2021 - 2022 Operating Budget - Organisational Structure Format

Excluding Capital Income - **All Funds**

Period Ending: March

Forecast: Dec Qtr

		2020-2021 Original Budget $	2020-2021 Forecast Qtr $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to Prior 4 Yr Plan $
Business, Growth & Community									
Executive - BG&C									
	Operating Income	0	0	0	0	0	0	0	0
	Operating Expense	965,944	965,944	712,650	879,549	0	879,549	991,730	(112,181)
	Net Operating Result	**965,944**	**965,944**	**712,650**	**879,549**	**0**	**879,549**	**991,730**	**(112,181)**
Business & Lifestyle									
	Operating Income	(12,226,033)	(5,502,779)	(2,339,987)	(9,172,937)	0	(9,172,937)	(12,124,376)	2,951,439
	Operating Expense	15,490,080	13,892,437	7,510,376	14,901,633	285,000	15,186,633	15,863,441	(676,808)
	Net Operating Result	**3,264,047**	**8,389,658**	**5,170,390**	**5,728,696**	**285,000**	**6,013,696**	**3,739,065**	**2,274,631**
Community & Place									
	Operating Income	(6,179,750)	(5,847,236)	(4,114,303)	(6,059,515)	0	(6,059,515)	(6,356,610)	297,095
	Operating Expense	14,629,081	15,367,784	10,473,496	15,341,996	170,000	15,511,996	14,977,890	534,106
	Net Operating Result	**8,449,331**	**9,520,548**	**6,359,193**	**9,282,481**	**170,000**	**9,452,481**	**8,621,280**	**831,201**
Engagement									
	Operating Income	(842,765)	(611,605)	(235,263)	(980,175)	(24,000)	(1,004,175)	(984,428)	(19,747)
	Operating Expense	8,504,979	8,745,197	6,232,118	9,834,051	589,167	10,423,218	9,052,182	1,371,036
	Net Operating Result	**7,662,214**	**8,133,592**	**5,996,855**	**8,853,876**	**565,167**	**9,419,043**	**8,067,754**	**1,351,289**
People & Culture									
	Operating Income	(133,100)	(133,100)	(157,417)	(132,500)	0	(132,500)	(136,428)	3,928
	Operating Expense	(3,136,389)	(2,950,329)	(2,525,390)	(2,601,744)	50,000	(2,551,744)	(2,923,266)	371,522
	Net Operating Result	**(3,269,489)**	**(3,083,429)**	**(2,682,807)**	**(2,734,244)**	**50,000**	**(2,684,244)**	**(3,059,694)**	**375,450**
Strategy & Performance									
	Operating Income	(48,076,111)	(46,290,070)	(35,096,726)	(52,254,438)	0	(52,254,438)	(51,803,420)	(451,018)
	Operating Expense	3,345,893	2,926,126	2,660,786	4,892,586	0	4,892,586	2,301,440	2,591,146
	Savings to be achieved	(1,911,981)	(513,499)	0	(3,998,795)	0	(3,998,795)	(3,341,825)	(656,969)
	Net Operating Result	**(46,642,199)**	**(43,877,443)**	**(32,435,940)**	**(51,360,647)**	**0**	**(51,360,647)**	**(52,843,805)**	**1,483,158**
Business, Growth & Community									
	Operating Income	(67,457,759)	(58,384,790)	(41,943,696)	(68,599,565)	(24,000)	(68,623,565)	(71,405,262)	2,781,697
	Operating Expense	39,799,588	38,947,159	25,064,037	43,248,071	1,094,167	44,342,238	40,263,417	4,078,821
	Savings to be achieved	(1,911,981)	(513,499)	0	(3,998,795)	0	(3,998,795)	(3,341,825)	(656,969)
Business, Growth & Community Net Result		**(29,570,152)**	**(19,951,130)**	**(16,879,659)**	**(29,350,289)**	**1,070,167**	**(28,280,122)**	**(34,483,670)**	**6,203,548**

