

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2022

Item 2, Report No. 24, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on May 17, 2022.

2. 2021 YEAR END FISCAL HEALTH REPORT

The Committee of the Whole recommends approval of the recommendation contained in the following report of the Deputy City Manager, Corporate Services, City Treasurer and Chief Financial Officer, dated May 10, 2022:

Recommendations

1. That the Fiscal Health Report as of December 31, 2021, be received.

Committee of the Whole (2) Report

DATE: Tuesday, May 10, 2022

WARD(S): ALL

TITLE: 2021 YEAR END FISCAL HEALTH REPORT

FROM:

Michael Coroneos, Deputy City Manager, Corporate Services, City Treasurer and Chief Financial Officer

ACTION: FOR INFORMATION

Purpose

To report on the City's fiscal health for the year ending December 31, 2021.

Report Highlights

- The City's property tax supported operations ended 2021 with a surplus of \$5.8 million, attributed in part to unbudgeted Provincial funding to support COVID-19 related operating pressures.
- Transfers of \$1.0 million to the year-end expenditure reserve and \$4.8 million to the tax stabilization reserve were made to bring the ending financial position to balance.
- Combined, the rate supported operations ended 2021 with a \$17.2 million contribution to reserves.
- Total capital spending in 2021 was \$113.6 million.
- In 2021, 171 capital projects were closed and \$22.4 million returned to various originating reserves and reserve funds.

Recommendations

1. That the Fiscal Health Report as of December 31, 2021, be received.

Background

The fiscal health report tracks actual spending performance of the City's calendarized financial plan. This report provides the year-end financial position of the City as of December 31, 2021, on the same basis as the 2021 budget, with accompanying commentary on the contributing factors that have affected the City's fiscal health.

The year-end fiscal health report compares annual actual city operating, water, wastewater and stormwater operations, and capital results as of December 31, 2021, versus the approved budgets and on the same basis as the budget. This differs from the basis of accounting in the City's audited financial statements in some important ways. The full amortization of tangible capital assets and post-retirement benefits are excluded from this report while transfers to and from reserves, and net debenture financing requirements are included.

The City's draft audited financial statements are expected to be presented to Audit Committee and approved by Council in June 2022.

Previous Reports/Authority

[2021 Mid-Year Fiscal Health Report – June 30, 2021](#)

Analysis and Options

Executive Summary

The COVID-19 global pandemic continued to impact operational and financial results in 2021.

The emergence of additional waves and different variants of COVID-19 resulted in severe and prolonged lockdowns in 2021. The City of Vaughan continued to follow public health recommendations related to the COVID-19 global pandemic and measures were implemented to ensure safety and support for citizens, businesses, and employees. These measures included, but were not limited to:

- A freeze on property tax rates in 2021 to support residents and businesses during this challenging time;
- Closure of all City facilities and park amenities resulting in a loss of revenues in Recreation;
- Temporary layoffs and workforce re-balancing to correspond to the loss in revenues;
- Staff continued to work remotely where operationally feasible;
- Additional costs to protect employees and the public (social distancing); and,
- Requesting for and receiving financial support from senior levels of government.

The financial results for 2021 reflect the COVID-19 pandemic and measures taken by the City.

The City's year-end results for the property tax-supported operating budget and rate-supported operations are summarized in Table 1.

The City's property tax supported operations ended 2021, before year-end reserve transfers, in a surplus financial position of \$5.8 million, mainly due to receiving \$2.6 million in Phase 2 Safe Restart Agreement funding and \$8.3 million Provincial funding to support COVID-19 operating costs and pressures in 2021. This funding helped mitigate net pressures from foregone revenues and incremental costs with savings from avoided expenses due to closures and workforce re-balancing across various departments. Approximately \$1.0 million of the surplus was transferred to the Year-End Expenditure Reserve and the remaining \$4.8 million was transferred to the Tax Rate Stabilization Reserve to mitigate tax pressures in 2022 and beyond.

Combined, the water, wastewater and stormwater rate supported operations ended 2021 with reserve contributions totalling \$17.2 million which was \$7.8 million over budget.

The higher residential and commercial water and wastewater billings combined with lower-than-expected water purchases from York Region were the drivers for the increased reserve contributions. These reserve funds are necessary for future infrastructure replacements as these assets near the end of their useful life.

Both the City and the Region cancelled the 2021 rate increases for water and wastewater which is impacting both sales and purchase variances.

Lower than expected stormwater charges were offset by favourable variances in maintenance and administrative costs resulting in a favourable reserve contribution.

The City's capital budget year-end results are summarized in Table 2.

The 2021 approved capital budget included \$291 million in new projects and or increases to existing capital projects. As of December 31, 2021, after all in-year post-capital budget amendments, there were 556 open capital projects with \$490.3 million of available budget remaining.

Operating Results – as of December 31, 2021

Table 1			
\$ million	Budget	Actual	Variance
Property Tax Based Budget			
Revenues	317.9	322.7	4.7
Expenditures	317.9	316.8	1.1
Net	\$ -	\$ 5.8	\$ 5.8
Water Rate Based Budget			
Revenues	68.1	73.0	4.9
Expenditures	64.7	66.3	(1.5)
Lifecycle Contribution	\$ 3.4	\$ 6.8	\$ 3.4
Wastewater Rate Based Budget			
Revenues	90.3	95.1	4.8
Expenditures	86.5	87.8	(1.3)
Lifecycle Contribution	\$ 3.8	\$ 7.2	\$ 3.5
Stormwater Charge Based Budget			
Revenues	10.6	9.9	(0.7)
Expenditures	8.3	6.8	1.5
Lifecycle Contribution	\$ 2.3	\$ 3.2	\$ 0.9
Note - numbers may not add due to rounding			

Capital Results – as of December 31, 2021

Table 2						
Capital Projects \$ million	Total Projects	2021	Life-to-Date			
		Year-End Actuals	Total Budget	Total Actual	Total Variance	% Spent
Open Projects	556	\$ 113.6	1,075.5	586.2	489.3	45%
In-Year Closed Projects	171	-	125.0	102.6	22.4	85%
TOTAL	727	\$ 113.6	\$ 1,200.5	\$ 688.8	\$ 511.7	57%
Note - numbers may not add due to rounding						

DISCUSSION

Operating Budget Results

Total City revenues at year-end were \$322.7 million or 1.5% higher than budgeted.

\$ million	Total Operating		Variance			
	Budget \$	Actual \$	Operating (non-COVID) \$	COVID-19 \$	Total	
					\$	%
Fees and Charges Revenue	48.6	46.7	8.3	(10.2)	(1.9)	(3.9%)
Corporate Revenues	22.6	42.7	4.2	15.9	20.1	88.9%
Reserve Transfers	28.0	13.1	(14.9)	-	(14.9)	(53.2%)
Taxation	218.7	220.2	1.4	-	1.4	.6%
Total Revenues	\$ 317.9	\$ 322.7	\$ (1.0)	\$ 5.7	\$ 4.7	1.5%

Note - numbers may not add due to rounding

Operating Revenue Variances:

Fees and Charges Revenue – unfavourable variance of \$1.9 million consists of:

Non-COVID-19 (favourable variance of \$8.3 million):

- Higher fee collection in Building Standards (BSD) and Development Planning of \$8.2 million

COVID-19 (unfavourable variance of \$10.2 million):

- Lower fee revenues of \$10.1 million mainly in Recreation/Community Development and By-Law & Compliance, Licensing & Permit Services.

Corporate Revenues – favourable variance of \$20.1 million consists of:

Non-COVID-19 (favourable variance of \$4.2 million):

- Total dividends received from Alectra in 2021 was higher by \$2.5 million, due mainly to better than planned results for the utility company in 2020, (Q4 2020 dividends were declared and distributed to the City in Q1 2021); and
- Higher fines & penalties of \$3.5 million due to increased deferral of tax payments.

COVID-19 (favourable variance of \$15.9 million):

- Unbudgeted Safe Restart Phase 2 and Provincial COVID Funding of \$10.9 million.
- Recovery of unbudgeted costs for vaccination clinics from York Region of \$1.6 million.

Reserve Transfers – Non-COVID-19 unfavourable variance of \$14.9 million consists of:

- Lower than budgeted transfers from Building Standards and Development Engineering due to higher fee collection and lower full costs, delay in YMCA loan repayment (these debt servicing costs are funded mainly by reserves) and no draw from the Insurance Reserve required due to lower than budgeted insurance costs.

Taxation – Non-COVID-19 favourable variance of \$1.4 million consists of:

- Higher supplemental taxes due to increased activity and enhancements to properties included in assessments.

Total City Expenditures at year-end were \$316.8 million or 0.4% lower than budgeted.

