revenue - Unfavourable budget variance mainly due to (\$12,184) lower than expected sales due to market conditions.

Expense - Favourable budget variance due to \$10,716 lower cost of land sold due to delay in sales.

Enterprise and Utility Operations
Year-to-Date Results and Year-End Projections
September 30, 2020
(in \$000's)

- Favourable budget variance, $\geq 0\%$
● Unfavourable budget variance, between 0% and $(10)\%$
● Unfavourable budget variance, $> (10)\%$

Blatchford Renewable Energy Utility

Year-to-Date				
	Adjusted Budget	Actual	Variance \$	%
Revenue	121	30	(91) ●	(75.2)
Expense	1,795	1,150	645 ●	35.9
Net Position	(1,674)	(1,120)	554 ●	33.1

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	2,136	258 ●	10.8
Net Position	(2,233)	-	(2,233)	(2,076)	157 ●	7.0

Projected - Other net cumulative variances.

Community Revitalization Levy Operations
Year-to-Date Results and Year-End Projections
September 30, 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. An annual CRL update report will be presented to City Council in the first quarter of 2021 and will provide an update on the long-term CRL forecasts.

Belvedere Community Revitalization Levy

Year-To-Date					Projected Year-End				
	Budget	Actual	Variance \$	%		Budget	Projected	Variance \$	%
Revenue	3,780	1,122	(2,658)	● (70.3)	Revenue	3,780	1,124	(2,656)	● (70.3)
Expense	2,927	955	1,972	● 67.4	Expense	3,886	1,934	1,952	● 50.2
Net Income					Net Income				
/(Deficit)	853	167	(686)	● (80.4)	/(Deficit)	(106)	(810)	(704)	● (664.2)
Transfer (to)					Transfer (to)				
/from Reserve	-	-	-	● -	/from Reserve	106	810	704	● 664.2
Net Position	853	167	(686)	● (80.4)	Net Position	-	-	-	● -

Capital City Downtown Community Revitalization Levy

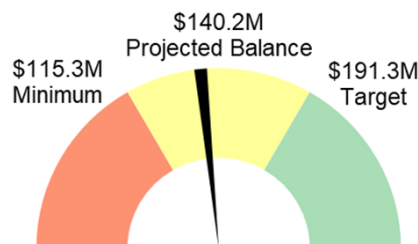
Year-To-Date					Projected Year-End				
	Budget	Actual	Variance \$	%		Budget	Projected	Variance \$	%
Revenue	29,831	29,110	(721)	● (2.4)	Revenue	29,831	28,492	(1,339)	● (4.5)
Expense	19,213	18,060	1,153	● 6.0	Expense	24,744	22,924	1,820	● 7.4
Net Income					Net Income				
/(Deficit)	10,618	11,050	432	● 4.1	/(Deficit)	5,087	5,568	481	● 9.5
Transfer (to)					Transfer (to)				
/from Reserve	2,534	2,534	-	● -	/from Reserve	(5,087)	(5,568)	(481)	● 9.5
Net Position	13,152	13,584	432	● 3.3	Net Position	-	-	-	● -

Quarters Community Revitalization Levy

Year-To-Date					Projected Year-End				
	Budget	Actual	Variance \$	%		Budget	Projected	Variance \$	%
Revenue	4,925	4,842	(83)	● (1.7)	Revenue	4,925	4,725	(200)	● (4.1)
Expense	5,063	4,235	828	● 16.4	Expense	6,890	5,968	922	● 13.4
Net Income					Net Income				
/(Deficit)	(138)	607	745	● 539.9	/(Deficit)	(1,965)	(1,243)	722	● 36.7
Transfer (to)					Transfer (to)				
/from Reserve	487	487	-	● -	/from Reserve	1,965	1,243	(722)	● (36.7)
Net Position	349	1,094	745	● 213.5	Net Position	-	-	-	● -

