

CITY OF HAMILTON
TAX OPERATING BUDGET VARIANCE REPORT AS AT AUGUST 31, 2021
(\$ 000's)

| | 2021 Approved Budget | 2021 Actuals to Aug 31 | Projected Actuals to Dec. 31 | 2021 Projected Actuals vs Approved Budget | | Comments/Explanations |
|---|----------------------------|------------------------------|------------------------------------|--|-------------|--|
| | | | | \$ | % | |
| PLANNING & ECONOMIC DEVELOPMENT | | | | | | |
| General Manager | 1,055 | 511 | 798 | 257 | 24.4% | Favourable variance mainly due to gapping of \$237 K, other small savings in meeting expenses, marketing and furniture and fixtures. |
| Transportation, Planning and Parking | 1,977 | 4,265 | 2,038 | (61) | (3.1)% | Unfavourable variance primarily attributed to provincial payment of \$177 K, staffing costs of \$96 K, partially offset by savings in contractual services of \$150 K due to reduced parking activity and information retrieval due to less issuance of fines of \$50 K. Lost parking revenues of \$6M have been offset by SRA/ CRFMP funding of \$6 M." |
| Building | 1,112 | 4,180 | 1,161 | (49) | (4.4)% | Unfavourable variance of \$49 K is due to consulting for AMANDA software, hardware and software costs for the purchase of additional computers offset by favourable variance in gapping and savings in other areas. |
| Economic Development | 5,581 | 3,858 | 5,313 | 268 | 4.8% | Favourable variance of \$268 K is mainly due to net gapping savings and savings in Conferences and Training. |
| Growth Management | 486 | (4,489) | 26 | 460 | 94.7% | Favourable variance of \$460 K mainly due to additional revenues in Sewer Repair permits and Sub processing fees offset by transfer to Development Fees Stabilization reserve. Net savings of \$490 K in gapping and Material & Supply partially offset by pressures in Contractual and Financial |
| Licensing & By-Law Services | 6,801 | 5,097 | 6,267 | 534 | 7.9% | Unfavourable variance mainly attributed to lost revenues of \$65 K mainly due to COVID-19 and increased property work maintenance of \$175 K, credit card charges of \$29 K, building cleaning and other various costs of \$51K. These are partially offset by savings from staffing costs of \$95 K and SRA Funding of \$760 K. |
| Planning | 3,856 | 133 | 3,425 | 431 | 11.2% | Favourable variance of \$431 K in revenues due to higher activity volumes offset by transfer to Development Fees Stabilization Reserve . Favourable variance due to net gapping savings. |
| Tourism & Culture | 9,489 | 4,857 | 9,307 | 182 | 1.9% | Favourable variance mainly attributed to savings from COVID-19 related closures in gapping of \$139 K, contractual costs, material and supply, building & ground and savings in other miscellaneous costs. Partially offset by decreased revenues of \$295 K mainly due to COVID-19 with SRA/ CRFMP funding of \$116 K. |
| TOTAL PLANNING & ECONOMIC DEVELOPMENT | 30,357 | 18,412 | 28,334 | 2,023 | 6.7% | |
| HEALTHY AND SAFE COMMUNITIES | | | | | | |
| HSC Administration | 2,988 | 1,880 | 3,076 | (88) | (3.0)% | Favourable variance of \$69 K in F&A due to \$84 K savings from temporary vacancies, step differential and savings in discretionary costs due to work from home (conferences, training). \$10 K COVID-19 Admin Recovery in OW. Offset by vacation, stat and retro payout (\$9 K), and maternity leave top up (\$15 K). COVID-19 - \$34 K less than budgeted attributable to savings for buyout of desktops and less wage for temporary Housing FAI (no levy pressure as offset by COVID-19 Safe Restart reserve). Unfavourable variance of (\$157 K) in General Manager's Office partly due to Hamilton's Community Safety and Well-Being Plan HSC19032(b) (\$33 K) Salary & Benefits levy funded. HSC21024 GMO Staffing changes (\$6 K). GM role transition pressure of (\$125 K). Additionally, unfavourable variance due to budgeted gapping deficit (\$31 K) offset by \$21 K expenses due to work from home and underspent program costs of \$18 K. |