\$ million	Total Operating		Variance			
	Budget \$	Actual \$	Operating (non-COVID) \$	COVID-19 \$	Total	
					\$	%
Departmental	284.6	272.5	9.7	2.5	\$ 12.1	4.3%
Reserve Contrib. & Corp. Exp.	11.9	33.3	(18.8)	(2.7)	\$ (21.4)	(180.0%)
Long Term Debt	10.6	7.3	3.3	-	\$ 3.3	31.1%
Contingency	7.1	0.0	7.1	-	\$ 7.1	100.0%
Capital from Taxation	3.7	3.7	-	-	\$ -	-
Total Expenditures	\$ 317.9	\$ 316.8	\$ 1.3	\$ (0.2)	\$ 1.1	0.4%

Note - numbers may not add due to rounding

Operating Expenditure Variances:

Departmental – favourable variance of \$12.1 million consists of:

Non-COVID-19 (favourable variance of \$9.7 million):

- Net savings in labour related costs of \$11.2 million due to gapping and delays in filling vacant positions.
- Timing differences in non-labour expenditures, primarily in contractors, supplies, and material of \$5.0 million, and
- Partially offset by contributions to reserves in Building Standards and Development Planning not budgeted (\$6.5 million).

COVID-19 (favourable variance of \$2.5 million):

- Savings in labour costs of \$1.2 million due to workforce re-balancing measures in response to COVID-19.

- Lower contractor and contractor materials, supplies, and materials of \$1.3 million in Recreation

Reserve Contributions & Corporate Expenses – unfavourable variance of \$21.4 million consists of:

Non-COVID-19 (unfavourable variance of \$18.8 million):

- Labour gapping budgeted in Corporate but realized in departments (\$5.8 million)
- Contributions to insurance reserve, winter reserve, and employer benefit reserves of \$13.1 million per consultants' and actuary's reports not budgeted.

COVID-19 (unfavourable variance of \$2.7 million):

- Un-budgeted costs of vaccination clinics of \$1.5 million (recovered from York Region as reflected in revenues); and
- COVID-19 expenses (security guards, PPE, additional cleaning, overtime, etc.) of \$1.4 million not budgeted, offset by lower expenses funded by the Municipal Accommodation Tax of \$0.2 million.

Long-Term Debt – Non COVID-19 favourable variance of \$3.3 million was due to delay in the loan conversion for the YMCA at the Vaughan Metropolitan Centre.

Contingency – No expenses were charged to the Contingency account – favourable variance of \$7.1 million, which offset other pressures throughout the City.

A summary of operating results are included in Attachment 1 and 2; Attachment 3 provides commentary at the Portfolio/Office level.

Water, Wastewater, and Stormwater Results

Total revenues for water, wastewater and stormwater billings were \$178.0 million, or 5.3% greater than budget. Total expenses for water, wastewater and stormwater billings were \$178.0 and include a contribution of \$17.2 million to reserves for the future replacement of tangible capital assets.

Table 5				
\$ million	Budget	Actual	Variance	
			\$	%
Revenues				
Water	68.1	73.0	4.9	7.2%
Wastewater	90.3	95.1	4.8	5.3%
Stormwater	10.6	9.9	(0.7)	(6.4%)
Total Revenues	\$ 169.0	\$ 178.0	\$ 9.0	5.3%
Expenses				
Water	68.1	73.0	(4.9)	(7.2%)
Wastewater	90.3	95.1	(4.8)	(5.3%)
Stormwater	10.6	9.9	0.7	6.4%
Total Expenses	\$ 169.0	\$ 178.0	\$ (9.0)	(5.3%)
Total	\$ -	\$ -	\$ -	-
Note - numbers may not add due to rounding				

- Wastewater billing is based on water consumption and therefore trends closely to water consumption. As a result of increased billings, the water and treatment charges (direct cost) were expected to be higher than budgeted. However, due to the York Region freeze on rates, the purchases remained under budget.
- Non-Revenue Water (NRW) was higher than budgeted. Several initiatives, including meter replacements, are underway to find and reduce NRW.
- Other expenses were lower than budget due to Maintenance and Installation Costs lower by 11.3%. Timing of meter installations and hydrant inspections, other maintenance activities and temporary vacancies resulted in lower expenses.
- Labour costs were lower by 19.5% mainly due to postponing hiring while assessing vacancies against needs and lower than expected training due to COVID-19 and limited availability of Ministry of Environment, Conservation and Parks (MECP) compliant virtual training.

Total lifecycle contributions to reserves were \$17.2 million, or 182% of budget

Contributions to rate supported asset replacement reserves were \$7.8 million over budget due to higher-than-expected total revenues and lower than expected York Region purchases mentioned above.

Capital Budget Results

In 2021, Departments projected to spend over \$200 million on capital projects. At year end, there was a total of 556 open capital projects with actual spending of approximately \$114 million.

Table 6 below summarizes 2021 variance for the 556 open projects as of year-end.

Table 6					
Managing Portfolio \$ million	2021 Year End				
	Total Projects	Planned Spend	Total Actual	Total Variance	% Spent
Infrastructure Development	226	68.9	62.5	6.5	91%
Planning & Growth Management	116	66.2	26.1	40.2	39%
Public Works	130	45.7	9.0	36.7	20%
Community Services	17	6.8	7.8	(1.0)	114%
Corporate Services & Chief Financial Officer	17	6.4	3.5	2.8	56%
Office Fire & Rescue Services	32	3.8	0.3	3.6	7%
Vaughan Public Libraries	6	3.0	2.2	0.8	72%
Administrative Services & City Solicitor	3	0.6	0.3	0.3	50%
Economic & Cultural Development	2	0.2	0.2	0.0	87%
Transformation & Strategy	4	0.6	0.2	0.4	32%
Corporate & Strategic Communications	2	0.1	-	0.1	0%
Real Estate	1	-	1.6	(1.6)	-
Total	556	\$ 202.3	\$ 113.6	\$ 88.7	56%
Note - numbers may not add due to rounding					

As of December 31, 2021, there was a total of 556 open capital projects with a total project spend of approximately \$586 million, and approximately \$490 million of budget remaining; 64% of projects, or 355 projects are related to Roads, Vehicles & Equipment, Buildings & Facilities, and Parks & Open Spaces.

Table 7 summarizes the 556 open capital projects by asset group and life-to-date variance.

Asset Group \$ million	Life-to-Date			
	Total Projects	Total Budget	Total Actuals	Available Budget
Roads	120	310.2	157.6	152.6
Vehicles & Equipment	87	18.6	8.7	9.9
Buildings & Facilities	80	336.7	261.6	75.1
Parks and Open Space	68	102.7	32.6	70.2
Studies & New Initiatives	72	47.1	24.4	22.7
Water Services	26	96.1	39.4	56.7
Information Technology	26	26.8	16.4	10.5
Stormwater Management	25	62.3	8.9	53.4
Water & Wastewater Infrastructure	11	10.7	3.6	7.1
Development Services	14	6.0	2.4	3.6
Local Boards	9	16.5	6.0	10.5
Wastewater Services	15	37.9	21.1	16.8
Land	2	3.1	1.9	1.2
Parkland Acquisition	1	1.6	1.6	0.0
Total	556	\$ 1,076.4	\$ 586.2	\$ 490.3
Note - numbers may not add due to rounding				

The detailed list of open capital projects is included in Attachment 4.

Departments closed 88 projects in the second half of 2021, returning \$15.7 million to reserves, bringing the total returned to reserves from closed projects in 2021 at \$22.4 million.

Table 8 below provides a breakdown of all projects closed as of December 31, 2021.

Portfolio	Total Closed Projects	Returned to Reserves \$ million
Infrastructure Development	78	6.1
Public Works	56	1.7
Planning & Growth Management	16	12.9
Community Services	10	0.1
Economic & Cultural Development	3	1.5
Corp. Serv., Library, City Treasurer/CFO	8	0.1
Total	171	\$ 22.4
Note - numbers may not add due to rounding		

A complete list of Closed Projects can be found [online](#).

Capital Transfers Authorized by the Chief Financial Officer/City Treasurer

The Chief Financial Officer/City Treasurer has the delegated authority to approve any operating or capital realignments between departments, provided they are fiscally neutral. A summary of these changes is incorporated into the semi-annual reporting process.