2021 - 2022 Operating Budget - Organisational Structure Format

Excluding Capital Income - **All Funds**

Period Ending: March

Forecast: Dec Qtr

		2020-2021 Original Budget $	2020-2021 Forecast Qtr $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to Prior 4 Yr Plan $
Infrastructure, Planning & Environment									
Executive - IP&E									
	Operating Income	(2,577,814)	(2,577,814)	(1,887,175)	(2,577,814)	0	(2,577,814)	(2,642,259)	64,445
	Operating Expense	2,871,472	2,871,472	2,181,795	2,940,190	0	2,940,190	2,945,225	(5,035)
	Net Operating Result	**293,658**	**293,658**	**294,620**	**362,376**	**0**	**362,376**	**302,966**	**59,410**
Assets, Sustainability & Environment									
	Operating Income	(19,958,843)	(21,598,843)	(16,573,720)	(22,228,302)	(125,000)	(22,353,302)	(21,079,018)	(1,274,284)
	Operating Expense	24,975,992	27,152,535	20,990,388	28,136,746	486,500	28,623,246	25,527,410	3,095,836
	Net Operating Result	**5,017,149**	**5,553,692**	**4,416,668**	**5,908,444**	**361,500**	**6,269,944**	**4,448,392**	**1,821,552**
City Development									
	Operating Income	(1,861,405)	(2,068,646)	(1,930,867)	(1,710,510)	0	(1,710,510)	(1,866,233)	155,723
	Operating Expense	5,416,550	5,611,937	3,899,090	3,848,089	330,000	4,178,089	5,809,143	(1,631,054)
	Net Operating Result	**3,555,145**	**3,543,291**	**1,968,223**	**2,137,579**	**330,000**	**2,467,579**	**3,942,910**	**(1,475,331)**
City Landscapes									
	Operating Income	(303,629)	(292,809)	(199,239)	(189,240)	0	(189,240)	(312,085)	122,845
	Operating Expense	10,844,363	10,884,722	7,744,273	10,913,785	0	10,913,785	10,910,295	3,490
	Net Operating Result	**10,540,734**	**10,591,913**	**7,545,034**	**10,724,545**	**0**	**10,724,545**	**10,598,210**	**126,335**
City Projects									
	Operating Income	(9,750,876)	(9,058,034)	(8,377,174)	(9,777,125)	0	(9,777,125)	(9,909,027)	131,902
	Operating Expense	26,707,280	27,018,370	20,416,489	26,639,263	291,250	26,930,513	27,528,278	(597,765)
	Net Operating Result	**16,956,404**	**17,960,336**	**12,039,315**	**16,862,138**	**291,250**	**17,153,388**	**17,619,251**	**(465,863)**
Water & Wastewater									
	Operating Income	(41,238,558)	(40,876,279)	(31,892,192)	(40,682,926)	0	(40,682,926)	(41,970,355)	1,287,429
	Operating Expense	32,731,334	32,620,712	24,419,148	34,209,948	513,000	34,722,948	33,905,307	817,641
	Net Operating Result	**(8,507,224)**	**(8,255,567)**	**(7,473,043)**	**(6,472,978)**	**513,000**	**(5,959,978)**	**(8,065,048)**	**2,105,070**
Infrastructure, Planning & Environment									
	Operating Income	(75,691,125)	(76,472,425)	(60,860,367)	(77,165,917)	(125,000)	(77,290,917)	(77,778,977)	488,060
	Operating Expense	103,546,991	106,159,748	79,651,184	106,688,021	1,620,750	108,308,771	106,625,658	1,683,113
Infrastructure, Planning & Environment Net Result		**27,855,866**	**29,687,323**	**18,790,817**	**29,522,104**	**1,495,750**	**31,017,854**	**28,846,681**	**2,171,173**