| Children's Services and Neighbourhood Development | 11,415 | 6,014 | 10,854 | 561 | 4.9% | Favourable variance due to \$287 K savings due to COVID-19 redeployment to Public Health, \$96 K due to less spending in conferences, travel, meeting expenses. \$179 K savings in other program costs due to COVID-19. \$237 K saving due to four vacant positions, \$39 K for Snow Angels staff reduction. Offset by new manager of Indigenous Strategies position (\$7 K), increased costs of medical and cleaning supplies at Red Hill Centre due to COVID-19 (\$11K), Overtime due to COVID-19 (\$12 K), and (\$245 K) LEAP subsidy loss due to offsetting savings. |
| Ontario Works | 12,310 | 5,537 | 10,327 | 1,983 | 16.1% | Favourable variance of \$1.98 M due to underspending of \$342 K in the low income program due to a lack of referrals/program recoveries, \$222 K of maximizing available subsidies in 2021, \$360 K of Ministry revenue carried forward from 2020. \$115 K of Ministry revenue received in 2021 related to 2020, \$142 K underspending of 2021 Ministry 50/50 provincial funds, \$94 K savings in bus pass expenses due to COVID-19 and \$80 K of additional Discretionary funding available, \$63 K in other savings across portfolios, \$723 K in Client Benefits due to COVID-19 closures impacting participation and availability of programing and low # of referrals, \$522 K gapping due to vacant positions, retirements, and the delays in the hiring process combined with recoveries for redeployed staff. Offset by a pressure of (\$116 K) in unbudgeted COVID-19 costs due to additional technology requirements to support virtual delivery and utilizing program savings rather than budgeted reserve and (\$281 K) for new desks and other costs to support return to the office. |
| Housing Services | 46,717 | 28,474 | 43,215 | 3,502 | 7.5% | Favourable variance of \$3.5 M due to \$1.28 M unspent Housing Stability Benefit due to CERB COVID-19 payments, \$403 K in Rent Supplements and Housing Allowances due to COVID-19, \$161 K in gapping due to COVID-19 admin funding recoveries, \$(40 K) pressure in bus pass & transportation related to Presto passes, \$51 K Other program savings, \$1.21 M in Annual Information Return recoveries for Social Housing Providers offset by (\$515 K) Mortgage Adjustment and \$950K Women's shelter unused budget due to delays in program launch. |

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| Long Term Care | 11,525 | 6,954 | 9,448 | 2,077 | 18.0% | Favourable variance due to \$1.1 M in Employee Related Expenses due to staffing shortages, step differentials and gapping due to vacancies, \$4.7 M in unbudgeted provincial COVID-19 funding, \$339 K in unbudgeted provincial funding of Structural Compliance and lower co-payment resident rate than budgeted amount, \$1.4 M in MOHLTC provincial subsidy, \$270 K reduction in program cost due to COVID-19, \$444 K additional funding from Safe Restart Reserve to offset COVID-19 expenses, \$268 K due to increase funding for High Intensity Needs, \$24 K Medication Safety Technology funding. Offset by lost revenues of \$770 K in Accommodation Fees, Adult Day Program closure \$216 K, Meals on Wheels Program \$40 K, \$50 K in COVID-19 related spending, \$1.3 M COVID-19 medical supplies, \$2.6 M COVID-19 related overtime, salary, benefit and \$1.2 M PSW wage enhancement and \$280 K due to staff redeployment. |
| Recreation | 35,320 | 21,853 | 35,264 | 56 | 0.2% | Favourable variance due to \$6.7 M in Employee Related Expenses, \$2.1 M in Net Savings in Operating, approximately \$1.1 M less than anticipated COVID-19 Safe Restart Funding requirements and \$498 K savings due to Maintenance Closures. Offset by (\$9.2 M) in lost revenue & (\$766 K) incremental costs due to COVID-19 closures, (\$310 K) non-budgeted Facilities Maintenance and (\$132 K) in golf cart rental. |