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

Financial Stabilization Reserve



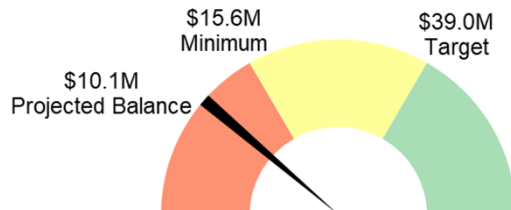
Below minimum balance

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

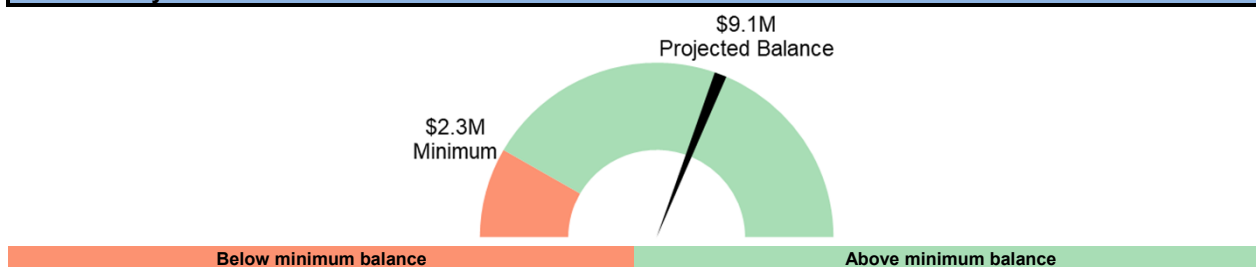
Above target balance

- In accordance with 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. The projected December 31, 2020 year-end reserve balance of \$10.2 million (20%) is below its minimum required balance of \$15.5 million for 2020.
- 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. The impacts of COVID-19 have further exasperated the decrease in activity.
- 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:

- Cost management throughout 2021 & 2022
- Continuing forecasting improvements to support improved resource management
- Targeted fee increases to ensure expected cost recovery
- Reallocation of Business Model overhead costs
- Continue the Permit and Licensing Improvement initiative to improve applicant experience for permit and licensing services, and improve productivity.
- Return to Council on November 16, 2020 with report CR_8335 Planning and Development Business Model - Proposed Fiscal Strategy with recommendations on a fiscal strategy.

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 \$9.1 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. Administration will bring forward a plan for the 2021-2025 period that will address the reduced revenue impact.

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
September 2020
(\$ millions)

Summary Schedule

	2020				2021 ¹	2022 ¹
	Approved Budget	Projection	Actual (September 30)	Remaining (Budget - Actual)	Approved Budget	Approved Budget
Transfers to the Reserve: Automated enforcement revenues and interest earnings	45.7	45.7	31.9	(13.8)	40.9	38.3
Funding from the reserve	(53.7)	(53.5)	(31.3)	(22.4)	(45.7)	(41.6)
Annual Surplus/(Deficit)	(8.0)	(7.8)	0.6		(4.8)	(3.3)
Opening Reserve Balance	16.9	16.9	16.9		8.9	4.1
Closing Reserve balance (Cumulative)	8.9	9.1	17.5		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	6.8			2.1	-

(Detailed schedule on next page)