2021 - 2022 Operating Budget - Organisational Structure Format

Excluding Capital Income - **All Funds**

Period Ending: March

Forecast: Dec Qtr

	2020-2021 Original Budget $	2020-2021 Forecast Qtr $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to Prior 4 Yr Plan $
Total Operating Income	(143,148,884)	(134,857,215)	(102,804,063)	(145,765,482)	(149,000)	(145,914,482)	(149,184,239)	3,269,757
Total Operating Expense	143,346,579	145,106,907	104,715,221	149,936,092	2,714,917	152,651,009	146,889,075	5,761,934
Savings to be achieved	(1,911,981)	(513,499)	0	(3,998,795)	0	(3,998,795)	(3,341,825)	(656,969)
Grand Totals	**(1,714,286)**	**9,736,193**	**1,911,158**	**171,815**	**2,565,917**	**2,737,732**	**(5,636,989)**	**8,374,721**
Note: Figures in () are Income or surplus if in Net Result line	***Surplus***	***Deficit***	***Deficit***	***Deficit***	***Deficit***	***Deficit***	***Surplus***	***Deficit***

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Business, Growth & Community								
Business & Lifestyle								
Albury Entertainment Centre								
Operating Income	(1,869,000)	(372,500)	(186,419)	(1,510,600)	-	(1,510,600)	(1,921,143)	410,543
Operating Expense	2,521,379	1,539,676	815,325	2,125,266	-	2,125,266	2,531,525	(406,259)
Albury Entertainment Centre Total	**652,379**	**1,167,176**	**628,905**	**614,666**	**-**	**614,666**	**610,382**	**4,284**
Economic Development								
Operating Income	(2,884,895)	(2,884,895)	(15,798)	(2,938,849)	-	(2,938,849)	(2,560,492)	(378,357)
Operating Expense	2,818,606	3,511,380	631,784	2,894,268	-	2,894,268	3,000,810	(106,542)
Economic Development Total	**(66,289)**	**626,485**	**615,986**	**(44,581)**	**-**	**(44,581)**	**440,318**	**(484,899)**
Events								
Operating Income	(59,500)	(59,500)	(133,160)	(132,500)	-	(132,500)	(61,235)	(71,265)
Operating Expense	1,054,781	933,502	643,904	994,895	130,000	1,124,895	1,079,323	45,572
Events Total	**995,281**	**874,002**	**510,744**	**862,395**	**130,000**	**992,395**	**1,018,088**	**(25,693)**
Leisure Facilities								
Operating Income	(683,287)	(467,227)	(233,966)	(713,767)	-	(713,767)	(703,783)	(9,984)
Operating Expense	2,111,123	2,115,657	1,418,042	2,203,538	-	2,203,538	2,214,739	(11,201)
Leisure Facilities Total	**1,427,836**	**1,648,430**	**1,184,076**	**1,489,771**	**-**	**1,489,771**	**1,510,956**	**(21,185)**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	-	26,164	28,917	24,512	-	24,512	-	24,512
Service Leader Total	**-**	**26,164**	**28,917**	**24,512**	**-**	**24,512**	**-**	**24,512**
Visitor, Economy & Experience								
Operating Income	(95,399)	(25,600)	(4,284)	(90,940)	-	(90,940)	(75,651)	(15,289)
Operating Expense	1,244,856	1,352,456	521,620	1,022,960	115,000	1,137,960	1,171,722	(33,762)
Visitor, Economy & Experience Total	**1,149,457**	**1,326,856**	**517,337**	**932,020**	**115,000**	**1,047,020**	**1,096,071**	**(49,051)**
Albury Airport								
Operating Income	(6,633,952)	(1,693,057)	(1,766,360)	(3,786,281)	-	(3,786,281)	(6,802,072)	3,015,791
Operating Expense	5,739,335	4,413,602	3,450,784	5,636,194	40,000	5,676,194	5,865,322	(189,128)
Albury Airport Total	**(894,617)**	**2,720,545**	**1,684,424**	**1,849,913**	**40,000**	**1,889,913**	**(936,750)**	**2,826,663**