| Hamilton Fire Department | 93,288 | 63,414 | 93,073 | 215 | 0.2% | Favourable variance due to savings in overall employee related costs. Offset partially by an unfavourable variance due to operational expenses including materials and supplies greater than budget and required vehicle repairs. |
| Hamilton Paramedic Service | 28,102 | 17,326 | 30,318 | (2,216) | (7.9)% | Unfavourable variance due to COVID-19 expenses (i.e. overtime, materials and supplies, cleaning, etc.) forecasted to be higher than expected with no forecast from budgeted City reserves to offset the pressure. Note: If the Ministry funds the expected COVID-19 expenses in total, HPS will likely end the year in a surplus position (approx. \$600 K). If the Ministry does not fund the expected COVID-19 expenses, HPS would need to pull \$2.2 M from reserve to end the year with \$0 surplus/deficit. The City has applied to the Ministry for recovery of these funds. |
| Public Health Services | 13,508 | 11,556 | 13,100 | 408 | 3.0% | Favourable variance of \$408 K is created by saving in levy and one-time funding programs. \$134 K of savings relates to Raccoon Rabies for one less staff than budgeted \$64 K of funding approved from the Ministry that was not budgeted. \$209 K of savings relates to staff in our 100% levy funded programs working in COVID-19 (\$47 K for Pest control, \$32 K for Air Quality control, \$80 K for Dental Bus & Municipal Dental treatments and \$50 K other levy programs). Forecast is based on the assumption that the Ministry will fund 100% of COVID-19 Extraordinary and Vaccine above the budgeted amounts for the mandatory programs. |
| TOTAL HEALTHY AND SAFE COMMUNITIES | 255,173 | 163,007 | 248,676 | 6,497 | 2.5% | |
| PUBLIC WORKS | | | | | | |
| PW-General Administration | 635 | 612 | 635 | 0 | 0.0% | |
| Energy Fleet and Facilities | 13,357 | 8,482 | 13,761 | (404) | (3.0)% | Overall the Energy, Fleet & Facilities Management division is forecasting an unfavourable variance of (\$0.4M) mainly due to: • (\$254K) Unrealized Gapping • (\$150K) largely due to fleet parts obsolete Inventory write-off |
| Engineering Services | 0 | (239) | (450) | 450 | 0.0% | The Engineering Services division is projecting a favourable surplus of \$450K attributed to: • \$450K surplus projected due to Road Cut Administrative Program fees and Permit Revenues along with other user fee revenues collected for various Corridor Management activities administered by this section |
| Environmental Services | 43,825 | 53,444 | 43,140 | 685 | 1.6% | The Environmental Services Division is forecasting a favorable variance of \$685 K: Favourable variance of \$1.5 M due to: • \$965 K Net gapping savings after staff redeployment to the Hamilton Public Health Vaccination Clinics (\$370 K COVID-19 related). Additional savings resulting from seasonal staff (i.e. Students) not hired per complement due to fewer or unsuccessful applicants and delayed or postponed hiring of other full time positions • \$500 K (COVID-19) Savings estimated in Parks Operations resulting from supply chain shortages Offset by unfavourable variances of (\$780 K) mainly due to: • (\$705 K) (COVID-19) Incremental forecasted costs for labour, cleaning, PPE and other COVID-19 related expenses to maintain normal operations |
