



**MONTHLY FINANCIAL INDICATORS**  
**As at December 31, 2019**

Monthly financial indicators provide information with respect to areas of historic budget volatility and are a supplement to the variance reports received three times per year. Included in this report are the monthly financial indicators as of December 2019, a summary of which is provided on the following page. These indicators are reviewed annually and adjustments are made to add, delete or refine indicators based on current areas of budget volatility. For 2019, no indicators have been added or deleted.

## MONTHLY FINANCIAL INDICATOR DASHBOARD

### As at December 31, 2019

Indicator	Comparison to Benchmark	Trend from Prior Month*	
By-law Tickets Issued	Green ●	↓	T A X
Sportfield Hours Booked	Green ●	↓	
Average Interest Rate	Green ●	↓	
Average Investment Balances	Green ●	↑	
Fuel Price	Green ●	↓	
Fuel Consumption	Yellow ●	↓	
Building Permits Issued	Green ●	↓	E N T E R P R I S E
Golf Rounds Played	Green ●	—	
Monthly Parkers	Green ●	↓	
Cubic Metres of Water Sold	Green ●	↓	
Number of Watermain Breaks	Green ●	↑	
Heating Degree Days	Green ●	↓	

\*Trend arrows: ↑ trend is better than prior month, ↓ trend is worse than prior month and — trend is within +(-) 1% of prior month.

#### Comparison to Benchmark Summary:

Colour	Count	Meaning
Green ●	11	Indicator is better than the benchmark
Yellow ▲	1	Indicator is between 0% to -10% worse than the benchmark
Red ◆	0	Indicator is more than -10% worse than the benchmark

#### Dashboard Summary:

Tax: Five of six of the indicators are better than the benchmark. This trend suggests that tax supported operations will be better than budget.

Enterprise: Six of six of the indicators are better than the benchmark. This trend suggests that most of the Enterprises will have results better than budget.

## MONTHLY FINANCIAL INDICATORS

### As at December 31, 2019

**Area of Focus: By-Law Fines**

**Indicator: Tickets Issued**

**Relationship:** The number of tickets issued directly correlates to fine revenues.

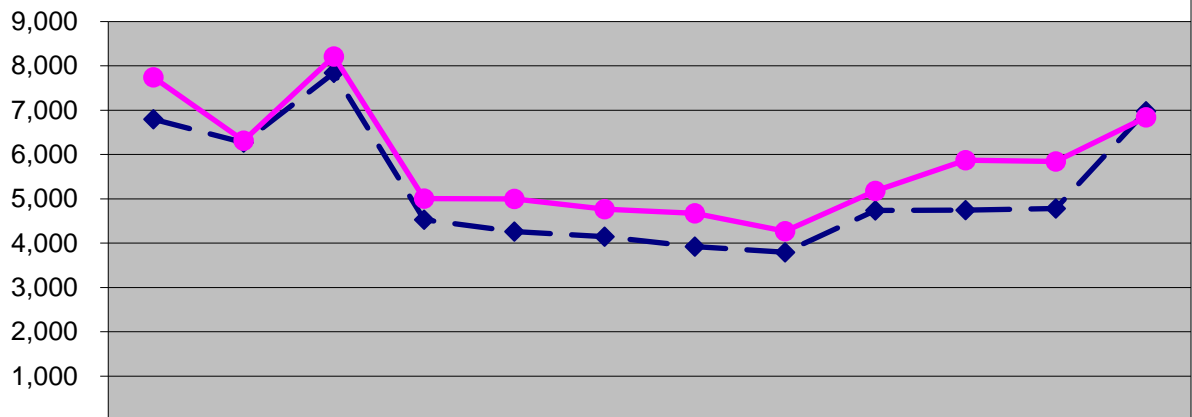
**Exception:**

1) Ticket prices vary by type of infraction, therefore there could be a higher number of tickets issued in a month but lower fine revenue, due to the mix of tickets issued.

2) There is a time lag between when a ticket is issued and the receipt of the revenue. A portion of the fine revenues relate to defaulted tickets from prior years collected by the Province. Therefore, revenues on a month-to-month basis will be impacted by these timing issues.

**Benchmark:** Calculated using the 2018 budgeted fine revenue by month divided by the 5 year average price/ticket by month.