The following authorized capital budget amendments summarized in table 9 were processed 2021:

Table 9		
From	To	Amount
BF-8739-21 Electrical Renewal Service and Distribution- Replacment	BF-8843-21 Facility & Energy Renewal FH7-1	269,273
\$300,000 CD-2001-16 2018 Road Rehab/Reconstr & \$500,000 ID-2064-20 2022 Road Rehab/Reconstr	CD-2026-17 2019 Road Reahb/Reconstr	800,000
SE-0078-16 Procurement Modernization	FI-2533-18 Finance Modernization	100,000
ID-2083-19 Huntington Rd Reconstr- Langstaff Rd to Nashville	ID-2058-20 Kleinburg Nashville PD6 Major Mac Watermain PTS 1&2 @ Broda Dr Rehab	1,210,000
\$515,000 from DE-7298-19 Watermain Rep	CD-2002-16 2018 Watermain repl (\$165,000) and to ID-2046-18 "2020 Watermain Repl" (\$350,000)	515,000
FL-9566-19 Replace Unit #1917	FL-9558-19-Replace Unit #1358,1369,1360	5,000
EV-2134-19 Backflow Prev Progr	EV-2538-20 Reloc of West bulk WS	120,000
EV-2129-19 Stormwaer Pond cleanout- Forest Pond	EV-2127-19 Stormwater Pond cleanout- Keega/Springside/Aviva Pond	500,000
DT-7120-13 Black Creek Renewal	DE-7176-17 Black Creek Renwal Design and Construction	215,785
ID-2061-19 2021 Watermain Repl	ID-2046-18 2020 Watermain Replas	2,420,917
DP-9559-17 Office Renovations	DP-9589-19 Workspace accommodation	52,049
BF-8789-19 Heat Recovery Unit (KDH) Repl	BF-8787-19 HVAC & RTU1 Replacement Father Ermanno	100,000
BF-8789-19 Heat Recovery Unit (KDH) Repl	BF-8641-18 Various Community Centres - Replacement of Cooling Towers	180,000
RP-7138-20 Fire Stations – Hatch Pavement Markets (City Streets).	RP-7139-20 Fire Stations – Hatch Pavement Markings (Regional Roads)	144,200
FI-0085-18 Tax Manager Software (TXM) Discovery	FI-0073-19 New Property Tax System	30,747
EN-1958-13 Corp Asset Management	FI-2533-18 Finance Modernization	500,000
FL-5225-14 Pk-4 New sand and salt conveyor loaders	FL-5291-20 PW-Roads 3 Addit slide-in salters	25,399

Continuity Schedule of Reserves and Reserve Funds

Table 10						
Reserve Balances \$ million	Opening Balance	Revenues	Expenses	Closing Balance Before Commitments	Commitments	Closing Balance After Commitments
Obligatory Reserves						
City-Wide Development Charges	456.5	83.4	48.5	491.4	305.1	186.3
Area-Specific Development Charges	13.0	3.0	0.1	15.9	17.7	(1.8)
Restricted Grant	29.1	19.3	15.7	32.8	29.6	3.2
Other	121.3	64.3	4.6	181.0	5.2	175.8
Sub-Total	\$ 620.0	\$ 169.9	\$ 68.9	\$ 721.1	\$ 357.6	\$ 363.5
Discretionary Reserves						
Infrastructure Development	241.2	36.8	24.3	253.7	89.2	164.5
Capital from Taxation	23.5	4.2	4.3	23.4	18.4	5.0
Corporate	18.0	0.2	-	18.3	-	18.3
Special Purpose	8.9	2.7	0.0	11.6	12.8	(1.2)
Sustainability	65.7	35.8	5.3	96.2	1.0	95.2
Sub-Total	\$ 357.3	\$ 79.8	\$ 33.9	\$ 403.1	\$ 121.5	\$ 281.7
Total	\$ 977.3	\$ 249.7	\$ 102.8	\$ 1,124.2	\$ 479.0	\$ 645.2
Note - numbers may not add due to rounding						

At year-end, the reserve balance before commitments was \$1,124.2 million, as summarized in table 10. Net reserve activity of \$479.0 million is committed against these reserves and reserve funds. After this activity is accounted for, the total reserves and reserve fund balances as of December 31, 2021, was \$645.2 million, of which \$363.5 million was for obligatory reserves and \$281.7 million was in discretionary reserves.

Total Development Charges (DCs) revenues of \$86.4 million is comprised of \$83.0 million in DC collections and \$3.4 million investment income. Collections have rebounded significantly and have now passed the historical annual averages due to high-rise residential and non-residential developments outside of the 2018 DC pre-payment agreements. Compared to the same period in 2020, City-wide DC collections have increased by 396.7% or \$64.0 million.

The Detailed Reserve Continuity Schedule can be found [online](#).

Financial Ratios

Financial Ratios in alignment with Corporate Targets

Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. To ensure the sustainability of these reserves, the City has adopted associated targets. The City also has a target ratio for debt services costs. The table below provides the status of these targets at the end of 2021.

Policy Ratio	2021	2020	Target
Discretionary Reserve	>50%	>50%	>50% Of Own Source Revenues
Working Capital*	5.5%	5.5%	Up To 10% Of Own Source Revenues (tax only)
Tax Rate Stabilization*	2.0%	1.1%	Up To 10% Of Own Source Revenues (tax only)
Debt Service	2%	2%	<10% Of Own Source Revenues

* In 2020 and prior, the Ratio for Working Capital Reserve included Tax Rate Stabilization Reserve. In 2021, these reserves were separated and a ratio for each reserve was created to measure and improve the fiscal health of the City. In addition, own-source revenues now include all revenues (except for Rate revenues) per the updated Consolidated Reserve and Reserve Fund Policy.

Discretionary Reserve Ratio - The greatest pressure on discretionary reserves is largely due to funding infrastructure replacement as the City’s initial stock of infrastructure assets begin to reach the end of their useful lives.

Working Capital Ratio and Tax Rate Stabilization Ratio – Contributions to Working Capital Reserve and Tax Stabilization Reserve occur when the City achieves a surplus; these reserves can be sources of funding to address a year-end deficit position. In 2021, approximately \$4.8 million of the operating surplus from taxation was transferred to the Tax Rate Stabilization Reserve.

Debt Service Ratio - The City’s policy limits debt to a maximum of 10 percent of total the City’s own-source revenue, which is significantly lower than the Province’s 25 per cent maximum. Total debenture outstanding principal as of December 31, 2021 was approximately \$11.5 million (2020 - \$17 million). In 2021 the total debt repayment costs were \$6.1 million (2020 - \$6.3 million), \$5.7 million in principal and \$0.4 million in interest. Repayment costs of \$6.1 million represents approximately 2 percent of the City’s own source revenues. The Debt Service Ratio continued to improve in 2021, this was achieved in part by looking for responsible and innovative ways to fund capital projects. It is worth noting however, that while debt financing can be an additional tool to fund infrastructure in the City, fiscal prudence and due diligence are necessary to ensure the City’s long-term financial sustainability and flexibility.

The City is working to complete a long-term fiscal plan that would take into consideration the City’s Term of Council strategic plan, growth plans, asset management plan, development charge study, and treasury management strategy. An Operating Budget Policy and a Capital Budget Policy were developed and introduced in 2021 which will compliment this long-term fiscal plan. In addition, the Consolidated Reserve and Reserve Fund Policy was updated to provide flexibility and allow the City to be more strategic in the use of reserves and reserve funds (RRFs) and ensure the City’s RRFs remain healthy and a key ongoing tool of the Long-Range Fiscal Plan. Recommendations resulting from the analysis will be considered in the City’s multi-year

financial plan to ensure financial decisions are mindful of short-term and long-term financial impacts from the City's growth and desired levels of services.

Grant Activity Update

Since 2017, all grant activity is centrally tracked by the Municipal Partnership Office in Economic and Cultural Development. Keeping city-wide priorities in mind, this office identifies and communicates funding opportunities, supports applications, and ultimately reports on the outcomes in partnership with the Financial Planning and Development Finance Department.

Table 11 below summarizes grants applied for and awarded in 2021; however, grants awarded in 2021 may not have been fully received by December 31, 2021. Table 12 summarizes actual grant revenue received in 2021.

Table 11		
Grants Awarded	Capital Grants Awarded	Operating Grants Awarded
Canada Community Revitalization Fund (CCRF)	2,231,250	
Reconnect Festivals and Events		227,000
Audit & Accountability Fund		325,000
Canada Summer Jobs		209,019
Celebrate Canada		17,580
Central Counties Partnership Program		10,000
Mainstreet Community Activator Program		115,000
Fire Safety Grant		80,100
Friends of the Environment Foundation Grant		5,000
Greening Action Partnership Fund		5,000
Invest in Canada Infrastructure Program COVID Resiliency Stream	15,138,206	
Municipal Assset Management Program (MAMP)		50,000
Ontario Sport Hosting Fund	19,000	
Sub-totals	\$ 17,388,456	\$ 1,043,699
Total Grants Awarded in 2021	\$	18,432,155
Note - grants awarded may not have been received in 2021		

In 2021, the City received approximately \$15 million in grant revenues, excluding Canada Community-Building Funding (formerly Gas Tax) of \$19 million.

Table 12		
2021 Grant Funding Received	Capital Grants	Operating Grants
Clean Water and Wastewater Fund	793,693	
Disaster Mitigation and Adaptation Fund	310,664	
Sustainable Neighbourhood Action Plan	72,256	
Canada Summer Jobs		168,191
Celebrate Canada		17,580
Recreation Virtual Programs		15,000
Reconnect Festivals and Events		64,225
Public Library Operating Grant		143,234
Audit & Accountability Fund		270,982
Fire Prevention Grant		80,100
Waste Diversion Ontario Grant		1,568,567
VBEC - Core Funding		177,273
VBEC – Starter Company Plus		144,900
Tourism Vaughan – Ontario Grant		166,537
Tourism Industry Association of Ontario		42,663
Safe Restart Agreement – Phase 2		2,602,000
Provincial COVID Funding		8,311,944
Sub-totals	\$ 1,176,614	\$13,773,195
Total Grants Received in 2021	\$	14,949,808
Note - numbers may not add due to rounding		

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

The report is consistent with the priorities set in the Service Excellence Strategic Initiatives under Operational Performance: Financial Sustainability.