| Waste Management | 44,516 | (52) | 41,960 | 2,555 | 5.7% | The Waste Management division is forecasting a favourable variance of \$2.6 M: Favourable variance of \$3.9 M due to: • \$1.7 M increased recycling commodity revenues due to increase in market rates for commodities such as Fibers and Steel • \$946 K increase in TS/CRC revenues due to increased visits and tonnages • \$719 K Contractual savings on the Central Composting Facility Contract. \$142 K Savings in the Central Composting Facility (CCF) contract due to favorable pricing in the new contract which came into effect June 28, 2021 • \$300 K Savings in the Materials Recycling Facility (MRF) contract due to new contract transition costs taking place in January-February 2021 resulting in materials being shipped offsite for processing • \$278 K Net gapping savings due to \$203 K (COVID-19) savings for Waste By-Law staff redeployed to Municipal Law Enforcement and remaining due to staff temporary assignments where hiring was delayed or postponed Unfavourable variance of (\$1.4 M) mainly due to: • (\$750 K) deficit in waste collection program mainly due to the escalation factor budgeted at 2%, however, the actual escalation factor is 2.167%. The main driver for the escalation factor increasing is due to higher than expected natural gas prices. Further contributing to the unfavourable variance is an increase in actual bulk collection and front-end garbage lifts (multi-residential and commercial) for the first half of 2021. This trend is projected to continue for the remainder of the year |

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| Transit | 80,835 | 68,211 | 79,959 | 876 | 1.1% | <p>The Transit division is forecasting a favourable variance of \$0.9 M:</p> <p>Projected unfavourable variance of (\$22.4 M) mainly due to the following:</p> <ul style="list-style-type: none"> •(\$20.6 M) (COVID-19) deficit in Fare Revenue continues as a result of the COVID-19 pandemic lockdowns in the first half of the year resulting in decreased ridership and revenue. The forecast assumes that approximately 43.1% of budgeted ridership will be achieved (56.9% projected loss in ridership) which equates to a revenue loss of 43.6% to budget. •(\$903 K) (COVID-19) Due to COVID-19-19 emergency there has been continued delays experienced in replacing fleet, therefore there has been a need to continue to employ older fleet which is having a negative impact on Maintenance costs. •(\$494 K) (COVID-19) shortfall in Taxi Scrip and Charter revenue due to lower utilization of Taxi Scrip and cancellation of charters. •(\$237 K) (COVID-19) shortfall in advertising revenue partially offset by slight increase in total shelter advertising revenue for the year. •(\$181 K) (COVID-19) impact due to all enhanced bus cleaning due to COVID-19. <p>Offset by favourable variance of \$23.2 M largely due to:</p> <ul style="list-style-type: none"> •\$7.43 M Safe Restart Funding Agreement (SRA) representing Phase 1 utilization of \$1.65 M and Phase 3 projected utilization of \$5.78 M. •\$14.9 M projected savings due to \$11.5 M (COVID-19) savings in DARTS contract; \$1.1 M (COVID-19) savings in Taxi Contract due to lower utilization of TransCab and Taxi Scrip programs; \$2.2 M (COVID-19) savings in the PRESTO commissions due to lower ridership. •\$522 K Net fuel savings comprised of \$744 K (COVID-19) consumption savings offset by (\$222 K) (Non-COVID-19) unfavourable impact due to higher prices for Diesel and Unleaded. •\$433 K favourable net gapping variance in employee related costs. |
| Transportation Operations & Maintenance | 83,486 | 52,143 | 77,739 | 5,747 | 6.9% | <p>The Transportation, Operations & Maintenance division is forecasting a surplus of \$5.7 M made up of the following:</p> <ul style="list-style-type: none"> • \$3.5 M Net gapping savings due to seasonal staff/students not hired as a result of the COVID-19 hiring delays, staff vacancies attributed to normal staff turnover (retirements, job transfers, seasonal hiring, difficulties recruiting etc.); • \$2.2 M favourable variance in the Winter Season Roads Program. The number and severity of winter events less than previous years resulting in \$1.4 M material and supplies savings and \$778 K in contractor activation savings |