### Tickets Issued



**Benchmark year-to-date tickets issued 62,821**

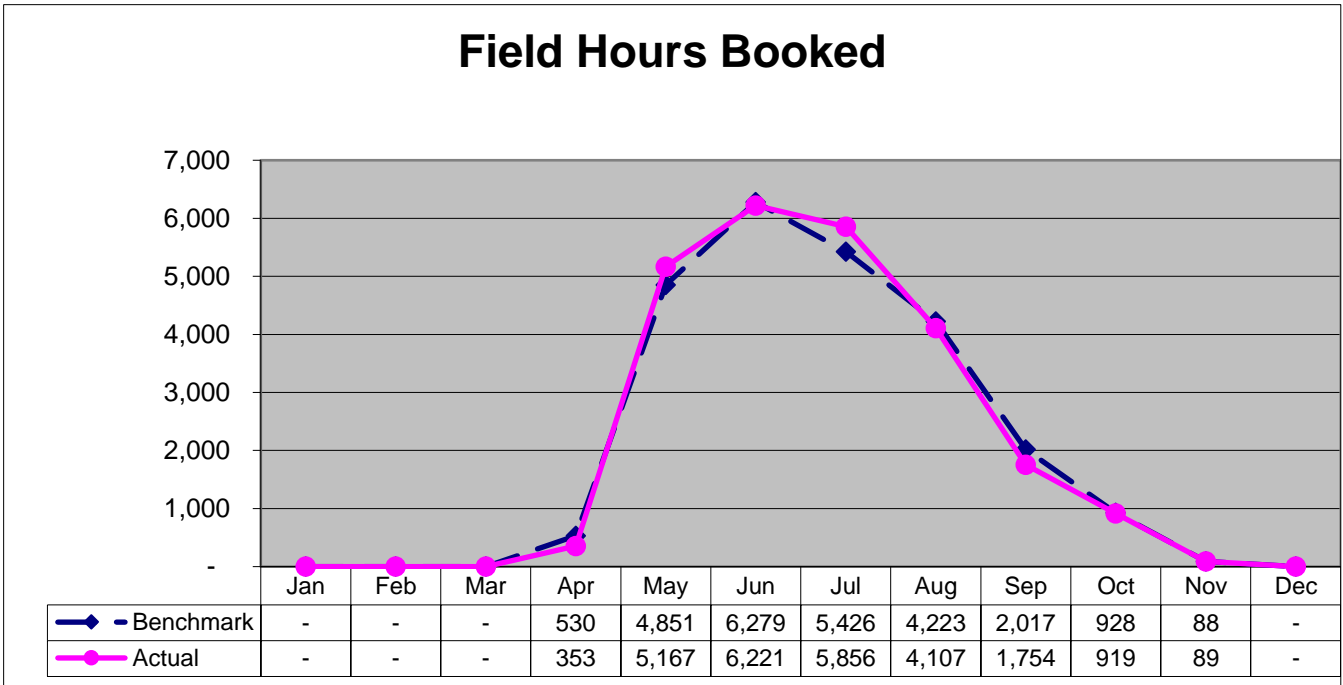
**Actual year-to-date tickets issued 69,736**

Comment: Year-to-date ticket numbers are 11% ahead of benchmark. December results are in line with the benchmark.

## MONTHLY FINANCIAL INDICATORS

### As at December 31, 2019

<b>Area of Focus: Sportsfields, Parks &amp; Trails</b>	<b>Indicator: Field Hours Booked</b>
<b>Relationship:</b> The number of hours booked on outdoor sportsfields has a correlation with revenues, which have been the most variable component of this budget area.	
<b>Exception:</b> Field hours booked does not differentiate between different hourly rates and also includes booked time where no fees have been charged.	
<b>Benchmark:</b> Calculated using the four year average of outdoor field hours booked by month.	



<b>Benchmark year-to-date field hours booked 24,343</b>
<b>Actual year-to-date field hours booked 24,465</b>

Comment: Year-to-date field hours booked tracked very close to benchmark.

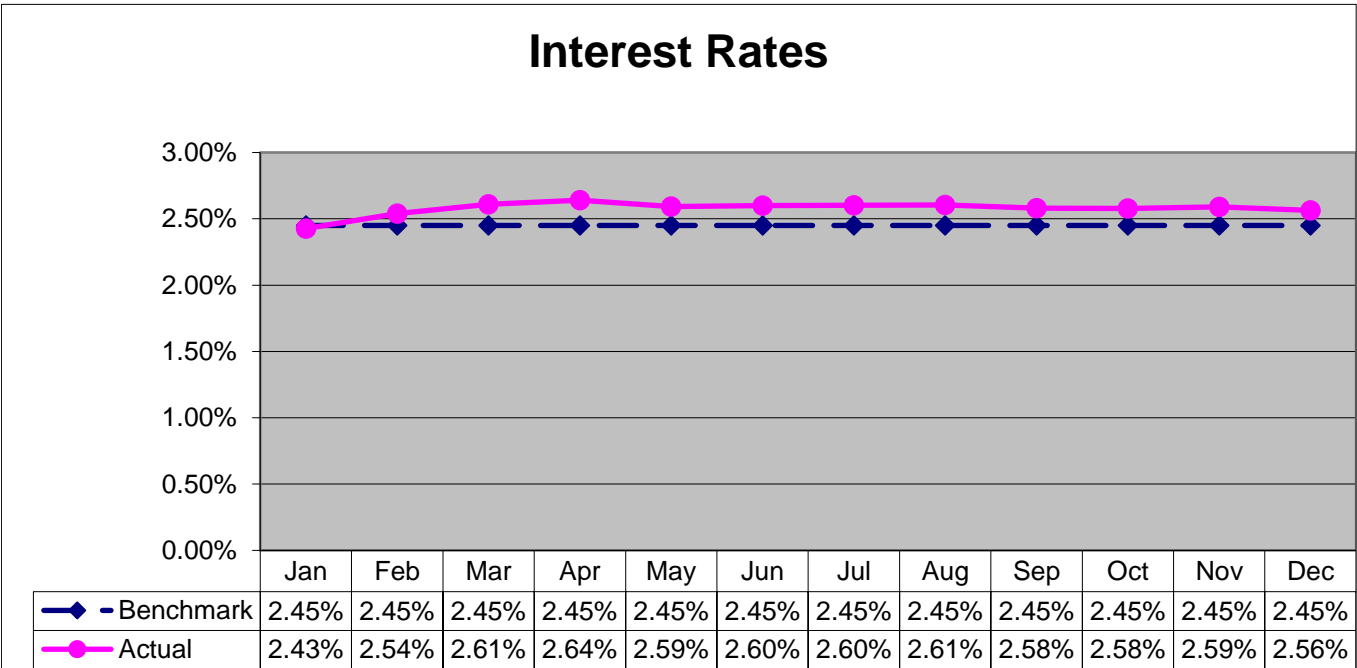
## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

<b>Area of Focus: Investment Income - Rates</b>	<b>Indicator: Interest Rates</b>
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**Relationship:** Investment income is determined by investment rates and balances.

**Exception:** These rates reflect the City's entire short term investment portfolio which includes enterprises, short term trusts and reserves. Therefore, interest income in total is based on these rates but only a portion of the income is reflected in the tax base.

