
MEMORANDUM

November 28, 2024

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Armin Amrolia, Deputy City Manager
Karen Levitt, Deputy City Manager
Maria Pontikis, Chief Communications Officer, CEC
Rosemary Hagiwara, Director, Business & Election Services
Teresa Jong, Administration Services Manager, City Manager's Office
Mellisa Morphy, Deputy Chief of Staff & Director of Policy, Mayor's Office
Trevor Ford, Chief of Staff, Mayor's Office

FROM: Colin Knight, General Manager, Financial Services, Finance and Supply Chain Management

SUBJECT: 2024 Third Quarter Review – Operating and Capital Budgets

Executive Summary

The purpose of this report is to provide Council with an overview of City's financial performance for the third quarter of 2024. The report includes details on the annual forecast of the City's Operating Revenue and Expenditure, and Capital Expenditures and the corresponding variances with the annual Operating and Capital Budget.

For 2024, the City is forecasting a balanced budget at year-end after all reserve transfers and adjustments. For the third quarter (year-to-date) of 2024, the City recorded an Operating Budget surplus of \$130.9 million, primarily driven by a surplus in investment income, timing delay in sinking fund installments and interest payments, and transfers to reserves, as well as savings in salary budget; offset by higher overtime expenses in public safety, and other non-salary expenses.

Total capital expenditures to the end of the third quarter of 2024 were \$492 million, which is 63% of the total 2024 Capital Expenditure Budget of \$782 million. Total expenditures for the year are forecasted to be \$748 million, which is 96% of the 2024 Capital Expenditure Budget.

Operating Budget

The City is forecasting to be on budget at year-end. The City reported a \$130.9 million surplus in the third quarter of 2024, primarily driven by investment income, timing delay in sinking fund installments and interest payments, and transfers to reserves, as well as savings in salary budget. This is offset by higher overtime expenses in Public Safety as well as body armor, ammunition and equipment costs in Vancouver Police Department and IT software renewal costs. The surplus reported in the third quarter is expected to be offset in the remaining portion of the year because of higher expenditures that will occur later in the year than planned as well as higher year end transfers.

Appendix A shows the 2024 Operating Budget revenues and expenditures, year-to-date variances and full-year forecasts. However, below are the major revenue and expenditure drivers for Q3 Year-to-Date and the full year forecast:

A. Revenue highlights:

- **Investment income** was approximately \$36.3 million above budget for year-to-date (YTD) and forecasted to be \$46.2 million above budget for 2024 year-end, due to higher interest rates, larger portfolio size and enhanced investment portfolio optimization strategies.
- **Street Parking revenue** was \$4.2 million below budget for YTD and forecasted to be \$2.1 million below for 2024 driven by delays in the parking meter expansion project because of longer public engagement than planned and staffing constraints.
- **Program revenue** was \$3.4 million above budget for YTD and forecasted to be \$7.1 million above 2024 budget primarily driven by strong recreational revenue from golf and seasonal attraction events managed by Parks & Recreation.

Surplus and deficit in Cost recoveries, Utility fees, and other revenues will be offset by related expenditures and transfers.

B. Expenditures and Transfers highlights:

- **Vancouver Police Board** Q3 YTD expenditures were \$19.1 million above budget and the year-end costs is forecasted to be \$16.4 million above budget driven primarily by overtime costs due to protests, demonstrations by-law enforcement for encampments, and deployment for entertainment districts; replacement costs of equipment, issuance of safety body armor, and legal fees for ongoing files partially offset by Provincial and Federal government transfers.
- **Vancouver Fire & Rescue Services** Q3 YTD expenditures were \$8.6 million above budget and the year-end costs are forecasted to be at \$11.2 million above budget primarily due to higher than budgeted overtime and extra shifts to meet operational staffing requirements due to higher staff absences, as well as higher fleet maintenance costs and increased usage of fuel due to services volume. As a result of provincial changes to the Employment Standards Act, VFRS cost recoveries related to staff absences have reduced and overtime costs have increased causing an adverse impact to the year end forecast.
- **Community Services** year-end forecasted expenditures are \$9.9 million above budget due to outreach and shelter programs which are fully offset by external funding.
- **Engineering** year-end expenditures are forecasted to be \$5 million above budget in Public Works primarily due to higher street maintenance needs, which are offset by higher revenue due to higher occupancy fees, higher digital advertising revenue and cost recoveries. Utilities year-end expenditures are forecast to be \$4.3 million above budget primarily due to higher solid waste maintenance costs, which are fully offset by cost recoveries and transfer from reserves
- **Board of Parks and Recreation** year-end forecasted expenditures are \$6.2 million above budget due to cost escalations on tree maintenance, golf course maintenance cost, park bylaw enforcement support, VPD overtime for Crab Park encampment and Hillcrest CCA settlement.
- **Civic Theaters** year-end costs are forecasted to be \$5 million above budget due to higher costs associated with extra events and increased concession sales at events, which are fully offset by higher event revenues.
- **IT, Digital Strategy & 311** year-end costs are forecasted to be \$2.6 million above budget due to Microsoft EA renewal costs offset by budget reallocations.