The City’s tax and rate based operating results tracked favourably compared to the budget for fiscal year 2021. However, as uncertainty to the extent of the pandemic and recovery period remains, staff are assessing the financial impact for 2022 that could include continued weakness in Recreation revenues. Staff will continue to monitor the financial health of the organization, provide advice and guidance to departments, and take steps to mitigate all pressures, including utilizing funding from reserves and senior levels of government as necessary.

The Fiscal Health Report will continue to evolve to ensure it continues to provide relevant information that assists in ensuring the financial sustainability of the City. Consistent with current practices, regular updates advising of changes in the City’s financial landscape will be brought forth to Council.

For more information, please contact:

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Nancy Yates, Acting Director, Financial Services, ext. 8984

Attachments

1. City Operating – 2021 Revenue/Expense Summary
2. Consolidated 2021 Operating Budget Results Summary
3. Portfolio/Department Commentary
4. Capital Project Listing

Prepared by

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Approved by



Michael Coroneos, DCM Corporate Services, City Treasurer and CFO

Reviewed by



Nick Spensieri, City Manager

CITY OF VAUGHAN
2021 City Operating Budget
Fiscal Position as of December 31, 2021

REVENUE / EXPENDITURE SUMMARY

\$M	AS OF DECEMBER 31, 2021		
	YTD BUDGET	YTD ACTUAL	VARIANCE FAV (UNFAV.)
REVENUES:			
TAXATION	212.9	212.3	(0.7)
SUPPLEMENTAL TAXATION	3.2	5.4	2.2
PAYMENT IN LIEU	2.6	2.5	(0.1)
RESERVES AND OTHER TRANSFERS	28.0	13.1	(14.9)
DEPT. FEES AND SERVICE CHARGES	48.6	46.7	(1.9)
CORPORATE	22.6	42.7	20.1
TOTAL REVENUES	317.928	322.652	4.7
EXPENDITURES:			
DEPARTMENTAL	284.6	272.5	12.1
RESERVE CONTRIB. & CORP. EXP.	11.9	33.3	(21.4)
LONG TERM DEBT	10.6	7.3	3.3
CONTINGENCY	7.1	(0.0)	7.1
CAPITAL FROM TAXATION	3.7	3.7	0.0
TOTAL EXPENDITURES	317.9	316.8	1.1

Consolidated 2021 Operating Budget Results Summary -							December 31, 2021			Attachment 2	
(in \$ Millions)	Revenues			Gross Expenditures			NET			% Spent	
	Budget	Actuals	Variance	Budget	Actuals	Variance	Budget	Actuals	Variance*		
Public Works											
Transportation & Fleet Management Services	(0.37)	(0.51)	0.14	29.45	27.70	1.75	29.08	27.19	1.89	93.5%	
Environmental Services	(1.88)	(1.88)	0.00	11.85	11.49	0.35	9.97	9.61	0.35	96.5%	
Parks, Forestry & Horticulture Operations	(0.33)	(0.64)	0.31	15.27	16.25	(0.98)	14.94	15.61	(0.67)	104.5%	
DCM Public Works	-	-	-	0.42	0.34	0.08	0.42	0.34	0.08	80.9%	
Sub Total	(2.57)	(3.02)	0.45	56.98	55.78	1.20	54.41	52.76	1.65	97.0%	
Vaughan Fire and Rescue Service											
Fire and Rescue Service	(0.88)	(0.80)	(0.08)	54.21	55.34	(1.13)	53.33	54.54	(1.21)	102.3%	
Emergency Planning	-	-	-	0.23	0.20	0.03	0.23	0.20	0.03	85.3%	
Sub Total	(0.88)	(0.80)	(0.08)	54.44	55.53	(1.10)	53.56	54.74	(1.18)	102.2%	
Infrastructure Development											
Infrastructure Delivery	(0.94)	(0.69)	(0.25)	2.65	1.70	0.94	1.71	1.01	0.69	59.3%	
Infrastructure Planning & Corp. Asset Mgmt.	(1.44)	(1.24)	(0.19)	2.96	2.25	0.71	1.52	1.00	0.51	66.1%	
Parks Infra. Planning & Development	(1.51)	(1.27)	(0.23)	2.78	2.48	0.30	1.27	1.20	0.07	94.5%	
Real Estate	(0.02)	(0.02)	0.01	0.75	0.63	0.12	0.73	0.61	0.13	82.8%	
Facilities Management	(1.70)	(1.10)	(0.60)	22.63	21.31	1.32	20.93	20.22	0.72	96.6%	
Program Management Office	(0.03)	(0.02)	(0.01)	0.72	0.69	0.02	0.69	0.67	0.02	97.6%	
DCM Infrastructure Development	-	-	-	0.64	0.60	0.04	0.64	0.60	0.04	93.3%	
Sub Total	(5.62)	(4.35)	(1.28)	33.12	29.66	3.46	27.49	25.31	2.18	92.1%	
Community Services											
Community Development & Events	(0.86)	(0.44)	(0.42)	2.00	1.49	0.51	1.14	1.05	0.09	91.8%	
By-Law, Compliance, Licensing & Permits	(5.99)	(5.17)	(0.82)	9.04	8.81	0.23	3.05	3.63	(0.59)	119.2%	
Recreation Services	(13.07)	(4.15)	(8.92)	18.13	12.67	5.47	5.07	8.52	(3.45)	168.1%	
Access Vaughan	-	(0.02)	0.02	1.42	1.46	(0.04)	1.42	1.43	(0.02)	101.1%	
DCM Office, Grants & Advisor Committees Commty. Serv.	-	-	-	0.68	0.59	0.09	0.68	0.59	0.09	87.4%	
Sub Total	(19.92)	(9.79)	(10.13)	31.28	25.02	6.26	11.36	15.23	(3.87)	134.1%	
Planning & Growth Management											
Development Planning	(9.58)	(12.11)	2.53	6.01	8.29	(2.28)	(3.58)	(3.82)	0.25	106.9%	
Development Engineering	(8.08)	(5.32)	(2.75)	5.54	4.81	0.73	(2.53)	(0.51)	(2.02)	20.3%	
Policy Planning & Special Programs	(0.77)	(0.49)	(0.27)	5.19	4.62	0.57	4.42	4.12	0.30	93.3%	
Building Standards	(16.66)	(16.72)	0.06	10.32	13.02	(2.70)	(6.34)	(3.70)	(2.64)	58.4%	
DCM Planning & Growth Mgmt	(0.04)	(0.04)	(0.00)	1.04	0.96	0.07	1.00	0.93	0.07	92.6%	
Sub Total	(35.13)	(34.69)	(0.44)	28.10	31.70	(3.60)	(7.03)	(2.99)	(4.04)	42.5%	
Corporate Services & CFO											
CFO Office	-	-	-	0.60	0.62	(0.02)	0.60	0.62	(0.02)	102.8%	
Financial Services	(1.25)	(1.24)	(0.01)	4.69	3.78	0.91	3.44	2.54	0.89	74.0%	
Financial Planning & Development Finance	(0.55)	(0.62)	0.07	3.91	3.93	(0.02)	3.36	3.32	0.04	98.7%	
Human Resources	-	(0.07)	0.07	3.62	3.50	0.12	3.62	3.43	0.20	94.6%	
Information Technology	(0.16)	(0.32)	0.16	14.20	14.55	(0.35)	14.04	14.23	(0.19)	101.3%	
Procurement Services	(0.18)	(0.14)	(0.04)	2.86	2.73	0.13	2.68	2.59	0.09	96.6%	
Sub Total	(2.14)	(2.39)	0.25	29.89	29.12	0.77	27.74	26.73	1.02	96.3%	
Administrative Services & City Solicitor											
Legal Services	(0.34)	(0.40)	0.07	4.59	5.27	(0.68)	4.25	4.87	(0.62)	114.5%	
City Clerk	(3.24)	(1.07)	(2.17)	13.50	12.49	1.01	10.26	11.42	(1.16)	111.3%	
DCM & City Solicitor	-	-	-	0.61	0.63	(0.02)	0.61	0.63	(0.02)	103.0%	
Sub Total	(3.58)	(1.48)	(2.10)	18.69	18.39	0.31	15.12	16.91	(1.79)	111.9%	
Other Offices											
City Managers Office	-	-	-	0.64	1.09	(0.45)	0.64	1.09	(0.45)	169.4%	
Corporate & Strategic Communications	-	-	-	2.43	2.47	(0.05)	2.43	2.47	(0.05)	101.9%	
Economic & Cultural Development	(0.61)	(0.15)	(0.46)	2.53	1.97	0.57	1.93	1.82	0.11	94.3%	
Office of Transformation & Strategy	-	-	-	1.83	1.70	0.12	1.83	1.70	0.12	93.3%	
City Council	-	-	-	1.84	1.43	0.41	1.84	1.43	0.41	77.7%	
Internal Audit	-	-	-	1.03	0.96	0.07	1.03	0.96	0.07	92.9%	
Integrity Commissioner	-	-	-	0.53	0.39	0.14	0.53	0.39	0.14	73.5%	
Sub Total	(0.61)	(0.15)	(0.46)	10.83	10.01	0.82	10.22	9.86	0.36	96.4%	
Vaughan Public Libraries	(0.40)	(0.21)	(0.19)	21.31	17.33	3.98	20.91	17.12	3.80	81.8%	
Total Operating Programs	(70.85)	(56.88)	(13.98)	284.6	272.5	12.1	213.79	215.66	(1.87)	100.9%	
Financial & Non-Program Items**											
PAYG Capital from taxation	-	-	-	3.66	3.66	-	3.66	3.66	-	100.0%	
Contingency	-	-	-	7.08	(0.03)	7.11	7.08	(0.03)	7.11	(0.4%)	
Reserve Contributions & Non-Program	-	-	-	15.57	32.71	(17.15)	15.57	32.71	(17.15)	210.1%	
Debt & Financial Charges	-	-	-	10.63	7.35	3.29	10.63	7.35	3.29	69.1%	
Corporate & Non-Program	-	-	-	(3.66)	0.57	(4.23)	(3.66)	0.57	(4.23)	(15.7%)	
Recoveries & Reserve Draws	(5.75)	(2.94)	(2.81)	-	-	-	(5.75)	(2.94)	(2.81)	51.1%	
Investments	(15.52)	(19.36)	3.84	-	-	-	(15.52)	(19.36)	3.84	124.7%	
Other Revenues**	(9.68)	(25.80)	16.11	-	-	-	(9.68)	(25.80)	16.11	266.4%	
Taxation & Supplemental	(216.12)	(217.68)	1.56	-	-	-	(216.12)	(217.68)	1.56	100.7%	
Sub Total	(247.07)	(265.77)	18.70	33.29	44.27	(10.98)	(213.79)	(221.50)	7.72	103.6%	
Total Tax Levy Budget	(317.93)	(322.65)	4.72	317.93	316.81	1.12	-	(5.84)	5.84		
Water, Wastewater & Stormwater	(169.00)	(178.03)	9.04	169.00	178.03	(9.04)	-	-	-		
Total Operating Budget (tax & rate)	(486.92)	(500.68)	13.76	486.92	494.84	(7.92)	-	(5.84)	5.84		