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Business & Lifestyle Total	**3,264,047**	**8,389,658**	**5,170,390**	**5,728,696**	**285,000**	**6,013,696**	**3,739,065**	**2,274,631**
Community & Place								
Cemeteries & Crematorium								
Operating Income	(1,051,050)	(820,340)	(588,613)	(875,827)	-	(875,827)	(1,080,190)	204,363
Operating Expense	1,279,200	1,383,301	1,042,452	1,401,280	-	1,401,280	1,312,514	88,766
Cemeteries & Crematorium Total	**228,150**	**562,961**	**453,839**	**525,453**	**-**	**525,453**	**232,324**	**293,129**
Childrens Services								
Operating Income	(3,936,239)	(3,914,301)	(2,722,309)	(3,740,389)	-	(3,740,389)	(4,054,116)	313,727
Operating Expense	4,370,596	4,375,498	2,946,747	4,293,995	-	4,293,995	4,496,285	(202,290)
Childrens Services Total	**434,357**	**461,197**	**224,438**	**553,606**	**-**	**553,606**	**442,169**	**111,437**
Communities								
Operating Income	(136,884)	(136,884)	(108,149)	(59,321)	-	(59,321)	(140,782)	81,461
Operating Expense	1,792,013	2,060,413	1,283,975	1,963,195	-	1,963,195	1,809,616	153,579
Communities Total	**1,655,129**	**1,923,529**	**1,175,826**	**1,903,874**	**-**	**1,903,874**	**1,668,834**	**235,040**
Cultural Activation								
Operating Income	(6,000)	(6,000)	(2,749)	(10,000)	-	(10,000)	(6,180)	(3,820)
Operating Expense	1,153,505	1,225,623	840,844	1,125,317	40,000	1,165,317	1,162,912	2,405
Cultural Activation Total	**1,147,505**	**1,219,623**	**838,095**	**1,115,317**	**40,000**	**1,155,317**	**1,156,732**	**(1,415)**
Libraries, Museum & Retro Lane Cafe								
Operating Income	(580,679)	(588,230)	(411,010)	(606,721)	-	(606,721)	(594,678)	(12,043)
Operating Expense	4,053,051	4,200,300	2,820,460	4,175,959	50,000	4,225,959	4,161,306	64,653
Libraries, Museum & Retro Lane Cafe Total	**3,472,372**	**3,612,070**	**2,409,450**	**3,569,238**	**50,000**	**3,619,238**	**3,566,628**	**52,610**
MAMA								
Operating Income	(468,898)	(381,481)	(281,472)	(767,257)	-	(767,257)	(480,664)	(286,593)
Operating Expense	1,945,440	2,087,373	1,487,504	2,315,816	80,000	2,395,816	1,998,990	396,826
MAMA Total	**1,476,542**	**1,705,892**	**1,206,032**	**1,548,559**	**80,000**	**1,628,559**	**1,518,326**	**110,233**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	35,276	35,276	51,514	66,434	-	66,434	36,267	30,167
Service Leader Total	**35,276**	**35,276**	**51,514**	**66,434**	**-**	**66,434**	**36,267**	**30,167**
Community & Place Total	**8,449,331**	**9,520,548**	**6,359,193**	**9,282,481**	**170,000**	**9,452,481**	**8,621,280**	**831,201**