**Benchmark:** Based on current investment portfolio mix and projected rates.



<b>Benchmark year-to-date average interest rate 2.45%</b> <b>Actual year-to-date interest rates 2.58%</b>
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Comment: Average interest rates are tracking above the benchmark.

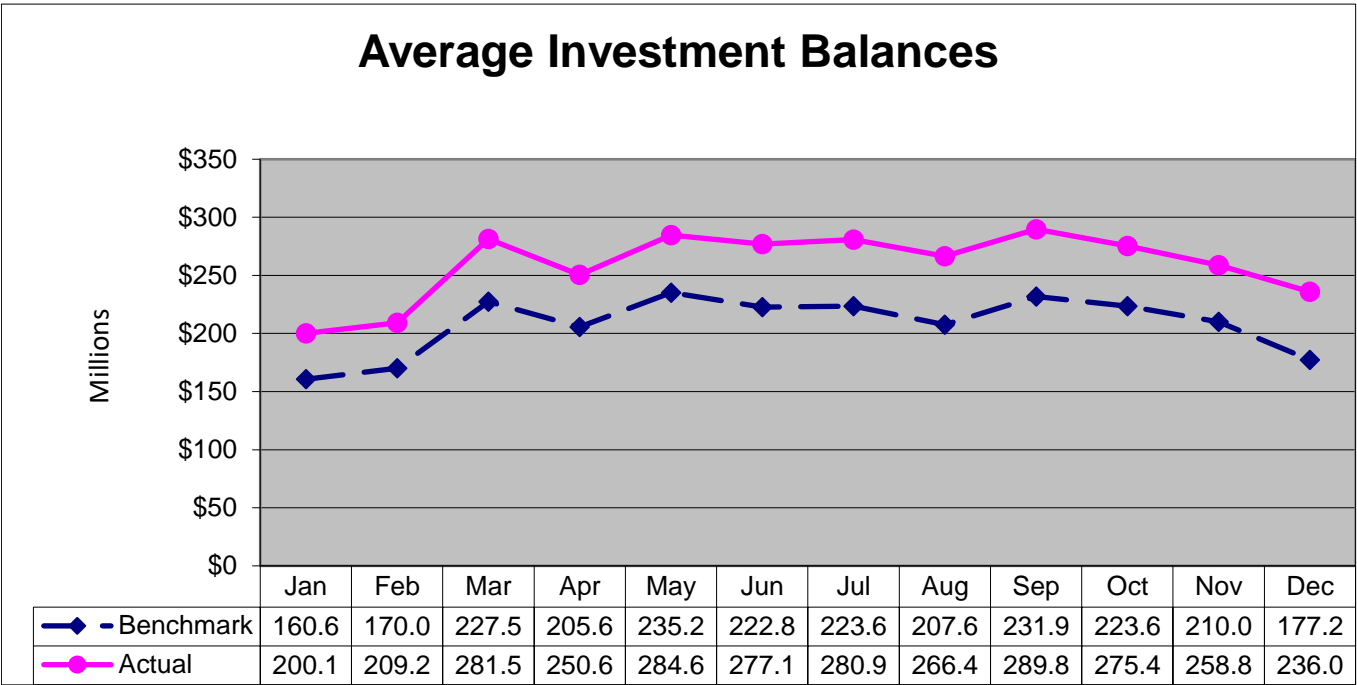
## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

<b>Area of Focus: Investment Income - Balances</b>	<b>Indicator: Average Investment Balances</b>
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**Relationship:** Investment income is determined by investment rates and balances.

**Exception:** These balances reflect the City's entire short term investment portfolio which includes enterprises, short term trusts and reserves. Therefore, interest income in total is based on these balances but only a portion of the income is reflected in the tax base.

**Benchmark:** Calculated using the 2019 Investment Income budget divided by the monthly rate benchmark to estimate the benchmark balance required to meet budget.



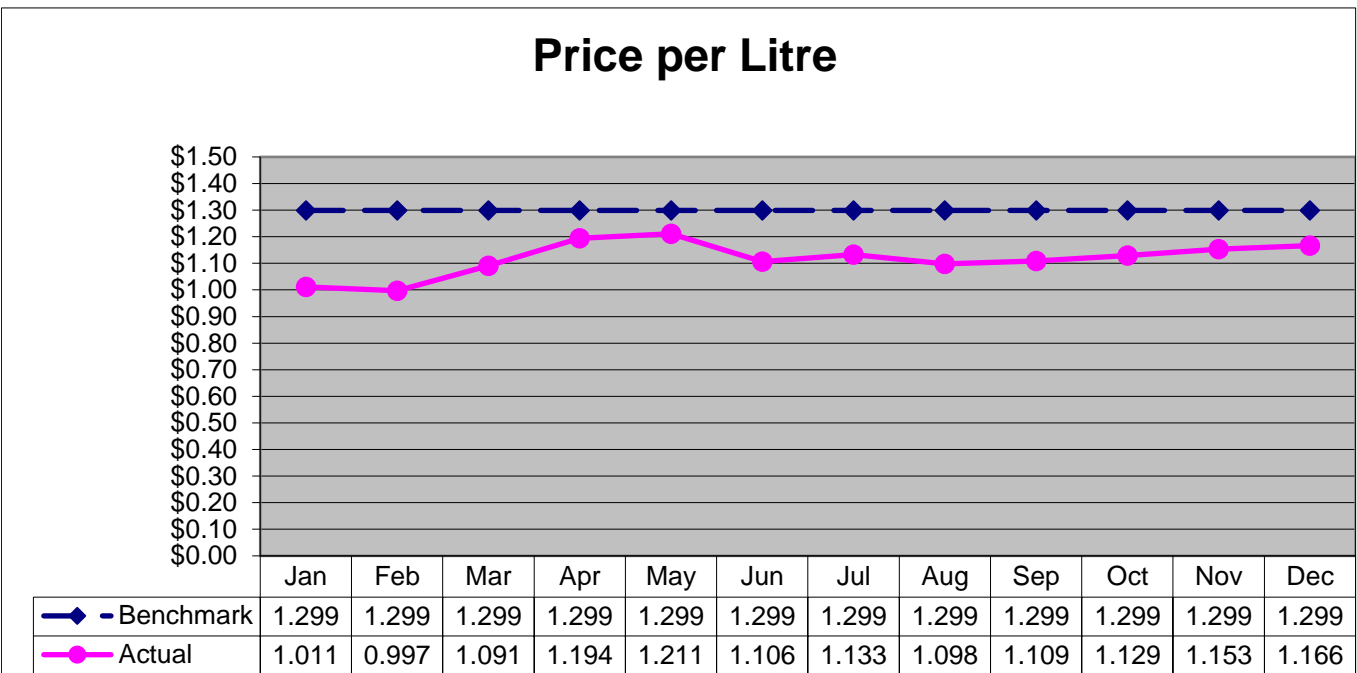
<b>Benchmark year-to-date average investment balances \$208.0M</b>
<b>Actual year-to-date average investment balances \$259.2M</b>