| TOTAL PUBLIC WORKS | 266,653 | 182,601 | 256,745 | 9,909 | 3.7% | |
| LEGISLATIVE | | | | | | |
| Legislative General | (386) | (194) | (256) | (130) | 33.7% | Savings in meetings, conferences and hosting budgets offset by communication modules, membership fees and gapping target. |
| Mayors Office | 1,189 | 678 | 1,152 | 37 | 3.1% | Gapping due to temp vacancy, savings in conferences, consulting and contractual budgets offset by printing costs for Community Update prepared once per council term. |
| Volunteer Committee | 125 | 15 | 125 | 0 | 0.0% | |
| Ward Budgets | 4,236 | 2,668 | 4,237 | (1) | (0.0)% | |
| TOTAL LEGISLATIVE | 5,164 | 3,167 | 5,258 | (94) | (1.8)% | |
| CITY MANAGER | | | | | | |
| Office of the City Auditor | 1,175 | 1,004 | 1,189 | (14) | (1.2)% | Deficit due to gapping. |
| CMO - Admin | 208 | 283 | 210 | (2) | (1.0)% | Unfavourable variance mainly related to COVID-19 related costs mostly due to overtime for Communications staff. |
| Communications and Strategic Initiatives | 2,421 | 1,561 | 2,318 | 103 | 4.3% | Favorable variance due to gapping and savings in communication administration expenses |
| Digital and Innovation Office | 202 | (32) | 409 | (207) | (102.5)% | Shortfall in revenue targets |
| Government & Community Relations | 848 | 424 | 864 | (16) | (1.9)% | Unfavorable variance due to gapping offset by unbudgeted HAARC consulting costs |
| Human Resources | 8,163 | 4,910 | 7,545 | 618 | 7.6% | Favorable variance due to gapping and savings in corporate leadership training due to current restrictions |
| TOTAL CITY MANAGER | 13,017 | 8,150 | 12,535 | 482 | 3.7% | |
| CORPORATE SERVICES | | | | | | |
| City Clerk's Office | 2,972 | 1,623 | 3,061 | (89) | (3.0)% | Unfavourable Variance due to new printing software and fewer marriage licence and other revenues, less mailing offset by gapping and reduced printing |
| Customer Service, POA and Fin'l Integration | 5,822 | 3,858 | 5,794 | 28 | 0.5% | Favourable variance due to employee related expenses, offset by Unfavourable variance due to internal debt repayment and COVID-19 expenses. |
| Financial Serv, Taxation and Corp Controller | 4,083 | 1,309 | 3,577 | 506 | 12.4% | Favourable variance mainly due to temporary vacancies and better than plan Tax Certificates and Tax Transfer Fees. |
| Legal Services and Risk Management | 3,578 | 3,193 | 3,730 | (152) | (4.3)% | Unfavourable variance due to employee related costs and recruitment fees. |
| Corporate Services - Administration | 328 | 209 | 333 | (5) | (1.5)% | Unfavourable variance mainly due to gapping due to staff overlaps offset by savings in consulting and training costs. |
| Financial Planning, Admin & Policy | 5,217 | 4,324 | 5,016 | 201 | 3.8% | Favourable variance mainly due to temporary vacancies. |
| Information Technology | 15,212 | 7,757 | 14,568 | 644 | 4.2% | Favourable variance mainly due to temporary vacancies and savings in software and hardware and in Computer repairs. |
| TOTAL CORPORATE SERVICES | 37,212 | 22,273 | 36,080 | 1,132 | 3.0% | Unfavourable variance due to COVID-19 expenses. |

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| CORPORATE FINANCIALS | | | | | | |
| Corporate Pensions, Benefits & Contingency | 3,797 | 5,321 | 5,894 | (2,097) | (55.2)% | Anticipated deficit due to forecasted WSIB payments |
| Corporate Initiatives | 15,654 | (3,453) | 17,854 | (2,200) | (14.1)% | \$2.1 M for insurance premiums per Report LS21027 approved at GIC meeting on August 9, 2021. |
| TOTAL CORPORATE FINANCIALS | 19,451 | 1,868 | 23,748 | (4,297) | (22.1)% | |
| HAMILTON ENTERTAINMENT FACILITIES | | | | | | |
| Operating | 4,037 | 3,416 | 4,037 | 0 | 0.0% | HEF is projecting to be in line with budget for the year after applying \$876K of SRA funding to offset operating losses associated with the contract agreement. |