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Engagement								
Communications								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	991,276	981,276	629,000	1,021,890	40,000	1,061,890	1,004,300	57,590
Communications Total	**991,276**	**981,276**	**629,000**	**1,021,890**	**40,000**	**1,061,890**	**1,004,300**	**57,590**
Customer Service								
Operating Income	(55,200)	(55,200)	(27,182)	(55,200)	-	(55,200)	(56,716)	1,516
Operating Expense	1,136,407	1,136,407	765,773	1,085,098	-	1,085,098	1,149,959	(64,861)
Customer Service Total	**1,081,207**	**1,081,207**	**738,590**	**1,029,898**	**-**	**1,029,898**	**1,093,243**	**(63,345)**
Education & Compliance								
Operating Income	(677,565)	(426,405)	(90,640)	(839,975)	(24,000)	(863,975)	(751,212)	(112,763)
Operating Expense	1,706,467	1,738,448	1,086,684	2,129,841	182,167	2,312,008	1,970,176	341,832
Education & Compliance Total	**1,028,902**	**1,312,043**	**996,044**	**1,289,866**	**158,167**	**1,448,033**	**1,218,964**	**229,069**
Information Management								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	4,311,081	4,512,191	3,599,443	5,209,124	217,000	5,426,124	4,430,660	995,464
Information Management Total	**4,311,081**	**4,512,191**	**3,599,443**	**5,209,124**	**217,000**	**5,426,124**	**4,430,660**	**995,464**
Regional Partnerships								
Operating Income	(110,000)	(130,000)	(117,441)	(85,000)	-	(85,000)	(176,500)	91,500
Operating Expense	336,198	336,198	121,305	348,248	150,000	498,248	472,858	25,390
Regional Partnerships Total	**226,198**	**206,198**	**3,864**	**263,248**	**150,000**	**413,248**	**296,358**	**116,890**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	23,550	40,677	29,915	39,850	-	39,850	24,229	15,621
Service Leader Total	**23,550**	**40,677**	**29,915**	**39,850**	**-**	**39,850**	**24,229**	**15,621**
Engagement Total	**7,662,214**	**8,133,592**	**5,996,855**	**8,853,876**	**565,167**	**9,419,043**	**8,067,754**	**1,351,289**
Executive - BG&C								
Executive - BG&C								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	965,944	965,944	712,650	879,549	-	879,549	991,730	(112,181)
Executive - BG&C Total	**965,944**	**965,944**	**712,650**	**879,549**	**-**	**879,549**	**991,730**	**(112,181)**
Executive - BG&C Total	**965,944**	**965,944**	**712,650**	**879,549**	**-**	**879,549**	**991,730**	**(112,181)**

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
People & Culture								
Executive Support								
Operating Income	(600)	(600)	(327)	-	-	-	(615)	615
Operating Expense	(5,283,589)	(5,229,129)	(4,190,336)	(5,409,857)	50,000	(5,359,857)	(5,274,484)	(85,373)
Executive Support Total	**(5,284,189)**	**(5,229,729)**	**(4,190,663)**	**(5,409,857)**	**50,000**	**(5,359,857)**	**(5,275,099)**	**(84,758)**
Human Resources								
Operating Income	(12,500)	(12,500)	(14,091)	-	-	-	(12,813)	12,813
Operating Expense	1,490,864	1,622,364	1,201,734	1,391,907	-	1,391,907	1,707,251	(315,344)
Human Resources Total	**1,478,364**	**1,609,864**	**1,187,643**	**1,391,907**	**-**	**1,391,907**	**1,694,438**	**(302,531)**
Organisational Development								
Operating Income	-	-	0	(12,500)	-	(12,500)	-	(12,500)
Operating Expense	-	-	6,793	566,707	-	566,707	-	566,707
Organisational Development Total	**-**	**-**	**6,793**	**554,207**	**-**	**554,207**	**-**	**554,207**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	49,952	49,952	48,468	17,732	-	17,732	51,291	(33,559)
Service Leader Total	**49,952**	**49,952**	**48,468**	**17,732**	**-**	**17,732**	**51,291**	**(33,559)**
Wellbeing, Health & Safety								
Operating Income	(120,000)	(120,000)	(143,000)	(120,000)	-	(120,000)	(123,000)	3,000
Operating Expense	606,384	606,484	407,952	831,767	-	831,767	592,676	239,091
Wellbeing, Health & Safety Total	**486,384**	**486,484**	**264,952**	**711,767**	**-**	**711,767**	**469,676**	**242,091**
People & Culture Total	**(3,269,489)**	**(3,083,429)**	**(2,682,807)**	**(2,734,244)**	**50,000**	**(2,684,244)**	**(3,059,694)**	**375,450**
Strategy & Performance								
Project Management Office								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	214,652	16,219	295,527	-	-	-	220,906	(220,906)
Project Management Office Total	**214,652**	**16,219**	**295,527**	**-**	**-**	**-**	**220,906**	**(220,906)**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	6,500	34,272	33,958	6,500	-	6,500	6,675	(175)
Service Leader Total	**6,500**	**34,272**	**33,958**	**6,500**	**-**	**6,500**	**6,675**	**(175)**