Capital Budget

The Annual Capital Expenditure Budget reflects one year's expenditures for projects that may span multiple years. On December 12, 2023, the Council approved the 2024 Capital Budget, which included a Capital Expenditure Budget of \$782 million. Expenditures up until the third quarter were \$492 million, or 63% of the budget. The expenditure forecast for 2024 is \$748 million or 96% of the budget. Although Appendix B includes details on budget variances by service category, the following lists the major Service Categories with their corresponding variance explanations:

- **Housing** expenditures are forecasted to be \$27 million below budget, due to delays in land acquisition as it is opportunistic in nature.
- **Utilities** expenditures are forecasted to be \$13 million below budget, which include Water, Sewers & Drainage, Waste Collection, Diversion & Disposal, and Renewable Energy related projects. The underspend is mainly due to external factors such as delays from third-party contractors and supply chain issues.

Conclusion

The City recorded an Operating Budget surplus of \$130.9 million in YTD Q3 and a balanced budget at year-end. Significant variances in the revenue and expenditure categories include higher than budgeted investment income, higher salary-related savings partially offset by higher overtime mainly in Public Safety and higher non-salary expenses. The City also incurred \$492 million in capital expenditures up until the end of the third quarter of 2024, or 63% of the 2024 budget of \$782 million. The City is forecasting to spend \$748 million by the end of 2024 representing a forecasted variance of \$34 million.

APPENDIX A
2024 Operating Budget – Year-to-date and Full year Forecast

2024 Operating Budget - Year-to-Date and Full year Forecast								
\$ millions	Year-to-date				2024 Full Year Forecast			
	Budget	Actuals	Variance	Variance %	Annual Budget	Year end forecast	Year-end Variance \$	Variance %
REVENUES								
Property tax revenue	\$961.9	\$978.2	\$16.3	1.7%	\$1259.5	\$1264.7	\$5.2	0.4%
Utility revenue	\$333.9	\$334.3	\$0.4	0.1%	\$424.6	\$427.7	\$3.2	0.7%
Program revenue	\$60.2	\$63.7	\$3.4	5.7%	\$75.5	\$82.6	\$7.1	9.4%
Licence & Development fees	\$97.7	\$113.1	\$15.4	15.7%	\$116.7	\$133.3	\$16.5	14.2%
Parking revenue	\$64.0	\$59.8	(\$4.2)	(6.6%)	\$78.7	\$76.6	(\$2.1)	(2.6%)
Cost recoveries, grants & donations	\$54.0	\$58.6	\$4.6	8.6%	\$70.6	\$76.1	\$5.5	7.8%
Government Transfer	\$20.5	\$31.8	\$11.3	54.9%	\$24.4	\$44.6	\$20.2	83.0%
Investment income	\$39.4	\$75.7	\$36.3	92.1%	\$46.9	\$93.1	\$46.2	98.3%
Other revenue	\$28.4	\$32.4	\$4.0	14.1%	\$37.3	\$42.0	\$4.7	12.6%
Bylaw fines	\$17.8	\$18.3	\$0.5	2.9%	\$23.2	\$21.9	(\$1.3)	(5.6%)
TOTAL REVENUES	\$1,677.9	\$1,765.9	\$88.0	5.2%	\$2,157.4	\$2,262.7	\$105.3	4.9%
EXPENDITURES & TRANSFERS¹								
Utilities	308.4	300.8	7.6	2.5%	483.8	488.1	(4.3)	(0.9%)
Engineering	100.1	104.8	(4.7)	(4.7%)	133.3	138.3	(5.0)	(3.7%)
Police Services	328.9	347.9	(19.1)	(5.8%)	443.8	460.3	(16.4)	(3.7%)
Fire & Rescue Services	141.9	150.5	(8.6)	(6.0%)	187.9	199.1	(11.2)	(5.9%)
Parks & Recreation	134.3	136.3	(2.0)	(1.5%)	174.1	180.3	(6.2)	(3.6%)
Library	49.5	50.1	(0.7)	(1.4%)	64.2	64.5	(0.3)	(0.5%)
Britannia Community Services Centre	4.8	4.8	0.1	1.8%	6.4	6.4	(0.0)	(0.2%)
Civic Theatres	11.6	13.6	(2.0)	(17.6%)	15.5	20.5	(5.0)	(32.1%)
Community Services	36.4	40.3	(3.9)	(10.8%)	48.7	58.6	(9.9)	(20.2%)
Grants	22.6	23.1	(0.5)	(2.2%)	32.8	32.8	0.0	0.0%
Planning, Urban Design & Sustainability	27.1	27.5	(0.5)	(1.7%)	35.1	35.5	(0.4)	(1.2%)
Development, Buildings & Licensing	37.6	35.0	2.6	6.8%	51.0	48.4	2.6	5.1%
Mayor & Council	3.2	2.9	0.2	7.8%	4.2	4.1	0.2	4.2%
Office of the Auditor General	1.8	1.5	0.3	16.1%	2.4	2.2	0.2	8.6%
Corporate Services	115.4	115.9	(0.5)	(0.5%)	152.0	154.8	(2.8)	(1.8%)
REFM	28.4	29.3	(0.8)	(2.9%)	38.2	38.8	(0.6)	(1.5%)
Finance, Risk & Business Planning	15.4	15.6	(0.2)	(1.5%)	19.8	20.2	(0.5)	(2.3%)
IT, Digital Strategy & 311	36.6	38.0	(1.4)	(3.9%)	47.5	50.1	(2.6)	(5.5%)
Human Resources	6.8	6.4	0.3	5.0%	9.0	9.0	(0.1)	(0.8%)
Legal	5.2	5.3	(0.1)	(1.4%)	6.9	7.0	(0.1)	(1.4%)
City Clerk	5.3	4.8	0.5	9.4%	7.2	6.9	0.4	4.9%
City Manager's Office	9.4	8.7	0.7	7.7%	12.4	11.8	0.6	4.8%
Office of the CSO	8.3	7.8	0.5	5.5%	11.0	10.9	0.1	0.7%
General Government	55.9	24.3	31.5	56.4%	149.5	196.3	(46.8)	(31.3%)
General debt & Transfers to Capital Fund	58.1	15.0	(0.7)	(1.2%)	172.5	172.5	0.0	0.0%
TOTAL EXPENDITURES & TRANSFERS	\$1,437.5	\$1,394.6	42.9	3.0%	\$2,157.4	\$2,262.7	(105.3)	(4.9%)
SURPLUS (DEFICIT)	\$240.4	\$371.2	\$130.9	54.4%	\$0.0	\$0.0	\$0.0	-