| TOTAL HAMILTON ENTERTAINMENT FACILITIES | 4,037 | 3,416 | 4,037 | 0 | 0.0% | |
| TOTAL CITY EXPENDITURES | | | | | | |
| | 631,064 | 402,894 | 615,412 | 15,653 | 2.5% | |
| CAPITAL FINANCING | | | | | | |
| Debt-Healthy and Safe Communities | 3,546 | (629) | 3,029 | 517 | 14.6% | Principal and interest savings due to delay in debt issuance. |
| Debt-Planning & Economic Development | 1,563 | 0 | 26 | 1,537 | 98.3% | |
| Debt-Public Works | 31,044 | 0 | 26,372 | 4,672 | 15.0% | |
| Debt-Corporate Financials | 89,960 | 82,237 | 86,657 | 3,303 | 3.7% | |
| Infrastructure Renewal Levvy | 13,429 | 0 | 13,429 | 0 | 0.0% | |
| TOTAL CAPITAL FINANCING | 139,542 | 81,608 | 129,513 | 10,029 | 7.2% | |
| BOARDS & AGENCIES | | | | | | |
| Police Services | | | | | | |
| Operating | 175,352 | 86,985 | 175,760 | (408) | (0.2)% | Projections based on June BER report provided at the Hamilton Police Services Board Meeting on September 16th, 2021. |
| Capital Financing | 1,235 | 0 | 296 | 939 | 76.0% | Principal and interest savings due to delay in debt issuance. |
| Total Police Services | 176,587 | 86,985 | 176,056 | 531 | 0.3% | |
| Other Boards & Agencies | | | | | | |
| Library | 32,030 | 18,029 | 29,060 | 2,970 | 9.3% | Projection of \$2.9 M favourable variance based on combination of staff secondments and vacancies going unfilled. This is COVID-19 related as a result of helping the City with vaccine rollout and service restrictions. |
| Conservation Authorities | 8,460 | 7,313 | 8,460 | 0 | 0.0% | |
| Hamilton Beach Rescue Unit | 132 | 67 | 132 | 0 | 0.0% | |
| Royal Botanical Gardens | 647 | 212 | 647 | 0 | 0.0% | |
| MPAC | 6,980 | 5,151 | 6,980 | 0 | 0.0% | |
| Farmers Market | 115 | 103 | 172 | (57) | (49.8)% | Favourable gapping is offset by deficit in rental revenues caused by vacant stalls, additional costs with fitting and repairs of stalls in an effort to rent them, additional security costs. |
| Total Other Boards & Agencies | 48,364 | 30,875 | 45,451 | 2,913 | 6.0% | |
| Capital Financing - Other Boards & Agencies | 166 | 0 | 0 | 166 | 100.0% | |
| City Enrichment Fund | 6,088 | 3,091 | 6,088 | 0 | 0.0% | |
| TOTAL BOARDS & AGENCIES | 231,205 | 120,951 | 227,594 | 3,610 | 1.6% | |
| TOTAL EXPENDITURES | | | | | | |
| | 1,001,811 | 605,453 | 972,519 | 29,291 | 2.9% | |

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| NON PROGRAM REVENUES | | | | | | |
| Slot Revenues | (5,200) | 0 | (5,200) | 0 | 0.0% | The closure of casinos and racetrack slots by the Province of Ontario resulted in lost revenues. Safe Restart Funding was applied to reduce the variance. |
| Investment Income | (4,100) | (20,059) | (4,270) | 170 | (4.1)% | Actuals projected slightly higher than budgeted |
| Hydro Dividend and Other Interest | (5,281) | (3,542) | (5,363) | 82 | (1.6)% | |
| Tax Remissions and Write Offs | 9,570 | 4,337 | 9,523 | 47 | 0.5% | Vacancy rebate has ended. Actuals will reflect clawbacks of prior vacancy rebates due to successful appeals. |
| Payment In Lieu | (16,400) | (17,502) | (17,007) | 607 | (3.7)% | 2021 budget reflected 2020 actuals (June 2020 final billing). 2022 to reflect 2021 actuals. Not known until year end. |
| Penalties and Interest | (11,000) | (7,897) | (11,924) | 924 | (8.4)% | Higher Interest and Penalties Received |
| Right of Way | (3,227) | (3,229) | (3,229) | 2 | (0.1)% | |
| Senior Tax Credit | 537 | 587 | 510 | 27 | 5.0% | |
| Supplementary Taxes | (9,925) | (4,855) | (9,925) | 0 | 0.0% | Supplementary taxes experience year over year volatility. Based on the preliminary first billing, expected to be at budget at year-end. |
| POA Revenues | (2,366) | (1,214) | 210 | (2,576) | 108.9% | |
| TOTAL NON PROGRAM REVENUES | (47,392) | (53,374) | (46,675) | (717) | 1.5% | |
| TOTAL LEVY REQUIREMENT | 954,419 | 552,079 | 925,844 | 28,574 | 3.0% | |

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