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Corporate Performance								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	231,026	425,038	239,172	528,431	-	528,431	206,684	321,747
Corporate Performance Total	**231,026**	**425,038**	**239,172**	**528,431**	**-**	**528,431**	**206,684**	**321,747**
Financial Management								
Operating Income	(48,076,111)	(46,290,070)	(35,096,726)	(52,393,796)	-	(52,393,796)	(51,781,455)	(612,341)
Operating Expense	2,893,715	1,924,199	1,857,229	3,882,953	-	3,882,953	1,845,210	2,037,743
Savings to be achieved	(1,911,981)	(513,499)	-	(3,998,795)	-	(3,998,795)	(3,341,825)	(656,969)
Financial Management Total	**(47,094,377)**	**(44,879,370)**	**(33,239,497)**	**(52,509,638)**	**-**	**(52,509,638)**	**(53,278,070)**	**768,432**
Procurement Services								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	-	526,398	234,900	614,060	-	614,060	-	614,060
Procurement Services Total	**-**	**526,398**	**234,900**	**614,060**	**-**	**614,060**	**-**	**614,060**
Strategy & Performance Total	**(46,642,199)**	**(43,877,443)**	**(32,435,940)**	**(51,360,647)**	**-**	**(51,360,647)**	**(52,843,805)**	**1,483,158**
Business, Growth & Community Total	**(29,570,152)**	**(19,951,130)**	**(16,879,659)**	**(29,350,289)**	**1,070,167**	**(28,280,122)**	**(34,483,670)**	**6,203,548**
Infrastructure, Planning & Environment								
Assets, Sustainability & Environment								
Assets								
Operating Income	(254,500)	(837,500)	(505,140)	(281,000)	-	(281,000)	(260,863)	(20,137)
Operating Expense	3,234,113	4,546,115	3,231,837	3,074,652	65,000	3,139,652	3,320,302	(180,650)
Assets Total	**2,979,613**	**3,708,615**	**2,726,696**	**2,793,652**	**65,000**	**2,858,652**	**3,059,439**	**(200,787)**
Environment								
Operating Income	(12,940)	(12,940)	-	-	(125,000)	(125,000)	(5,088)	(119,912)
Operating Expense	983,797	1,169,797	627,599	1,220,532	254,500	1,475,032	968,611	506,421
Environment Total	**970,857**	**1,156,857**	**627,599**	**1,220,532**	**129,500**	**1,350,032**	**963,523**	**386,509**
Property & Building								
Operating Income	(1,467,710)	(1,467,710)	(1,081,042)	(1,445,944)	-	(1,445,944)	(1,505,637)	59,693
Operating Expense	7,763,280	7,776,876	6,852,438	9,180,540	100,000	9,280,540	7,994,537	1,286,003
Property & Building Total	**6,295,570**	**6,309,166**	**5,771,396**	**7,734,596**	**100,000**	**7,834,596**	**6,488,900**	**1,345,696**
Resource Recovery								
Operating Income	(18,223,693)	(19,280,693)	(14,987,537)	(20,501,358)	-	(20,501,358)	(19,307,430)	(1,193,928)