NOTE: Totals may not add due to rounding.

1. Under Expenditures & Transfers, all departments other than Police Services and Fire & Rescue services are offset by cost recoveries and revenues.

APPENDIX B
2024 Capital Expenditure Budget variances by Service Category

2024 Annual Capital Expenditure Budget: Budget vs YTD Actual Expenditure vs Forecast vs Variance (in \$ millions)					
Service Category	2024 Expenditure Budget	2024 YTD Actual Expenditure (as of Q3 2024)	2024 Expenditure Forecast	Variance	Variance %
HOUSING	\$125.0	\$74.7	\$98.1	\$26.8	21.5%
CHILDCARE	\$28.9	\$18.5	\$25.9	\$3.0	10.4%
PARKS & PUBLIC OPEN SPACES	\$52.1	\$27.3	\$61.9	(\$9.8)	-18.8%
ARTS, CULTURE & HERITAGE	\$35.4	\$27.9	\$33.3	\$2.1	6.0%
COMMUNITY FACILITIES	\$62.0	\$45.5	\$65.1	(\$3.0)	-4.9%
PUBLIC SAFETY	\$18.3	\$18.8	\$20.6	(\$2.2)	-12.2%
CIVIC FACILITIES & EQUIPMENT	\$28.9	\$14.1	\$31.9	(\$3.0)	-10.2%
STREETS	\$148.1	\$78.4	\$141.3	\$6.9	4.6%
WATER, SEWERS & DRAINAGE	\$170.8	\$129.1	\$178.9	(\$8.1)	-4.7%
WASTE COLLECTION, DIVERSION & DISPOS	\$37.2	\$15.0	\$25.9	\$11.4	30.5%
RENEWABLE ENERGY	\$24.9	\$8.1	\$15.3	\$9.6	38.5%
TECHNOLOGY	\$40.1	\$28.4	\$39.9	\$.2	0.6%
EMERGING PRIORITIES, CONTINGENCY & PROJECT DELIVERY	\$10.1	\$6.1	\$10.0	\$.1	1.0%
TOTAL	\$782.0	\$492.1	\$748.0	\$34.0	4.3%