Comment: Investment balances are trending above the benchmark.

## MONTHLY FINANCIAL INDICATORS

### As at December 31, 2019

Area of Focus: Fuel - Price	Indicator: Price per Litre
<b>Relationship:</b> Price can be a volatile component of overall fuel cost as it is determined by local and international supply and demand as highlighted in recent years with environmental and infrastructure disasters impacting supply and economic variables producing frequent and sometimes significant price variances.	
<b>Exception:</b> N/A	
<b>Benchmark:</b> Calculated using the aggregate average of budget estimate for all fuel types. Prices represented are inclusive of HST for market comparison purposes.	



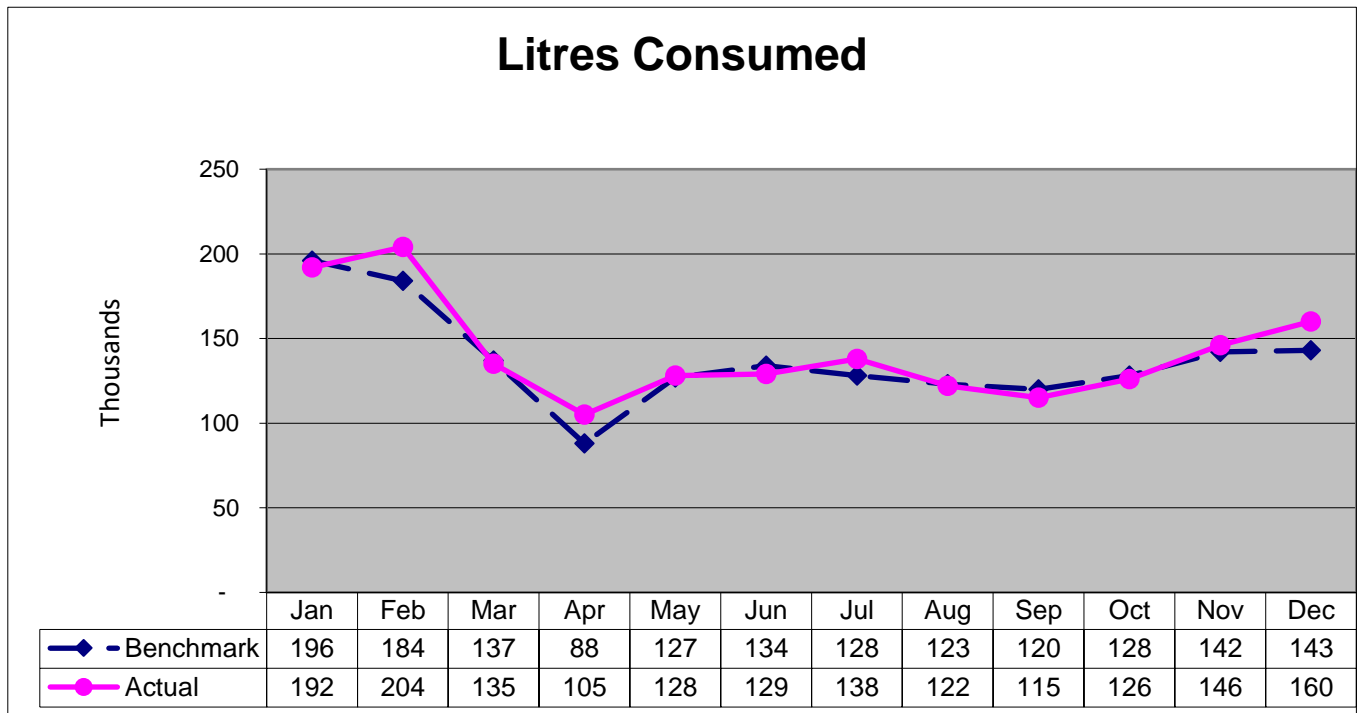
<b>Benchmark year-to-date average price per litre \$1.299</b> <b>Actual year-to-date price per litre \$1.117</b>
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Comment: The year-to-date average price of \$1.117 per litre is 14.0% below the budget estimated price.



## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

<b>Area of Focus: Fuel - Consumption</b>	<b>Indicator: Litres Consumed</b>
<b>Relationship:</b> Fuel consumption variables are less volatile than pricing but can have significant variances above or below the consumption levels utilized in calculating the fuel budget. The primary variable is the frequency and severity of winter maintenance activities.	
<b>Exception:</b> N/A	
<b>Benchmark:</b> Calculated using the budget estimate for consumption and five year historical average of litres consumed by month.	