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Operating Expense	12,975,638	13,640,583	10,243,630	14,612,086	67,000	14,679,086	13,224,236	1,454,850
Resource Recovery Total	**(5,248,055)**	**(5,640,110)**	**(4,743,907)**	**(5,889,272)**	**67,000**	**(5,822,272)**	**(6,083,194)**	**260,922**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	19,164	19,164	34,883	48,936	-	48,936	19,724	29,212
Service Leader Total	**19,164**	**19,164**	**34,883**	**48,936**	**-**	**48,936**	**19,724**	**29,212**
Assets, Sustainability & Environment Total	**5,017,149**	**5,553,692**	**4,416,668**	**5,908,444**	**361,500**	**6,269,944**	**4,448,392**	**1,821,552**
City Development								
Building Surveying								
Operating Income	(841,289)	(943,070)	(932,955)	(859,644)	-	(859,644)	(865,983)	6,339
Operating Expense	921,040	921,040	628,045	937,729	-	937,729	946,418	(8,689)
Building Surveying Total	**79,751**	**(22,030)**	**(304,910)**	**78,085**	**-**	**78,085**	**80,435**	**(2,350)**
City Development Administration								
Operating Income	(351,740)	(362,880)	(348,725)	(379,000)	-	(379,000)	(362,287)	(16,713)
Operating Expense	742,142	742,142	565,200	751,662	-	751,662	763,740	(12,078)
City Development Administration Total	**390,402**	**379,262**	**216,475**	**372,662**	**-**	**372,662**	**401,453**	**(28,791)**
City Planning								
Operating Income	(199,030)	(199,030)	(51,471)	-	-	-	(159,030)	159,030
Operating Expense	819,176	802,676	404,653	520,445	100,000	620,445	1,173,610	(553,165)
City Planning Total	**620,146**	**603,646**	**353,182**	**520,445**	**100,000**	**620,445**	**1,014,580**	**(394,135)**
Development								
Operating Income	(469,346)	(563,666)	(597,716)	(471,866)	-	(471,866)	(478,933)	7,067
Operating Expense	2,890,116	3,102,003	2,271,412	1,587,061	230,000	1,817,061	2,880,057	(1,062,996)
Development Total	**2,420,770**	**2,538,337**	**1,673,696**	**1,115,195**	**230,000**	**1,345,195**	**2,401,124**	**(1,055,929)**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	44,076	44,076	29,781	51,192	-	51,192	45,318	5,874
Service Leader Total	**44,076**	**44,076**	**29,781**	**51,192**	**-**	**51,192**	**45,318**	**5,874**
City Development Total	**3,555,145**	**3,543,291**	**1,968,223**	**2,137,579**	**330,000**	**2,467,579**	**3,942,910**	**(1,475,331)**
City Landscapes								
Botanic Gardens								

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Operating Income	(14,820)	(4,000)	(5,384)	(8,000)	-	(8,000)	(15,265)	7,265
Operating Expense	865,757	869,223	691,278	833,881	-	833,881	836,537	(2,656)
Botanic Gardens Total	**850,937**	**865,223**	**685,894**	**825,881**	**-**	**825,881**	**821,272**	**4,609**
Parks & Recreation								
Operating Income	(288,809)	(288,809)	(195,026)	(181,240)	-	(181,240)	(296,820)	115,580
Operating Expense	9,566,538	9,603,431	6,830,472	9,741,741	-	9,741,741	9,650,629	91,112
Parks & Recreation Total	**9,277,729**	**9,314,622**	**6,635,446**	**9,560,501**	**-**	**9,560,501**	**9,353,809**	**206,692**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	30,864	30,864	44,843	7,400	-	7,400	31,740	(24,340)
Service Leader Total	**30,864**	**30,864**	**44,843**	**7,400**	**-**	**7,400**	**31,740**	**(24,340)**
Wagirra								
Operating Income	-	-	1,170	-	-	-	-	-
Operating Expense	381,204	381,204	177,680	330,763	-	330,763	391,389	(60,626)
Wagirra Total	**381,204**	**381,204**	**178,850**	**330,763**	**-**	**330,763**	**391,389**	**(60,626)**
City Landscapes Total	**10,540,734**	**10,591,913**	**7,545,034**	**10,724,545**	**-**	**10,724,545**	**10,598,210**	**126,335**
City Projects								
City Works								
Operating Income	(2,190,601)	(1,431,959)	(1,159,227)	(2,199,457)	-	(2,199,457)	(2,252,855)	53,398
Operating Expense	17,301,063	17,369,885	12,810,727	17,034,946	-	17,034,946	17,869,676	(834,730)
City Works Total	**15,110,462**	**15,937,926**	**11,651,500**	**14,835,489**	**-**	**14,835,489**	**15,616,821**	**(781,332)**
Design Services								
Operating Income	-	-	(1,440,032)	(130)	-	(130)	-	(130)
Operating Expense	-	7,900	378,605	7,361	-	7,361	1,932	5,429
Design Services Total	**-**	**7,900**	**(1,061,427)**	**7,231**	**-**	**7,231**	**1,932**	**5,299**
Fleet & Supply								
Operating Income	(6,821,806)	(6,821,806)	(5,045,769)	(6,953,289)	-	(6,953,289)	(6,892,995)	(60,294)
Operating Expense	7,258,683	7,263,751	5,311,854	6,890,408	91,250	6,981,658	7,456,590	(474,932)
Fleet & Supply Total	**436,877**	**441,945**	**266,085**	**(62,881)**	**91,250**	**28,369**	**563,595**	**(535,226)**
Project Delivery								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	185,536	185,536	216,348	193,597	50,000	243,597	190,847	52,750