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

	2020				2021 ¹	2022 ¹
	Approved Budget	Projection	Actual (September 30)	Remaining (Budget - Actual)	Approved Budget	Approved Budget
Transfers to the Reserve:						
Automated enforcement revenues	45.7	45.7	31.8	(13.9)	40.9	38.3
Interest earnings	-	-	0.1	0.1		
	45.7	45.7	31.9	(13.8)	40.9	38.3
Funding from the reserve:						
<i>Operating:</i>						
Edmonton Police Service	(22.3)	(22.3)	(16.7)	(5.6)	(22.3)	(22.3)
Traffic Safety section	(13.5)	(13.3)	(9.5)	(4.0)	(13.0)	(12.9)
Road Safety Strategy - Public Engagement (Marketing)	(0.7)	(0.7)	(0.2)	(0.5)	(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)	(1.8)	(1.1)	(1.8)	-
	(41.6)	(41.4)	(28.2)	(13.4)	(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)	(0.2)	(0.8)	(0.6)	-
Crosswalk Safety (CM-66-2585)	(4.7)	(4.7)	(0.9)	(3.8)	(3.0)	(3.0)
School Safety (CM-66-2590)	(2.7)	(2.7)	(1.5)	(1.2)	(2.7)	(2.7)
Traffic Safety Engineering Measures (CM-66-2550)	(0.6)	(0.6)	(0.4)	(0.2)	-	-
2020 Street Safety Priorities (CM-66-2595)	(1.3)	(1.3)	(0.1)	(1.2)	-	-
Speed Limit Reduction (CM-66-2580)	(1.5)	(1.5)	-	(1.5)	(0.5)	-
Traffic Signals - Pedestrian Vehicle Safety (CM-66-2520)	-	-	(0.1)	0.1	-	-
Traffic Safety - Speed Management Equipment (CM-66-2545)	-	-	0.1	(0.1)	-	-
	(12.1)	(12.1)	(3.1)	(9.0)	(6.8)	(5.7)
Total funding from the reserve	(53.7)	(53.5)	(31.3)	(22.4)	(45.7)	(41.6)
Annual Surplus/(Deficit)	(8.0)	(7.8)	0.6		(4.8)	(3.3)
Opening Reserve Balance	16.9	16.9	16.9		8.9	4.1
Closing Reserve balance (Cumulative)	8.9	9.1	17.5		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	6.8			2.1	-

Traffic Safety and Automated Enforcement Reserve Schedule

September 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 - September 30, 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 \$	%
Citizen Services											
Community and Recreation Facilities	Revenue	15,238	21,076	5,838	● 38.3	68,127	(37,649)	30,478	24,916	(5,562)	● (18.2)
	Expense	69,878	69,804	74	● 0.1	129,622	(28,559)	101,063	98,397	2,666	● 2.6
	Net Position	(54,640)	(48,728)	5,912	● 10.8	(61,495)	(9,090)	(70,585)	(73,481)	(2,896)	● (4.1)
Community Standards and Neighbourhoods	Revenue	5,066	4,253	(813)	● (16.0)	7,424	-	7,424	6,099	(1,325)	● (17.8)
	Expense	38,541	34,627	3,914	● 10.2	52,456	(1,331)	51,125	48,508	2,617	● 5.1
	Net Position	(33,475)	(30,374)	3,101	● 9.3	(45,032)	1,331	(43,701)	(42,409)	1,292	● 3.0
Fire Rescue Services	Revenue	1,025	2,084	1,059	● 103.3	1,367	-	1,367	1,634	267	● 19.5
	Expense	169,161	172,289	(3,128)	● (1.8)	227,159	(531)	226,628	225,713	915	● 0.4
	Net Position	(168,136)	(170,205)	(2,069)	● (1.2)	(225,792)	531	(225,261)	(224,079)	1,182	● 0.5
Integrated Strategic Development	Revenue	34	-	(34)	● (100.0)	46	-	46	-	(46)	● (100.0)
	Expense	4,938	4,690	248	● 5.0	6,988	(454)	6,534	6,261	273	● 4.2
	Net Position	(4,904)	(4,690)	214	● 4.4	(6,942)	454	(6,488)	(6,261)	227	● 3.5
Social Development	Revenue	22,482	30,215	7,733	● 34.4	38,191	-	38,191	48,929	10,738	● 28.1
	Expense	46,201	49,244	(3,043)	● (6.6)	75,594	(1,874)	73,720	83,303	(9,583)	● (13.0)
	Net Position	(23,719)	(19,029)	4,690	● 19.8	(37,403)	1,874	(35,529)	(34,374)	1,155	● 3.3
Citizen Services											
	Revenue	43,845	57,628	13,783	● 31.4	115,155	(37,649)	77,506	81,578	4,072	● 5.3
	Expense	328,719	330,654	(1,935)	● (0.6)	491,819	(32,749)	459,070	462,182	(3,112)	● (0.7)
	Net Position	(284,874)	(273,026)	11,848	● 4.2	(376,664)	(4,900)	(381,564)	(380,604)	960	● 0.3