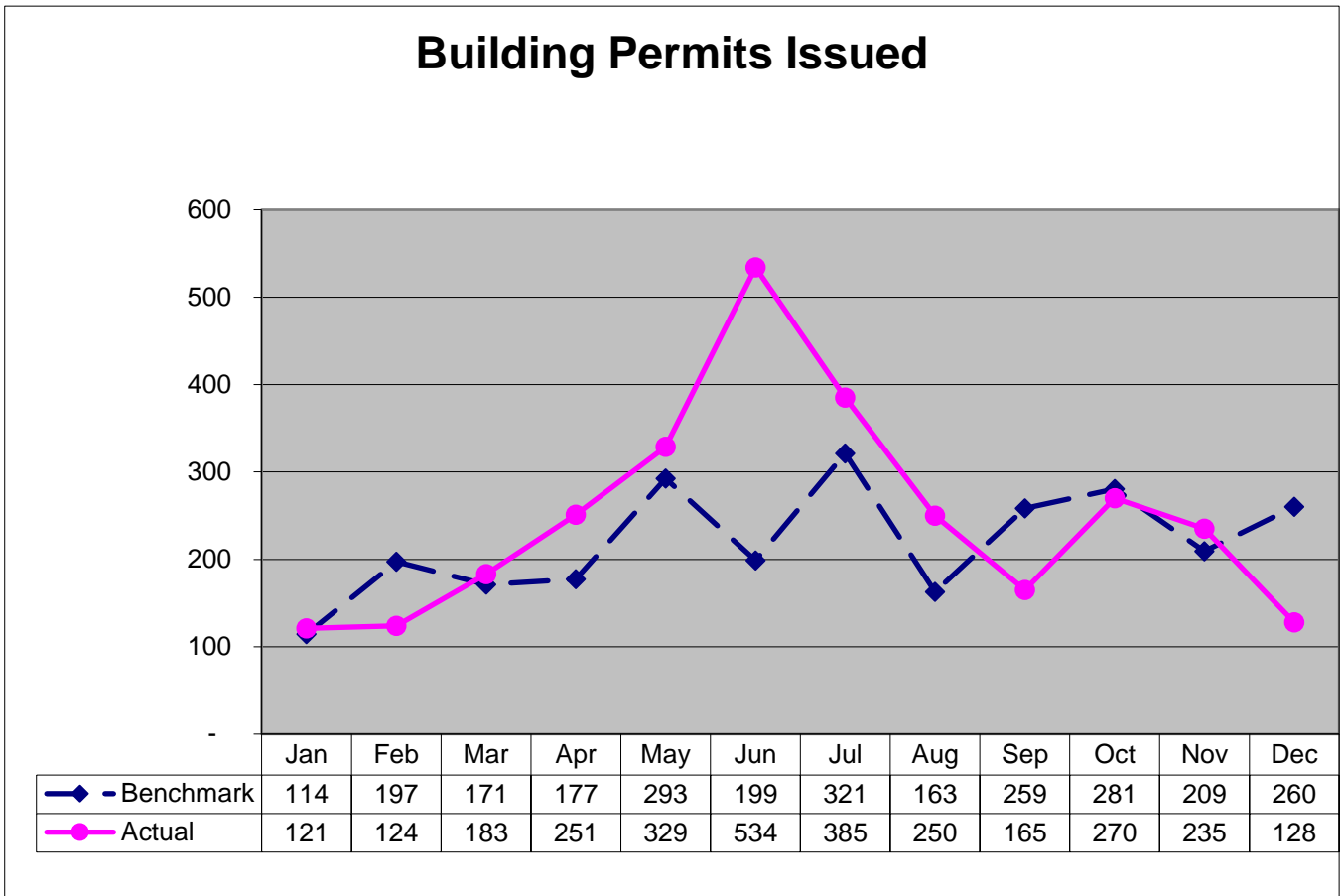


<b>Benchmark year-to-date litres consumed 1,650 (thousands)</b>
<b>Actual year-to-date litres consumed 1,700 (thousands)</b>

Comment: There have been minor variances to monthly consumption estimates due to variables in operational requirements. Year-to-date fuel consumption is currently at 103% of expected year-to-date consumption levels.

## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

<b>Area of Focus: Building</b>	<b>Indicator: Building Permits Issued</b>
<b>Relationship:</b> The number of building permits has a correlation with revenues, which have been the most variable component of this budget area.	
<b>Exception:</b> There are various types of building permits and the revenues can vary significantly based on the size and type of project.	
<b>Benchmark:</b> Calculated using the total 2019 budgeted revenue divided by the five year average price/permit.	