	2020-2021 Original Budget $	2020-2021 Forecast $	2020-2021 Actuals YTD $	2021-2022 Base Budget $	2021-2022 New Initiatives $	2021-2022 Total Budget $	2021-2022 Prior 4 Yr Plan $	Variance Budget to prior 4 Yr Plan $
Project Delivery Total	**185,536**	**185,536**	**216,348**	**193,597**	**50,000**	**243,597**	**190,847**	**52,750**
Service Leader								
Operating Income	-	-	-	-	-	-	-	-
Operating Expense	143,417	143,417	58,199	145,711	-	145,711	146,895	(1,184)
Service Leader Total	**143,417**	**143,417**	**58,199**	**145,711**	**-**	**145,711**	**146,895**	**(1,184)**
Traffic & Transport								
Operating Income	(738,469)	(804,269)	(732,146)	(624,249)	-	(624,249)	(763,177)	138,928
Operating Expense	1,818,581	2,047,881	1,640,756	2,367,240	150,000	2,517,240	1,862,338	654,902
Traffic & Transport Total	**1,080,112**	**1,243,612**	**908,610**	**1,742,991**	**150,000**	**1,892,991**	**1,099,161**	**793,830**
City Projects Total	**16,956,404**	**17,960,336**	**12,039,315**	**16,862,138**	**291,250**	**17,153,388**	**17,619,251**	**(465,863)**
Executive - IP&E								
Executive - IP&E								
Operating Income	(2,577,814)	(2,577,814)	(1,887,175)	(2,577,814)	-	(2,577,814)	(2,642,259)	64,445
Operating Expense	2,871,472	2,871,472	2,181,795	2,940,190	-	2,940,190	2,945,225	(5,035)
Executive - IP&E Total	**293,658**	**293,658**	**294,620**	**362,376**	**-**	**362,376**	**302,966**	**59,410**
Executive - IP&E Total	**293,658**	**293,658**	**294,620**	**362,376**	**-**	**362,376**	**302,966**	**59,410**
Water & Wastewater								
Wastewater								
Operating Income	(23,918,444)	(23,513,522)	(18,087,081)	(23,429,146)	-	(23,429,146)	(24,348,370)	919,224
Operating Expense	17,157,589	17,026,270	12,517,052	17,611,735	20,000	17,631,735	17,641,626	(9,891)
Wastewater Total	**(6,760,855)**	**(6,487,252)**	**(5,570,029)**	**(5,817,411)**	**20,000**	**(5,797,411)**	**(6,706,744)**	**909,333**
Water								
Operating Income	(17,320,114)	(17,362,757)	(13,805,111)	(17,253,780)	-	(17,253,780)	(17,621,985)	368,205
Operating Expense	15,573,745	15,594,442	11,902,096	16,598,213	493,000	17,091,213	16,263,681	827,532
Water Total	**(1,746,369)**	**(1,768,315)**	**(1,903,015)**	**(655,567)**	**493,000**	**(162,567)**	**(1,358,304)**	**1,195,737**
Water & Wastewater Total	**(8,507,224)**	**(8,255,567)**	**(7,473,043)**	**(6,472,978)**	**513,000**	**(5,959,978)**	**(8,065,048)**	**2,105,070**
Infrastructure, Planning & Environment Total	**27,855,866**	**29,687,323**	**18,790,817**	**29,522,104**	**1,495,750**	**31,017,854**	**28,846,681**	**2,171,173**
Grand Total	**(1,714,286)**	**9,736,193**	**1,911,158**	**171,815**	**2,565,917**	**2,737,732**	**(5,636,989)**	**8,374,721**
	Surplus	***Deficit***	***Deficit***	***Deficit***	***Deficit***	***Deficit***	***Surplus***	***Deficit***