* Numbers without brackets indicate an item is under-budget; brackets indicate over-budget net expenditures.

** Includes PIL/MAT Other

Administrative Services & City Solicitor

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	3.58	1.48	(2.10)
Labour	10.05	9.79	0.26
Other Expenditures	8.64	8.60	0.04
Total Expenditures	18.69	18.39	0.31
Net	15.12	16.91	(1.79)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	1	0.30
2020	1	0.30
2019	1	1.48
Total	3	2.08

Administrative Services & City Solicitor has an unfavourable variance at year-end driven by:

- Lower than budgeted draw from the Insurance Reserve (Office of the City Clerk)
- Higher than budgeted spending in Professional Fees and Ontario Land Tribunal matters (Legal Services)
- Reduced revenues from Committee of Adjustment applications, marriage licenses and marriage ceremonies primarily attributable to the pandemic (Office of the City Clerk)
- Higher than budgeted insurance claims costs (Office of the City Clerk)

These were partially offset by:

- Lower than budgeted Insurance Premiums (Office of the City Clerk)
- Lower than budgeted labour expenditures as a result of vacancies (Legal Services)
- Reduced postage usage due to the pandemic's impact on the City's available services and programs (Office of the City Clerk)

Work continued in Q4 on the Electronic Document Management System (Deputy City Manager, Administrative Services & City Solicitor) as well as Legal Document Management System (Legal Services).

Portfolio: Community Services

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	19.92	9.79	(10.13)
Labour	27.22	22.26	4.96
Other Expenditures	4.06	2.76	1.30
Total Expenditures	31.28	25.02	6.26
Net	11.36	15.23	(3.87)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	1	0.01
2020	2	0.16
2019	3	0.15
2018	3	0.38
2017	4	(45.23)
2008-2016	5	0.80
Total	17	(43.73)

Community Services has an unfavourable variance at year-end primarily driven by:

- Significantly reduced revenues due to the closure of community centers and the City Playhouse as a result of COVID-19 (Recreation Services)
- Decreased licensing, permit and parking enforcement revenues due to deferral of license renewals as a result of the pandemic (By-Law & Compliance, Licensing & Permit Services)

These were partially offset by:

- Reduced expenses related to programming, events, and operations, including labour and other expenses (Recreation Services)
- Lower than budgeted labour expenditures as a result of vacancies (By-Law & Compliance, Licensing & Permit Services)

Work continued in Q4 on several capital projects including VMC Library, Recreation and YMCA Centre of Community, and continued enhancements to Service Vaughan Customer Relationship Management (CRM).

There were two project closures in Community Services during the year.

Fire and Rescue Service

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.88	0.80	(0.08)
Labour	51.81	52.92	(1.11)
Other Expenditures	2.63	2.61	0.02
Total Expenditures	54.44	55.53	(1.10)
Net	53.56	54.74	(1.18)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	6	3.03
2020	11	1.01
2019	6	0.47
2018	5	0.34
2017	3	0.24
2014	1	0.08
Total	32	5.18

Vaughan Fire and Rescue Service has an unfavourable variance at year-end mainly driven by:

- Higher than budgeted labour expenditures as a result of COVID-19 absences and over-time back-fill to ensure service level is maintained
- Lower than budgeted revenues as a result of COVID-19 affecting Motor Vehicle Collisions and prevention

Work continued in Q4 on several capital projects including equipment purchases related to Technical Rescue.

Portfolio: Corporate Services & Chief Financial Officer

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	2.14	2.39	0.25
Labour	23.87	23.43	0.44
Other Expenditures	6.02	5.69	0.33
Total Expenditures	29.89	29.12	0.77
Net	27.74	26.73	1.02

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2020	2	1.02
2019	4	1.18
2018	4	1.81
2017	1	0.40
2016	5	2.31
2014	1	1.13
Total	17	7.85

Corporate Services has a favourable variance at Q4 driven mainly by:

- Lower than budgeted labour costs as a result of vacancies
- Lower than anticipated spending on Professional Fees, Training and Development, and Computer software due to procurement delays and spending restrictions in place due to the pandemic
- Higher than budgeted labour recovery from capital projects (Office of the Chief Information Officer)
- Lower than expected spending in Professional Fees

These were partially offset by:

- Higher than budgeted Service Contracts for the new tax system, and additional licenses (Office of the Chief Information Officer),

Work continued in Q4 on several large ongoing capital projects such as:

- Central Computing Infrastructure, Personal Computer (PC) Assets Renewal (Office of the Chief Information Officer)
- Growth Related Financial Studies and Analysis, and Long Range Fiscal Planning and Forecast (Financial Planning and Development Finance)
- Finance Modernization, and Workforce Management System (Deputy City Manager Corporate Services and Chief Financial Officer)
- Capital spend is on track across the Portfolio

Portfolio: Infrastructure Development

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	5.62	4.35	(1.28)
Labour	23.87	21.77	2.10
Other Expenditures	9.25	7.89	1.36
Total Expenditures	33.12	29.66	3.46
Net	27.49	25.31	2.18

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	44	24.54
2020	33	56.19
2019	53	79.72
2018	31	33.97
2017	20	62.56
2016	13	3.19
2004-2015	33	76.89
Total	227	337.07

Infrastructure Development has a favourable variance at Q4 driven mainly by:

- Lower than budgeted labour costs as a result of vacancies in approved positions
- Lower than anticipated spending on general maintenance and repairs \$0.6M, Janitorial supplies \$0.2M, utilities \$0.4M, garbage disposal \$0.1M, cleaning services \$0.1M as many facilities were closed due to COVID-19

These were partially offset by:

- Lower than budgeted labour recovery from capital projects (Infrastructure Delivery, IPCAM, FM)

Work continued in Q4 on several large ongoing capital projects such as:

- North Maple Regional Park Development
- New Carrville Community Centre Park in Block 11
- Maple Community Centre Feasibility Study
- Garnet A William Community Centre
- LED Street Light Conversion
- Road Rehabilitation and Watermain Replacement across the City

Portfolio: Planning and Growth Management

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	35.13	34.69	(0.44)
Labour	26.86	24.46	2.40
Other Expenditures	1.24	7.24	(6.00)
Total Expenditures	28.10	31.70	(3.60)
Net	(7.03)	(2.99)	(4.04)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	11	2.44
2020	20	21.06
2019	30	45.58
2018	17	4.47
2017	5	0.69
2016	8	16.30
2015	12	7.19
2013	5	1.90
2012	2	0.46
2011	3	0.81
2010	1	0.15
2009	1	0.28
2007	1	1.42
Total	116	102.74

Planning and Growth Management has a (\$0.4M) unfavourable revenue variance at Q4 driven mainly by:

- Higher than budgeted fees in BSD \$5.5M, DP \$2.5M and DE \$0.6M. These are partially offset by lower than budgeted reserve draws in BSD (\$5.7M) and DE (\$3.3M) due to strength in fee collection and lower than budgeted full costs

At the end of Q4, Planning and Growth management has an (\$3.6M) unfavourable expenditure variance mainly driven by:

- Higher than budgeted transfer to BSD (\$3.6M) and DP (\$2.8M) reserves due to higher than budgeted fee revenue and lower full costs
- \$2.4M lower than budgeted labour mainly due to vacancies for budgeted positions
- \$0.4M lower than budgeted expenditures in various non-labour lines

Work progressed on open capital projects with some of the more significant expenditures in the year related to Zoning By-law Review, Vaughan Mills Urban Design Strategy & Official Plan Review.