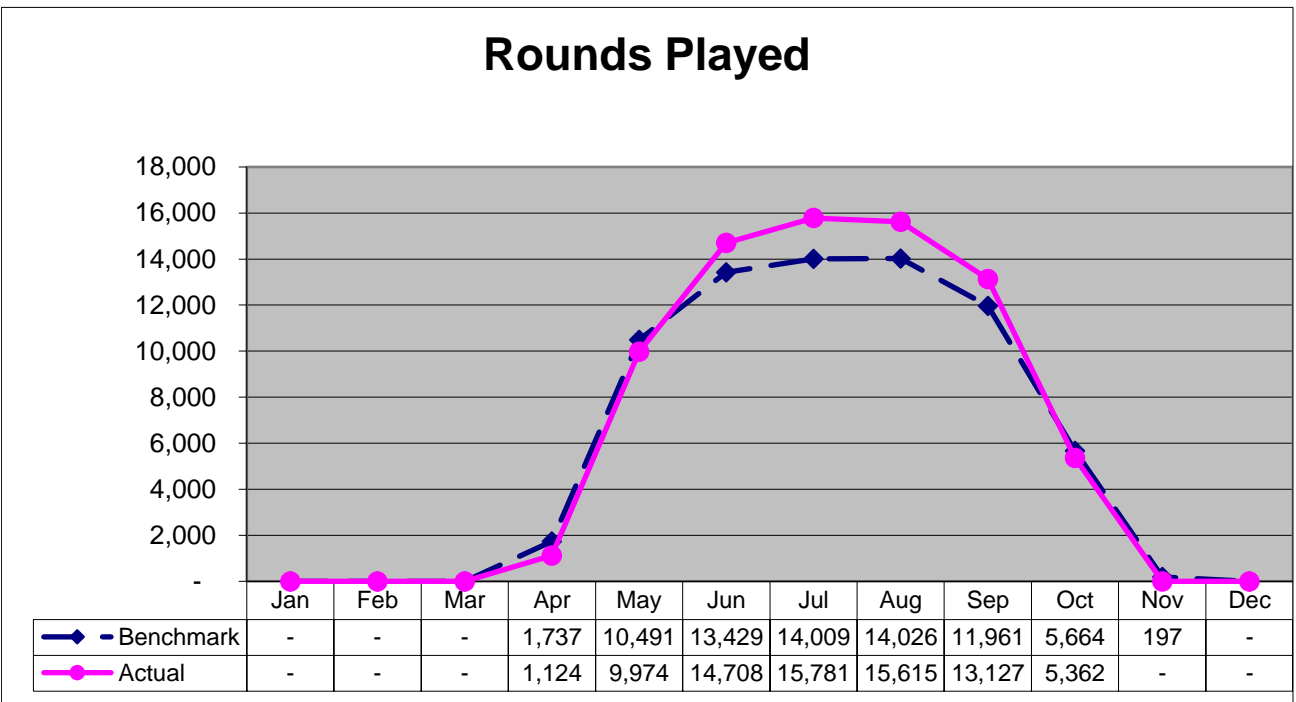
<b>Benchmark year-to-date building permits issued 2,644</b>
<b>Actual year-to-date building permits issued 2,975</b>

Comment: Year-to-date permit numbers slowed because the annual indexing for development charges was revised to December 1 (from January 1).

## MONTHLY FINANCIAL INDICATORS

### As at December 31, 2019

<b>Area of Focus: Golf</b>	<b>Indicator: Rounds Played</b>
<b>Relationship:</b> The number of rounds played has a correlation with revenues, which have been the most variable component of this budget area.	
<b>Exception:</b> Rounds played by people with memberships would not impact green fee revenues, but could impact other revenues such as concession sales.	
<b>Benchmark:</b> Calculated using the two year average of the number of rounds of golf played by month.	



<b>Benchmark year-to-date rounds played 71,514</b>
<b>Actual year-to-date rounds played 75,691</b>

Comment: Actual year-to-date rounds were 6% above benchmark even with earlier closing in 2019.

	Current Year		Prior Year	
	Open	Close	Open	Close
Doon Valley	Apr 26, 2019	Oct 21, 2019	Apr 27, 2018	Oct 29, 2018
Rockway	Apr 26, 2019	Oct 23, 2019	Apr 27, 2018	Nov 05, 2018

## MONTHLY FINANCIAL INDICATORS

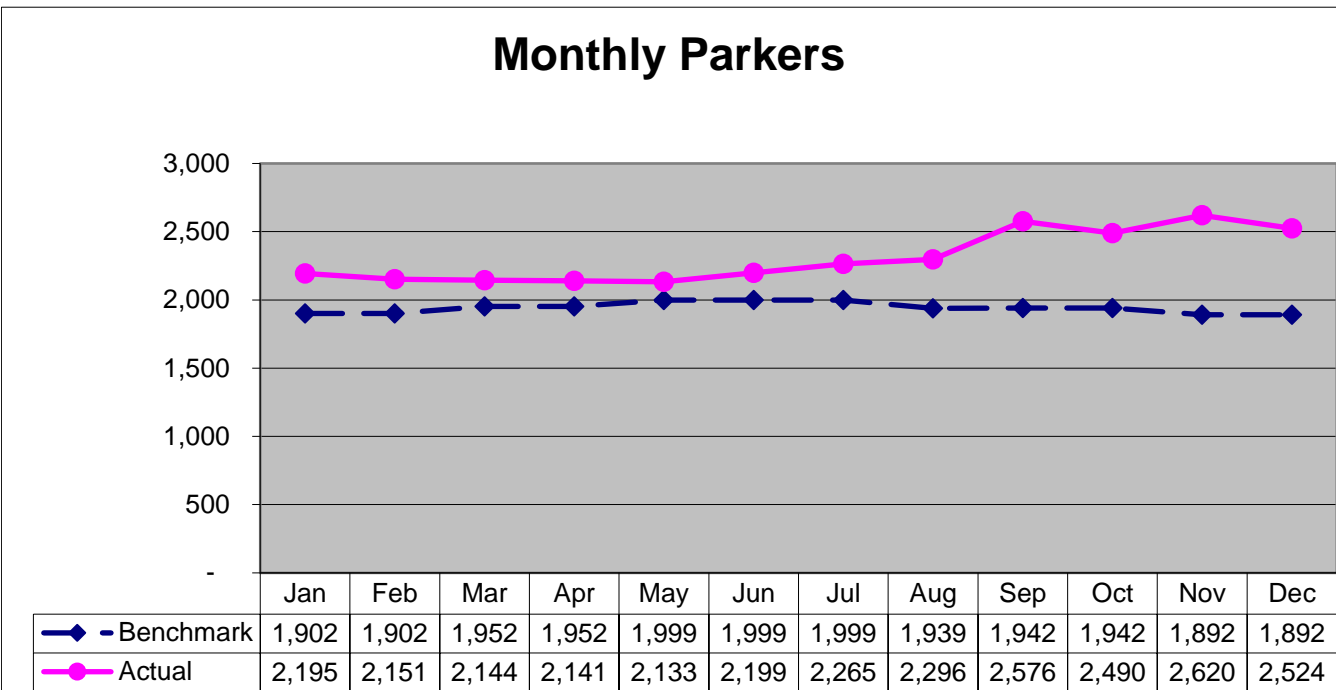
### As at December 31, 2019

**Area of Focus: Parking** **Indicator: Monthly Parkers**

**Relationship:** The number of monthly parkers has a correlation with revenues, which have been the most variable component of this budget area.