Tax-Supported Operations - September 30, 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 \$	%
City Operations											
Business Performance and Customer Experience	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	1,904	1,741	163	●	2,522	-	2,522	2,192	330	●
	Net Position	(1,904)	(1,741)	163	●	(2,522)	-	(2,522)	(2,192)	330	●
Edmonton Transit	Revenue	45,145	49,633	4,488	●	140,815	(56,674)	84,141	69,254	(14,887)	●
	Expense	251,426	252,652	(1,226)	●	370,001	(23,474)	346,527	346,754	(227)	●
	Net Position	(206,281)	(203,019)	3,262	●	(229,186)	(33,200)	(262,386)	(277,500)	(15,114)	●
Fleet and Facility Services	Revenue	12,820	13,350	530	●	17,141	-	17,141	17,291	150	●
	Expense	59,447	57,529	1,918	●	85,336	(6,037)	79,299	77,349	1,950	●
	Net Position	(46,627)	(44,179)	2,448	●	(68,195)	6,037	(62,158)	(60,058)	2,100	●
Parks and Road Services	Revenue	21,790	21,615	(175)	●	50,708	(13,970)	36,738	33,838	(2,900)	●
	Expense	141,666	136,966	4,700	●	186,515	(11,040)	175,475	176,423	(948)	●
	Net Position	(119,876)	(115,351)	4,525	●	(135,807)	(2,930)	(138,737)	(142,585)	(3,848)	●
Snow and Ice Control	Revenue	9	2	(7)	●	13	-	13	13	-	●
	Expense	39,158	41,768	(2,610)	●	60,237	(507)	59,730	59,730	-	●
	Net Position	(39,149)	(41,766)	(2,617)	●	(60,224)	507	(59,717)	(59,717)	-	●
41 Avenue/Queen Elizabeth Highway 2 Interchange	Revenue	-	-	-	●	1,406	-	1,406	1,406	-	●
	Expense	138	138	-	●	1,406	-	1,406	1,406	-	●
	Net Position	(138)	(138)	-	●	-	-	-	-	-	●
City Operations											
	Revenue	79,764	84,600	4,836	●	210,083	(70,644)	139,439	121,802	(17,637)	●
	Expense	493,739	490,794	2,945	●	706,017	(41,058)	664,959	663,854	1,105	●
	Net Position	(413,975)	(406,194)	7,781	●	(495,934)	(29,586)	(525,520)	(542,052)	(16,532)	●

Tax-Supported Operations - September 30, 2020 Financial Results and Projections

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

		(in \$000's)				Projected Year-End					
		Year-to-Date (YTD)									
		Adjusted Budget	Actual	Variance \$	%	Budget	COVID-19 2020 Budget	Adjusted Budget	Projected (Probable)	Variance \$	%
Communications and Engagement											
Engagement	Revenue	88	-	(88)	● (100.0)	118	-	118	118	-	● -
	Expense	14,057	13,610	447	● 3.2	19,351	(562)	18,789	18,789	-	● -
	Net Position	(13,969)	(13,610)	359	● 2.6	(19,233)	562	(18,671)	(18,671)	-	● -
External and Intergovernmental Relations	Revenue	-	-	-	● -	-	-	-	-	-	● -
	Expense	2,046	1,498	548	● 26.8	3,289	(499)	2,790	2,790	-	● -
	Net Position	(2,046)	(1,498)	548	● 26.8	(3,289)	499	(2,790)	(2,790)	-	● -
Reputation and Brand	Revenue	63	63	-	● -	63	-	63	63	-	● -
	Expense	1,836	1,836	-	● -	2,533	(81)	2,452	2,452	-	● -
	Net Position	(1,773)	(1,773)	-	● -	(2,470)	81	(2,389)	(2,389)	-	● -
Integrated Marketing Communications	Revenue	961	449	(512)	● (53.3)	1,338	(43)	1,295	1,295	-	● -
	Expense	7,685	7,802	(117)	● (1.5)	10,767	(522)	10,245	10,245	-	● -
	Net Position	(6,724)	(7,353)	(629)	● (9.4)	(9,429)	479	(8,950)	(8,950)	-	● -
Communications and Engagement	Revenue	1,112	512	(600)	● (54.0)	1,519	(43)	1,476	1,476	-	● -
	Expense	25,624	24,746	878	● 3.4	35,940	(1,664)	34,276	34,276	-	● -
	Net Position	(24,512)	(24,234)	278	● 1.1	(34,421)	1,621	(32,800)	(32,800)	-	● -