There was a total of 15 projects closed during this year.

Portfolio: Public Works

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	2.57	3.02	0.45
Labour	22.61	22.23	0.38
Other Expenditures	34.38	33.55	0.83
Total Expenditures	56.99	55.78	1.21
Net	54.41	52.76	1.65

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	35	3.98
2020	25	11.25
2019	21	1.84
2018	18	42.09
2017	11	2.95
2016	4	0.74
2010-2015	16	5.15
Total	130	68.00

Public Works has a favourable variance at Q4 driven mainly by:

- Reduction in Seasonal Crossing Guard Labour due to School Closures from COVID (Transportation and Fleet Management Services)
- Lower than budgeted labour costs as a result of vacant positions
- Lower than budgeted Contractor costs due to better winter weather than expected and contractor delays due to COVID
- Higher than budgeted Road Occupancy Permits and Municipal Consents, Rental, Cemetery, and Grant revenues

These were partially offset by:

- Higher than budgeted expenses in Materials and Supplies due to a one-time adjustment in Salt inventory (Transportation and Fleet Management Services)
- Higher than budgeted expenses in Hydro and Water costs due to an increase in rates and consumption (Parks, Forestry and Horticulture Operations)
- Higher than budgeted expenses for Winter Windrow services (Transportation and Fleet Management Services)

Work progressed on open capital projects with some of the more significant expenditures in the year related to:

- Curb and Sidewalk Repair and Replacement
- Stormwater Pond cleanout – Aviva Park Pond
- Tree Planting Program
- Parks Concrete Walkway Repairs
- Installation of Water Sampling Stations
- Pavement Crack and Seal program

Note: A significant portion of the unspent amount was due to delays in spending from project rescoping of the Smart Water Metering pilot program

Vaughan Public Libraries

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.40	0.21	(0.19)
Labour	16.43	13.35	3.08
Other Expenditures	4.88	3.98	0.90
Total Expenditures	21.31	17.33	3.98
Net	20.91	17.12	3.80

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	1	0.14
2019	4	1.24
2018	1	0.31
Total	6	1.70

Vaughan Public Libraries (VPL) has a favourable variance at Q4 driven by:

- Due to the impact of the COVID-19 pandemic, there were library branches that were either closed temporarily, or had reduced access for the public which caused significant savings to the budget in wages/benefits, security costs, copier expenses, utilities, and general maintenance.

This was partially offset by:

- Lower revenues than budget due to COVID-19. Revenues from service charges and room rentals were down significantly from budget and from elimination of fees.

Work continued in Q4 on several ongoing city-wide capital projects related to resource purchases, furniture, and equipment as well as technology upgrades. Capital projects for library services at the new Vaughan Hospital and the Vaughan Metropolitan Centre were also active and ongoing.

Transformation & Strategy

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	1.73	1.63	0.10
Other Expenditures	0.10	0.08	0.02
Total Expenditures	1.83	1.70	0.12
Net	1.83	1.70	0.12

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2020	2	0.10
2017	1	0.19
2016	1	0.33
Total	4	0.61

Overall, favourable net expenditure variance due mainly to labour gapping.

Corporate and Strategic Communications

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	2.31	2.46	(0.15)
Other Expenditures	0.12	0.01	0.10
Total Expenditures	2.43	2.47	(0.05)
Net	2.43	2.47	(0.05)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2018	1	0.05
2016	1	0.03
Total	2	0.08

Economic and Cultural Development

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.61	0.15	(0.46)
Labour	2.05	1.77	0.28
Other Expenditures	0.48	0.20	0.29
Total Expenditures	2.53	1.97	0.57
Net	1.93	1.82	0.11

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	2	0.02
Total	2	0.02

Corporate and Strategic Communications' variance at Q4 driven mainly by:

- Higher than budgeted labour costs - Labour cost recovery will take place once reconciled with Infrastructure Development (Community Engagement Specialist Position) and Environmental Services (Communications Advisor Position)
- Lower than anticipated spending in general due to a decision made by the administration to postpone the Citizen Satisfaction Survey until after the 2022 Municipal Election.

Work continued in Q4 on ongoing capital projects such as:

- Service Excellence Communication Plan - funds activities for the Staff Townhalls within the Term of Council. The next scheduled townhall will take place in Q2 2022 and the second in Q4 2022. The balance of the budget will be used closer to the event dates when materials and speakers are required.
- Citizen Engagement Study - the framework and RFP has been developed and delivered. The administration made the decision to release the RFP and complete the survey after the 2022 Municipal Election

Economic Development's Q4 variance mainly driven by:

- Destination marketing budgets being captured under EcDev while actuals were being captured under TVC.
- Delay in advertising revenue
- Lower than anticipated spending attributed to limited outside services and material/supplies needs due to COVID restrictions.

Work continued in Q4 on ongoing capital projects such as:

- Opportunity/Feasibility Study – Closing at the end of 2022.
- Smart City Fund - Smart City contractor, replaced by city staff, balance to carry over to 2022 City Staff salary.

Corporate Revenues & Expenditures

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Corporate Revenue	22.62	42.68	20.06
Reserve & Other Transfers	5.75	2.94	(2.81)
Taxation (net)	218.70	220.15	1.45
Total Revenues	247.07	265.77	18.70
Corporate Expenditures	22.65	36.92	(14.27)
Long Term Debt	10.63	7.35	3.29
Total Expenditures	33.28	44.27	(10.98)
Net	(213.79)	(221.50)	7.72

Corporate Revenues & Expenditures ended in 2021 with a favourable variance to budget driven mainly by:

- Higher than budgeted Corporate Revenues, mainly attributable to unbudgeted Safe Restart Phase 2 and Provincial COVID Funding of \$10.9 million, higher than expected dividends received from the City's investment holding company, Vaughan Holdings Inc. and higher fines & penalties of due to increased deferral of tax payments.
- Reserves and other transfers are below budget due mainly to delay in YMCA loan repayment as the debt servicing costs are funded mostly by reserves.
- Taxation revenues reflects higher supplemental taxes due to increased activity and enhancements to properties included in assessments.
- Corporate expenditures are higher than budgeted due mainly to contributions to the Winter, Insurance and Employer Benefit Reserves as recommended by consultants' and actuary reports.
- Long-Term Debt is below budget due to delay in YMCA loan repayment.

City Council

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	1.40	1.24	0.15
Other Expenditures	0.45	0.19	0.26
Total Expenditures	1.84	1.43	0.41
Net	1.84	1.43	0.41

Favourable variance primarily due to issuing fewer newsletters and publications during the year.

Integrity Commissioner & Lobbyist Registrar

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.35	0.32	0.03
Other Expenditures	0.18	0.07	0.11
Total Expenditures	0.53	0.39	0.14
Net	0.53	0.39	0.14

Favourable net expenditure variance mainly due to a delay in upgrades to registry software, expected to be completed in 2022.

Internal Audit

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.92	0.93	(0.01)
Other Expenditures	0.11	0.03	0.08
Total Expenditures	1.03	0.96	0.07
Net	1.03	0.96	0.07

Favourable net expenditure variance driven mainly by under-spending in training as a result of COVID-19.

City Manager

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.53	1.04	(0.51)
Other Expenditures	0.11	0.05	0.06
Total Expenditures	0.64	1.09	(0.45)
Net	0.64	1.09	(0.45)

Overall, unfavourable net expenditure variance was due mainly to salary continuance not budgeted.