**Exception:** The two major sources of parking revenues are monthly (60%) and hourly/meter parking (40%). Therefore, although the monthly parking is an indication of revenue trends, it does not account for all parking revenues.

**Benchmark:** Calculated using the 2019 revenue budget by month divided by the average monthly rates in the various parking lots.



**Benchmark year-to-date monthly parkers 23,310**  
**Actual year-to-date monthly parkers 27,734**

Comment: Year-to-date actuals for monthly parkers is better than benchmark. There have been additional net gains at City Hall, Charles & Benton and Duke & Ontario garage facilities. Further gains were achieved in the Bramm Street surface lot and the Rotary hospital lot due to parking agreements with developers and owners. In addition, there was a net gain at Civic District Garage as the anticipated demand to accommodate neighbouring apartment's garage repairs commenced in August. These increases are offset by a reduction in monthly parkers in the Gaukel/Charles (Lot 15) Street lots due to the closing of the GRT transit hub.

## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

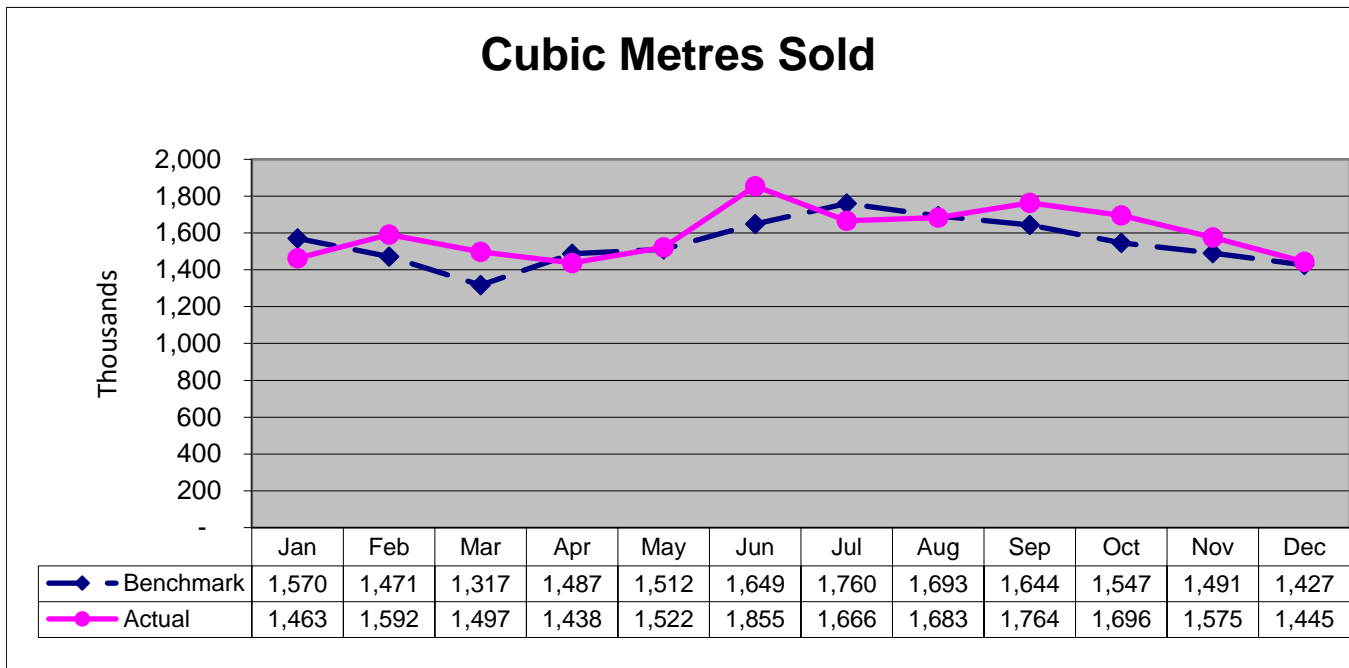
**Area of Focus: Water & Sanitary**

**Indicator: Cubic Metres Sold**

**Relationship:** The amount of water sales to customers has a correlation with both revenues and expenses in these budget areas.

**Exception:** N/A

**Benchmark:** Calculated using the five year average of water volume sold by month.



**Benchmark year-to-date cubic metres sold 18,568**

**Actual year-to-date cubic metres sold 19,198**

Comment: Year-to-date water consumption is ahead of benchmark which is based on the 5 year average.

## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

**Area of Focus: Water**

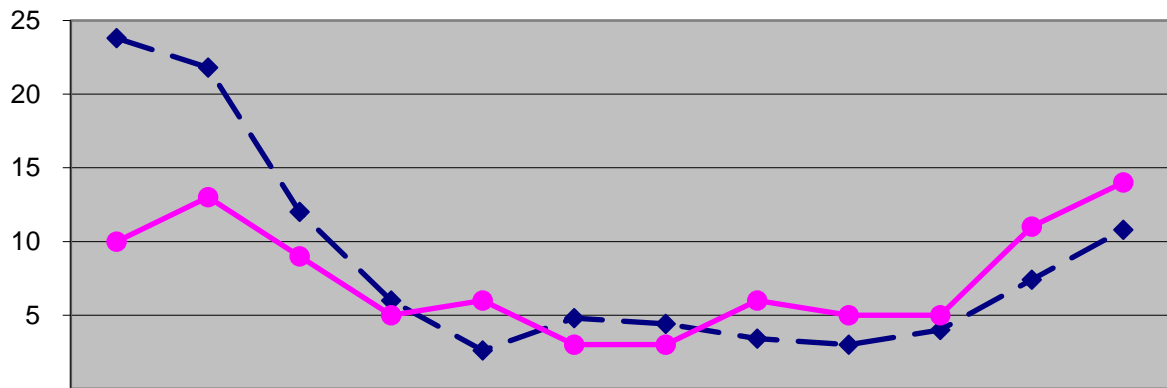
**Indicator: Water Main Breaks**

**Relationship:** The number of water main breaks has a correlation with expenses in this budget area.

**Exception:** Although watermain breaks are not the only costs included in total expenses, it is the most volatile.

**Benchmark:** Calculated using the five year average of water main breaks by month.

### Water Main Breaks



◆ Benchmark	24	22	12	6	3	5	4	3	3	4	7	11
● Actual	10	13	9	5	6	3	3	6	5	5	11	14

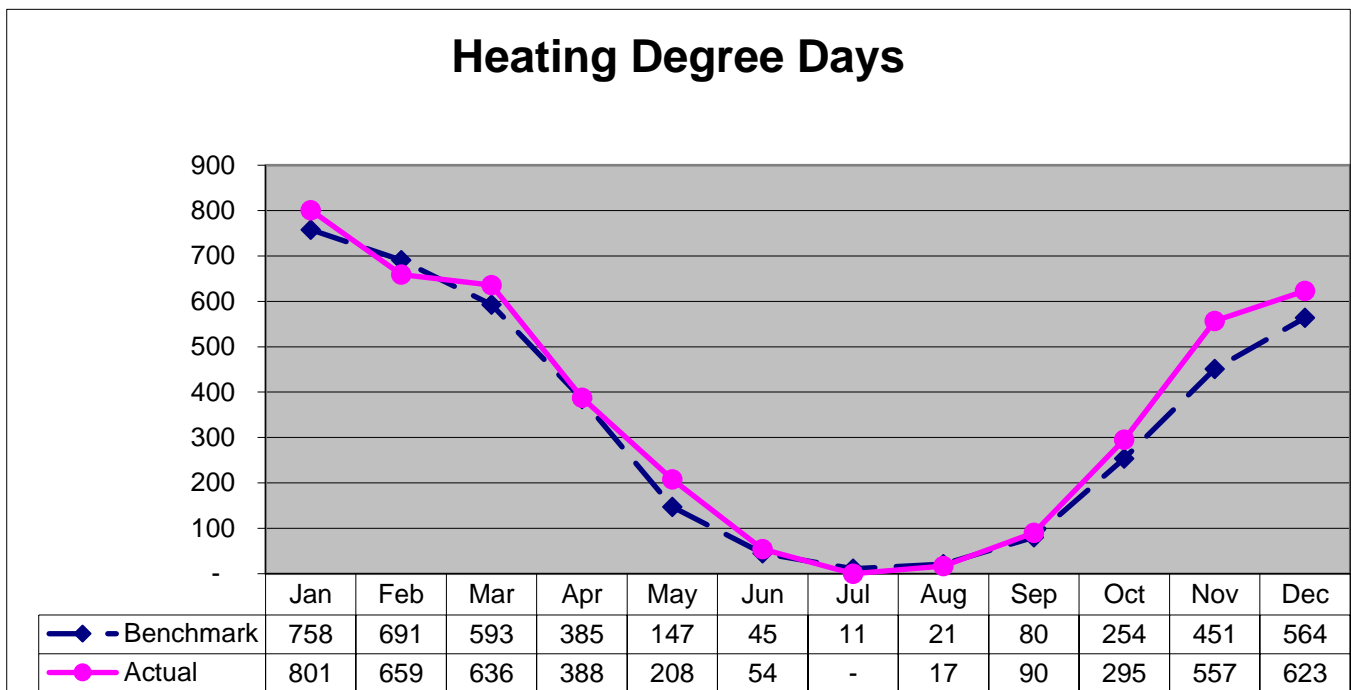
**Benchmark year-to-date water main breaks 104**

**Actual year-to-date water main breaks 90**

Comment: First quarter water main breaks are below benchmark due to the frost not penetrating to water main depth. This resulted in less strain on underground pipes which would cause them to break. This trend reversed when, in May there was a significant increase in breaks attributed to the April 25th Charles St break that left 70% of the city without water. The variation in temperature and outside weather conditions have caused an increased number of breaks in the last two months of the year.

## MONTHLY FINANCIAL INDICATORS As at December 31, 2019

<b>Area of Focus: Gas</b>	<b>Indicator: Heating Degree Days</b>
<b>Relationship:</b> Heating Degree Days (HDD) has a correlation with both revenues and expenses in this budget area.	
<b>Exception:</b> Gas revenue is generated by variable delivery rates and a fixed charge. The impact to revenue is reduced by the fixed charge.	
<b>Benchmark:</b> Calculated using the five year average of the monthly HDD for the Kitchener-Waterloo areas, provided by the government's official weather website.	



<b>Benchmark year-to-date heating degree days 4,000</b> <b>Actual year-to-date heating degree days 4,328</b>
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Comment: Year-to-date Heating Degree Days (HDD) are higher than the benchmark.