Tax-Supported Operations - September 30, 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 \$	%
Employee Services											
Workforce Safety and Employee Health	Revenue	-	-	-	●	-	-	-	-	-	-
	Expense	4,745	4,643	102	●	6,419	(182)	6,237	6,037	200	3.2
	Net Position	(4,745)	(4,643)	102	●	(6,419)	182	(6,237)	(6,037)	200	3.2
Talent Acquisition, Service and Solutions	Revenue	130	127	(3)	●	130	-	130	130	-	-
	Expense	9,487	9,247	240	●	13,000	(406)	12,594	12,244	350	2.8
	Net Position	(9,357)	(9,120)	237	●	(12,870)	406	(12,464)	(12,114)	350	2.8
Organizational Design and Development	Revenue	-	-	-	●	-	-	-	-	-	-
	Expense	2,684	2,511	173	●	3,863	(254)	3,609	3,409	200	5.5
	Net Position	(2,684)	(2,511)	173	●	(3,863)	254	(3,609)	(3,409)	200	5.5
Employee Relations and Compensation	Revenue	-	-	-	●	-	-	-	-	-	-
	Expense	3,131	3,266	(135)	●	4,330	(149)	4,181	4,381	(200)	(4.8)
	Net Position	(3,131)	(3,266)	(135)	●	(4,330)	149	(4,181)	(4,381)	(200)	(4.8)
Employee Services											
	Revenue	130	127	(3)	●	130	-	130	130	-	-
	Expense	20,047	19,667	380	●	27,612	(991)	26,621	26,071	550	2.1
	Net Position	(19,917)	(19,540)	377	●	(27,482)	991	(26,491)	(25,941)	550	2.1

Tax-Supported Operations - September 30, 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	14,899	14,011	888	●	20,948	(1,157)	19,791	19,341	450	●
	Net Position	(14,899)	(14,011)	888	●	(20,948)	1,157	(19,791)	(19,341)	450	●
Corporate Procurement and Supply Services	Revenue	285	314	29	●	380	-	380	380	-	-
	Expense	10,322	17,564	(7,242)	●	14,404	(420)	13,984	13,984	-	-
	Net Position	(10,037)	(17,250)	(7,213)	●	(14,024)	420	(13,604)	(13,604)	-	-
Financial Services	Revenue	1,118	1,120	2	●	1,722	-	1,722	1,702	(20)	●
	Expense	15,361	14,280	1,081	●	21,606	(879)	20,727	19,747	980	●
	Net Position	(14,243)	(13,160)	1,083	●	(19,884)	879	(19,005)	(18,045)	960	●
Open City and Technology	Revenue	295	398	103	●	394	-	394	522	128	●
	Expense	39,285	41,186	(1,901)	●	51,707	(2,243)	49,464	49,139	325	●
	Net Position	(38,990)	(40,788)	(1,798)	●	(51,313)	2,243	(49,070)	(48,617)	453	●
Real Estate	Revenue	7,730	8,216	486	●	12,165	-	12,165	10,094	(2,071)	●
	Expense	28,227	24,600	3,627	●	40,883	(412)	40,471	36,137	4,334	●
	Net Position	(20,497)	(16,384)	4,113	●	(28,718)	412	(28,306)	(26,043)	2,263	●
Financial and Corporate Services											
	Revenue	9,428	10,048	620	●	14,661	-	14,661	12,698	(1,963)	●
	Expense	108,094	111,641	(3,547)	●	149,548	(5,111)	144,437	138,348	6,089	●
	Net Position	(98,666)	(101,593)	(2,927)	●	(134,887)	5,111	(129,776)	(125,650)	4,126	●