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance
Administrative Services & City Solicitor	IT-2502-19 Electronic Document Management	1	1,850,000	373,029	1,476,971
	LS-7243-20 Legal Document Management Syst	1	412,000	113,114	298,886
	LS-9594-21 Comprehensive Zoning By-law Appeals	1	331,910	27,828	304,082
Administrative Services & City Solicitor Total		3	2,593,910	513,971	2,079,939
Community Services	AV-9532-15 Access Vaughan Phase II - Step	1	50,500	32,794	17,706
	AV-9543-19 AV Space Configuration	1	51,500	49,946	1,554
	BY-9538-16 By-Law & Compliance Group Tech	1	111,000	55,585	55,415
	BY-9554-20 Consultant for Vaughan Animal	1	103,000	50,114	52,886
	BY-9558-21 Coyote Study Partnership with	1	20,963	7,395	13,568
	RE-9503-18 Fitness Centre Equipment Repla	1	953,370	705,596	247,774
	RE-9504-08 Pierre Berton Discovery Centre	1	1,500,000	1,478,253	21,747
	RE-9527-18 Events Strategy	1	127,000	44,208	82,792
	RE-9531-16 Recreation and Culture Custome	1	34,200	-	34,200
	RE-9534-17 Community Centre Program Equip	1	206,000	188,669	17,331
	RE-9536-17 CLASS System Upgrade - Pheriph	1	77,250	56,222	21,028
	RE-9537-17 VMC Library, Recreation and YM	1	29,598,532	74,869,049	(45,270,517)
	RE-9538-18 Facility Equipment Replacement	1	239,900	189,847	50,053
	RE-9541-19 Review and Update of the CSO/F	1	128,750	33,540	95,210
	RE-9542-19 Age Friendly Community Designa	1	154,500	102,747	51,753
	RE-9544-20 Implementation of Event's Stra	1	103,000	-	103,000
SE-0088-16 CRM Service Vaughan	1	3,138,423	2,464,222	674,201	
Community Services Total		17	36,597,888	80,328,187	(43,730,299)
Corporate & Strategic Communications	SE-0083-16 Service Excl Communicatin Plan	1	156,500	123,935	32,565
	SP-0017-18 Citizen Engagement Study	1	103,382	51,882	51,500
Corporate & Strategic Communications Total		2	259,882	175,817	84,065
Corporate Services & Chief Financial Officer	BU-2551-18 Growth Related Financial Analy	1	780,781	466,649	314,132
	BU-2554-20 Growth Related Financial Studi	1	727,608	206,832	520,776
	BU-2560-20 Bill 108 Related Studies	1	515,000	12,150	502,850
	FI-0073-19 New Property Tax System	1	959,807	960,202	(395)
	FI-2533-18 Finance Modernization	1	2,404,564	1,182,356	1,222,208
	IT-3011-16 Central Computing Infrastructu	1	6,691,417	5,561,764	1,129,653
	IT-3013-16 Personal Computer (PC) Assets	1	3,478,209	2,647,625	830,583
	IT-3020-14 Vaughan On-line Improvements	1	1,677,000	543,311	1,133,689
	IT-9546-17 AV Infrastructure Renewal	1	1,764,368	1,362,672	401,696
	IT-9550-18 Digital Strategy Implementatio	1	137,500	131,362	6,138
	SE-0076-16 Job Description & Evaluation Pr	1	200,000	118,501	81,499
	SE-0078-16 Procurement Modernization	1	431,313	317,636	113,677
	SE-0080-16 Service Excellence Leads Progr	1	693,168	543,168	150,000
	SE-0081-19 Service Excellence Recogn.Prog	1	102,466	74,888	27,578
	SE-0089-19 Wellness Strategy	1	213,699	116,228	97,471
	SE-0091-19 Workforce Management System- P	1	1,310,400	259,413	1,050,987
CO-0086-18 Woodlot Acquisition - Block 39	1	1,400,000	1,129,300	270,700	
Corporate Services & Chief Financial Officer Total		17	23,487,300	15,634,057	7,853,242
Economic & Cultural Development	EB-9551-19 Opportunity/Feasibility Study o	1	209,626	207,350	2,276
	SE-7221-19 Smart City Study	1	352,050	335,613	16,437
Economic & Cultural Development Total		2	561,676	542,963	18,713
Infrastructure Development	37-2-04 New Civic Centre	1	140,695,378	140,576,366	119,012
	BF-8350-20 Security Camera Installations	1	74,500	74,477	23
	BF-8364-14 WdbrgOper Centre Ramp Improvem	1	283,811	263,485	20,326
	BF-8378-15 Carrville Community Centre and	1	69,368,973	3,672,416	65,696,557
	BF-8388-12 CivicCentre-Demo/Parking/Drain	1	2,069,300	2,066,035	3,265
	BF-8476-15 Building upgrades to meet AODA	1	1,390,600	1,052,899	337,701
	BF-8477-16 CCTV Connection to City's Netw	1	321,300	68,194	253,106
	BF-8487-15 Building Condition Audits	1	236,648	162,813	73,835
	BF-8502-16 Fire Station Interior Renovati	1	309,000	323,925	(14,925)
	BF-8518-16 JOC Greenhouse Concrete, Mechan	1	71,070	53,318	17,752
	BF-8560-19 Various Facilities - Replacem	1	154,500	151,719	2,781
	BF-8582-17 Various - Kantech Access Contr	1	51,500	43,406	8,094
	BF-8591-17 Fire Hall (General) - Annual C	1	63,654	17,577	46,077
	BF-8594-19 Various Comm.Cntrs.-Accessibil	1	525,300	63,562	461,738
	BF-8595-18 Fire Halls (General)	1	200,850	217,106	(16,256)
	BF-8598-18 Various Facilities - Energy In	1	840,026	77,851	762,175
	BF-8601-18 Various Community Centres - Ka	1	51,500	-	51,500
	BF-8604-18 Various Community Centres - Po	1	206,000	143,573	62,427
	BF-8611-21 Various Community Centres and	1	1,577,800	445,611	1,132,189
	BF-8614-17 Community Centre Common Space	1	154,500	67,493	87,007
	BF-8615-20 Various Community Centres - Co	1	209,626	147,660	61,966
	BF-8621-18 Various Buildings - Office/spa	1	3,052,390	1,746,358	1,306,032
	BF-8622-19 Various Community Centres - Re	1	524,064	469,136	54,928
	BF-8623-18 Repurposing of Concession Area	1	340,117	178,372	161,745
	BF-8624-19 Various Community Centres - Re	1	894,596	24,012	870,584
	BF-8625-19 Various Community Centres - Re	1	365,551	-	365,551
	BF-8626-21 Various Community Centres - R	1	686,161	-	686,161
	BF-8627-19 Garnet Williams CC - Refrigerera	1	229,443	-	229,443
	BF-8629-18 Chancellor CC - Repair/Replace	1	47,166	30,827	16,339
	BF-8637-18 Various Community Centres - Re	1	303,957	139,590	164,367
	BF-8641-18 Various Community Centres - Re	1	260,422	49,304	211,118
	BF-8654-19 Various Community Centres - Re	1	529,214	240,123	289,091
	BF-8657-21 Garnet Williams CC - Rink Con	1	1,246,300	62,161	1,184,140