Tax-Supported Operations - September 30, 2020 Financial Results and Projections

- Favourable budget variance, >= 0%
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- 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 \$	%
Integrated Infrastructure Services											
Building Great Neighbourhoods and Open	Revenue	-	2	2	●	-	-	-	-	-	-
	Expense	2,573	2,627	(54)	●	2,501	(41)	2,460	2,011	449	● 18.3
	Net Position	(2,573)	(2,625)	(52)	●	(2,501)	41	(2,460)	(2,011)	449	● 18.3
Business Planning and Support	Revenue	347	400	53	●	463	-	463	463	-	-
	Expense	6,558	6,980	(422)	●	8,715	(631)	8,084	8,084	-	-
	Net Position	(6,211)	(6,580)	(369)	●	(8,252)	631	(7,621)	(7,621)	-	-
Infrastructure Delivery	Revenue	329	226	(103)	●	329	-	329	329	-	-
	Expense	1,830	1,380	450	●	2,143	(32)	2,111	1,405	706	● 33.4
	Net Position	(1,501)	(1,154)	347	●	(1,814)	32	(1,782)	(1,076)	706	● 39.6
Infrastructure Planning and Design	Revenue	-	-	-	●	-	-	-	-	-	-
	Expense	7,616	9,418	(1,802)	●	9,537	(1,005)	8,532	9,351	(819)	● (9.6)
	Net Position	(7,616)	(9,418)	(1,802)	●	(9,537)	1,005	(8,532)	(9,351)	(819)	● (9.6)
LRT Expansion and Renewal	Revenue	342	311	(31)	●	455	-	455	455	-	-
	Expense	907	677	230	●	2,482	(2)	2,480	2,311	169	● 6.8
	Net Position	(565)	(366)	199	●	(2,027)	2	(2,025)	(1,856)	169	● 8.3
Integrated Infrastructure Services											
	Revenue	1,018	939	(79)	●	1,247	-	1,247	1,247	-	-
	Expense	19,484	21,082	(1,598)	●	25,378	(1,711)	23,667	23,162	505	● 2.1
	Net Position	(18,466)	(20,143)	(1,677)	●	(24,131)	1,711	(22,420)	(21,915)	505	● 2.3

Tax-Supported Operations - September 30, 2020 Financial Results and Projections

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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	36,766	25,272	(11,494)	● (31.3)	47,598	-	47,598	34,547	(13,051)	● (27.4)
	Expense	48,069	36,676	11,393	● 23.7	65,588	(2,358)	63,230	49,779	13,451	● 21.3
	Net Position	(11,303)	(11,404)	(101)	● (0.9)	(17,990)	2,358	(15,632)	(15,232)	400	● 2.6
Corporate Strategy	Revenue	375	37	(338)	● (90.1)	850	-	850	675	(175)	● (20.6)
	Expense	3,596	2,775	821	● 22.8	7,179	(727)	6,452	5,952	500	● 7.7
	Net Position	(3,221)	(2,738)	483	● 15.0	(6,329)	727	(5,602)	(5,277)	325	● 5.8
Development Services	Revenue	35,677	41,376	5,699	● 16.0	72,025	(15,000)	57,025	53,101	(3,924)	● (6.9)
	Net transfer to/(from) P&D Reserve	(7,829)	(966)	(6,863)	● 87.7	(4,394)	(10,589)	(14,983)	(7,008)	(7,975)	● 53.2
	Expense	47,761	47,445	316	● 0.7	82,288	(6,223)	76,065	64,958	11,107	● 14.6
	Net Position	(4,255)	(5,103)	(848)	● (19.9)	(5,869)	1,812	(4,057)	(4,849)	(792)	● (19.5)
Economic and Environmental Sustainability	Revenue	1,205	1,526	321	● 26.6	3,100	-	3,100	2,059	(1,041)	● (33.6)
	Expense	17,020	13,100	3,920	● 23.0	34,928	(1,649)	33,279	25,603	7,676	● 23.1
	Net Position	(15,815)	(11,574)	4,241	● 26.8	(31,828)	1,649	(30,179)	(23,544)	6,635	● 22.0
Urban Form and Corporate Strategic Development	Revenue	74,023	68,211	(5,812)	● (7.9)	123,573	(15,000)	108,573	90,382	(18,191)	● (16.8)
	Expense	108,617	99,030	9,587	● 8.8	185,589	(21,546)	164,043	139,284	24,759	● 15.1
	Net Position	(34,594)	(30,819)	3,775	● 10.9	(62,016)	6,546	(55,470)	(48,902)	6,568	● 11.8

Tax-Supported Operations - September 30, 2020 Financial Results and Projections

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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 \$	%
Office of the City Manager											
City Manager	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	1,394	1,437	(43)	●	2,025	(150)	1,875	1,875	-	●
	Net Position	(1,394)	(1,437)	(43)	●	(2,025)	150	(1,875)	(1,875)	-	●
Office of the City Clerk	Revenue	390	177	(213)	●	733	-	733	733	-	●
	Expense	9,531	9,235	296	●	12,419	(511)	11,908	12,429	(521)	●
	Net Position	(9,141)	(9,058)	83	●	(11,686)	511	(11,175)	(11,696)	(521)	●
Law	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	8,959	8,888	71	●	12,155	(316)	11,839	11,839	-	●
	Net Position	(8,959)	(8,888)	71	●	(12,155)	316	(11,839)	(11,839)	-	●
Office of the City Manager											
	Revenue	390	177	(213)	●	733	-	733	733	-	●
	Expense	19,884	19,560	324	●	26,599	(977)	25,622	26,143	(521)	●
	Net Position	(19,494)	(19,383)	111	●	(25,866)	977	(24,889)	(25,410)	(521)	●
Mayor and Councillors Offices											
	Revenue	9	19	10	●	12	-	12	12	-	●
	Expense	4,564	4,292	272	●	6,950	(695)	6,255	6,255	-	●
	Net Position	(4,555)	(4,273)	282	●	(6,938)	695	(6,243)	(6,243)	-	●
Office of the City Auditor											
	Revenue	-	-	-	●	-	-	-	-	-	●
	Expense	2,024	2,149	(125)	●	2,661	-	2,661	2,791	(130)	●
	Net Position	(2,024)	(2,149)	(125)	●	(2,661)	-	(2,661)	(2,791)	(130)	●
Boards and Authorities											
	Revenue	2,816	1	(2,815)	●	3,271	-	3,271	1	(3,270)	●
	Expense	92,237	89,857	2,380	●	110,542	-	110,542	107,272	3,270	●
	Net Position	(89,421)	(89,856)	(435)	●	(107,271)	-	(107,271)	(107,271)	-	●
Sub-Total Department Programs											
	Revenue	212,535	222,262	9,727	●	470,384	(123,336)	347,048	310,059	(36,989)	●
	Expense	1,223,033	1,213,472	9,561	●	1,768,655	(106,502)	1,662,153	1,629,638	32,515	●
	Net Position	(1,010,498)	(991,210)	19,288	●	(1,298,271)	(16,834)	(1,315,105)	(1,319,579)	(4,474)	●

Tax-Supported Operations - September 30, 2020 Financial Results and Projections

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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	108,656	93,691	(14,965)	● (13.8)	253,686	-	253,686	244,239	(9,447)	● (3.7)
	Expense	227,502	212,215	15,287	● 6.7	437,515	(46,520)	390,995	381,548	9,447	● 2.4
	Net Position	(118,846)	(118,524)	322	● 0.3	(183,829)	46,520	(137,309)	(137,309)	-	● -
Corporate Expenses	Revenue	950	960	10	● 1.1	987	-	987	1,087	100	● 10.1
	Expense	7,171	5,789	1,382	● 19.3	26,140	10,434	36,574	43,216	(6,642)	● (18.2)
	Net Position	(6,221)	(4,829)	1,392	● 22.4	(25,153)	(10,434)	(35,587)	(42,129)	(6,542)	● (18.4)
Corporate Revenues	Revenue	279,006	289,244	10,238	● 3.7	398,426	(17,041)	381,385	392,711	11,326	● 3.0
	Expense	67	67	-	● -	1,889	-	1,889	1,889	-	● -
	Net Position	278,939	289,177	10,238	● 3.7	396,537	(17,041)	379,496	390,822	11,326	● 3.0
Taxation Expense	Revenue	1,394	1,855	461	● 33.1	5,000	(2,211)	2,789	2,850	61	● 2.2
	Expense	5,000	3,976	1,024	● 20.5	12,300	-	12,300	12,671	(371)	● (3.0)
	Net Position	(3,606)	(2,121)	1,485	● 41.2	(7,300)	(2,211)	(9,511)	(9,821)	(310)	● (3.3)
Taxation Revenues	Revenue	1,707,121	1,707,028	(93)	● (0.0)	1,696,003	-	1,696,003	1,694,381	(1,622)	● (0.1)
	Expense	-	-	-	● -	-	-	-	-	-	● -
	Net Position	1,707,121	1,707,028	(93)	● (0.0)	1,696,003	-	1,696,003	1,694,381	(1,622)	● (0.1)
Traffic Safety and Automated Enforcement	Revenue	34,846	31,772	(3,074)	● (8.8)	45,690	-	45,690	45,690	-	● -
	Net transfer to/(from) TSAE Reserve	34,846	31,772	3,074	● 8.8	45,690	-	45,690	45,690	-	● -
	Net Position	-	-	-	● -	-	-	-	-	-	● -
Neighbourhood Renewal Program - Dedicated Tax-Levy Contribution	Revenue	-	-	-	● -	-	-	-	-	-	● -
	Expense	155,946	155,946	-	● -	155,946	-	155,946	155,946	-	● -
	Net Position	(155,946)	(155,946)	-	● -	(155,946)	-	(155,946)	(155,946)	-	● -
Valley Line LRT - Dedicated Tax-Levy Contribution	Revenue	-	-	-	● -	-	-	-	-	-	● -
	Expense	46,100	46,100	-	● -	46,100	-	46,100	46,100	-	● -
	Net Position	(46,100)	(46,100)	-	● -	(46,100)	-	(46,100)	(46,100)	-	● -
Corporate Programs											
	Revenue	2,131,973	2,124,550	(7,423)	● (0.3)	2,399,792	(19,252)	2,380,540	2,380,958	418	● 0.0
	Expense	476,632	455,865	20,767	● 4.4	725,580	(36,086)	689,494	687,060	2,434	● 0.4
	Net Position	1,655,341	1,668,685	13,344	● 0.8	1,674,212	16,834	1,691,046	1,693,898	2,852	● 0.2

Tax-Supported Operations - September 30, 2020 Financial Results and Projections

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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	2,344,508	2,346,812	2,304	●	0.1	2,870,176	(142,588)	2,727,588	2,691,017	(36,571)	●	(1.3)
Tax-Supported Operations (excluding Police Services)	Expense	1,699,665	1,669,337	30,328	●	1.8	2,494,235	(142,588)	2,351,647	2,316,698	34,949	●	1.5
	Net Position	644,843	677,475	32,632	●	0.0	375,941	-	375,941	374,319	(1,622)		
Police Services	Revenue	62,453	59,373	(3,080)	●	(4.9)	96,904	-	96,904	92,731	(4,173)	●	(4.3)
	Expense	304,741	299,607	5,134	●	1.7	472,845	-	472,845	467,408	5,437	●	1.1
	Net Income /(Deficit)	(242,288)	(240,234)	2,054	●	0.8	(375,941)	-	(375,941)	(374,677)	1,264	●	0.3
	Net transfer to/(from) EPS Reserve	-	-	-	●	-	-	-	-	1,264	(1,264)	●	-
	Net Position	(242,288)	(240,234)	2,054	●	0.8	(375,941)	-	(375,941)	(375,941)	-	●	-
Total	Revenue	2,406,961	2,406,185	(776)	●	(0.0)	2,967,080	(142,588)	2,824,492	2,783,748	(40,744)	●	(1.4)
Tax-Supported Operations	Expense	2,004,406	1,968,944	35,462	●	1.8	2,967,080	(142,588)	2,824,492	2,785,370	39,122	●	1.4
	Net Position	402,555	437,241	34,686			-	-	-	(1,622)	(1,622)		