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance
Infrastructure Development	BF-8671-18 Energy Retrofits - City Facili	1	1,545,000	475,454	1,069,546
	BF-8673-19 City Hall Lutron Lighting Cont	1	183,422	22,896	160,527
	BF-8674-19 Heritage Properties Renewal	1	665,561	255,187	410,374
	BF-8706-21 Mechanical Renewal AHU Replac	1	977,904	-	977,904
	BF-8710-21 Mechanical Renewal Cooling To	1	271,465	-	271,465
	BF-8757-21 Interior Renewal Drywall Repl	1	103,000	-	103,000
	BF-8761-20 Mechanical Replacement/Upgradi	1	57,647	-	57,647
	BF-8767-21 Security Replacements/Upgradi	1	177,003	162,335	14,668
	BF-8787-19 HVAC & RTU1 Replacement Father	1	177,250	2,570	174,680
	BF-8789-19 Heat Recovery Unit (KDH) Repla	1	44,450	34,078	10,372
	BF-8791-19 Refrigeration Plant Chiller Re	1	463,500	120,524	342,976
	BF-8793-19 Structrural Study - Various He	1	89,091	-	89,091
	BF-8800-19 Various Parking Lot Renewals	1	1,840,001	700,932	1,139,069
	BF-8801-19 Parking Lot Renewal Vellore Ha	1	120,535	-	120,535
	BF-8803-19 Parking Lot Asphalt Repairs Ba	1	22,011	-	22,011
	BF-8808-19 Roof Replacement - Various Com	1	2,971,550	2,754,721	216,829
	BF-8816-20 Mechanical Replacement/Upgradi	1	190,550	89,353	101,198
	BF-8822-19 Energy Audits for Buildings	1	167,700	135,036	32,664
	BF-8823-19 Holiday Decorations	1	166,250	171,901	(5,651)
	BF-8826-20 City Hall - Fountain Restorati	1	150,000	15,512	134,488
	BF-8833-20 MNR Remediation	1	751,900	519,137	232,763
	BF-8834-21 Security Renewal Facility Re-	1	128,750	-	128,750
	BF-8835-20 Fire Hall Security Upgrade	1	386,250	267,403	118,847
	BF-8837-20 Maple Community Centre - Upgra	1	360,500	337,938	22,562
	BF-8842-21 FH7-1 Facility & Energy Renew	1	1,369,273	88,705	1,280,568
	BF-8843-21 Pumping Stations Renewal	1	339,900	9,952	329,948
	BF-8846-21 Energy Management Services-Re	1	367,092	-	367,092
	BF-8847-21 ULC Regulatory Compliance (Fi	1	396,550	-	396,550
	BF-8849-21 Alarm Fire & Surveillance Sys	1	314,150	-	314,150
	BF-8850-21 Retrofit of HVAC Systems to U	1	566,500	202,289	364,211
	CD-1957-18 Active Transportation Facility	1	349,876	309,703	40,173
	CD-1978-18 Active Transportation Facility	1	654,061	513,349	140,712
	CD-1980-19 Sidewalk and Street Lighting o	1	1,124,956	1,006,587	118,369
	CD-2001-16 2018 Road Rehabilitation	1	6,839,816	6,839,999	(183)
	CD-2002-16 2018 Watermain Replacement	1	17,238,400	16,931,325	307,075
	CD-2006-15 Major Mackenzie Drive Streetsc	1	356,705	41,137	315,568
	CD-2007-19 Sidewalk, ATF and Street Light	1	1,550,438	23,705	1,526,733
	CD-2012-15 Active Transport Facility	1	253,000	253,000	-
	CD-2013-15 Sidewalk (walkway) Replacement	1	409,390	390,189	19,201
	CD-2015-15 2016 Road Rehabilitation	1	9,193,069	8,330,807	862,262
	CD-2016-15 2016 Watermain Replacement	1	3,368,212	3,291,797	76,415
	CD-2018-15 2017 Road Rehabilitation	1	5,654,467	5,654,767	(300)
	CD-2022-16 Culvert Replacement/ Rehabilit	1	566,500	-	566,500
	CD-2026-17 2019 Road Rehabilitation/ Reco	1	15,935,400	15,323,114	612,286
	CD-2027-17 2019 Watermain Replacement	1	12,556,700	11,692,149	864,551
	CO-0074-14 VHPD Culvert Work Major Macken	1	4,527,716	4,527,716	-
	DE-7098-15 Pedestrian and Bicycle Network	1	837,744	461,138	376,606
	DE-7104-15 TMP Education, Promotion, Outr	1	413,096	193,358	219,738
	DE-7139-16 Storm Drainage and Storm Water	1	790,859	675,488	115,371
	DE-7141-16 Transportation Master Plan Upd	1	1,582,703	908,945	673,758
	DE-7142-16 Water Master Plan Update	1	672,191	330,656	341,535
	DE-7168-16 Wastewater Master Plan Update	1	672,191	533,983	138,208
	DE-7169-16 Concord GO Comprehensive Trans	1	1,520,980	907,246	613,734
	DE-7175-17 VMC Edgeley Pond Construction	1	27,736,854	2,184,460	25,552,394
	DE-7176-17 Black Creek Channel Renewal De	1	17,634,880	676,305	16,958,575
	DE-7182-17 Implementation of the Regional	1	766,748	596,822	169,926
	DE-7184-17 Kirby Go Station	1	232,598	90,039	142,559
	DE-7188-18 Promenade Mall Secondary Plan	1	714,669	507,672	206,997
	DE-7189-18 Highway 7 and Weston Road Seco	1	1,001,577	753,441	248,136
	DE-7223-19 VMC Master Servicing Plan Upda	1	431,448	401,514	29,934
	DT-7048-10 Ashbridge Cr SW Mgmt Pond Imp	1	646,635	584,090	62,545
	DT-7112-14 Kirby Road Municipal Class EA	1	2,338,926	2,246,482	92,444
	DT-7131-14 Clark Ave West Cycle Facility	1	327,000	326,529	471
	EN-1851-14 Traffic Data Collection/Invento	1	174,812	124,812	50,000
	EN-1879-12 GT StmWtrMgmt Fclty-Gallanough	1	6,916,916	815,034	6,101,882
	EN-1886-12 Bridge Rehab-Humber Bridge Tra	1	2,166,801	2,169,301	(2,500)
	EN-1888-13 Bridge Rehabilitation-Glen Shi	1	1,985,444	1,905,743	79,702
	EN-1889-13 Bridge Replacement/Rehab.	1	231,725	231,725	-
	EN-1958-13 Corporate Asset Management	1	2,747,204	1,112,809	1,634,395
	EN-1971-13 Sanitary Sewer Rehabilitation	1	707,362	685,443	21,919
	EV-2117-17 Methane Station Rehabilitation	1	1,231,880	1,135,630	96,250
	ID-2008-20 Sidewalk and Street Lighting o	1	28,047	21,151	6,896
	ID-2033-17 Utility Relocations for City H	1	1,133,000	1,181,460	(48,460)
	ID-2042-17 Bathurst Clark Resource Librar	1	1,247,426	109,929	1,137,497
	ID-2045-17 Garnet A. Williams Consultant	1	18,986,857	3,950,710	15,036,147
	ID-2046-18 2020 Watermain Replacement	1	12,671,367	1,232,078	11,439,289
	ID-2047-18 2020 Road Rehabilitation/ Reco	1	8,057,100	6,243,255	1,813,845
	ID-2050-19 Kirby Rd Ext-Duffer to Bathrst	1	20,353,919	422,169	19,931,750
	ID-2052-18 Bass Pro Mills Drive Extension	1	2,831,380	2,791,793	39,587
	ID-2054-18 Kleinburg United Church Parkin	1	388,925	40,699	348,226
	ID-2055-18 Maple Community Centre Feasibi	1	6,272,037	4,001,419	2,270,618
	ID-2056-18 Active Transportation Facility	1	1,080,034	265,249	814,785
	ID-2058-20 Kleinburg-Nashville PD6 Major	1	6,664,560	504,119	6,160,441
	ID-2059-18 Dufferin Works Yard Improvem	1	8,126,322	613,118	7,513,204
	ID-2060-19 2021 Road Rehabilitation/ Reco	1	5,991,882	344,396	5,647,486

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance	
Infrastructure Development	ID-2061-19	2021 Watermain Replacement	1	4,490,383	2,584,664	1,905,719
	ID-2062-19	Storm Water Improvements in Ol	1	1,048,050	46,186	1,001,864
	ID-2063-20	Woodbridge Avenue Improvements	1	19,850,349	740,557	19,109,792
	ID-2064-20	2022 Road Rehabilitation/ Reco	1	66,500	-	66,500
	ID-2065-20	2022 Watermain Replacement	1	566,500	-	566,500
	ID-2073-20	Pedestrian and Cycling Infrast	1	1,502,333	154,481	1,347,853
	ID-2078-19	Pre - Engineering Investigatio	1	396,600	180,161	216,439
	ID-2079-19	Canada Drive-America Avenue Bridge	1	12,339,769	871,534	11,468,235
	ID-2080-19	Clark Avenue West Cycling Faci	1	5,651,587	5,571,254	80,333
	ID-2081-21	Road Reconstruction, Watermai	1	1,728,443	187,715	1,540,728
	ID-2082-19	Bridge Replacement on King-Vau	1	3,310,447	2,268,152	1,042,295
	ID-2083-19	Huntington Road Reconstruction	1	2,345,876	987,682	1,358,194
	ID-2085-20	Traffic Signal Installation -	1	390,407	56,995	333,412
	ID-2086-21	Grand Trunk Avenue Missing Ro	1	56,650	-	56,650
	ID-2087-19	General Design & Construction	1	502,837	319,644	183,193
	ID-2088-20	Storm Water Management Improve	1	12,021,130	1,422,280	10,598,850
	ID-2089-20	Sidewalk, ATF and Street Light	1	20,888	11,843	9,045
	ID-2090-19	Sidewalk, Street Lighting & Wa	1	169,664	127,355	42,309
	ID-2092-19	Slope Stabilization at 7409 Is	1	1,253,223	1,208,269	44,955
	ID-2093-20	New Fire Station 7-12	1	6,218,750	96,584	6,122,166
	ID-2096-20	Emergency Response Access Rout	1	109,950	454	109,496
	ID-2097-20	Road Reconstruction, Watermain	1	1,302,950	182,209	1,120,741
	ID-2098-20	Sidewalk and Street Lighting o	1	20,888	9,160	11,728
	ID-2099-20	Traffic Infrastr Improvements	1	715,983	590,031	125,952
	ID-2101-20	City Hall Entrance/ Intersecti	1	5,381,750	895,889	4,485,861
	ID-2103-21	Sidewalk, ATF and Street Ligh	1	424,875	-	424,875
	ID-2109-20	Emergency Response Access Rout	1	320,590	295,464	25,126
	ID-2110-21	Keele St - Rutherford to Test	1	2,150,228	70,180	2,080,048
	ID-2111-21	Bridge & Structure Rehabilita	1	2,024,671	60,514	1,964,157
	ID-2112-21	Sanitary Sewer Diversion - Bl	1	2,775,850	-	2,775,850
	ID-2113-21	2023 to 2026 Watermain Replac	1	1,699,500	-	1,699,500
	ID-2114-21	Sidewalk & Street Lighting on	1	21,836	22,224	(388)
	ID-2115-21	Sidewalk, Street Lighting, Tr	1	21,836	14,288	7,548
	ID-2116-21	Street Lighting & ATF on Majo	1	20,652	8,629	12,023
	ID-2117-21	Sidewalk & Street lighting on	1	21,836	16,508	5,328
	ID-2118-21	Sanitary, Watermain, Storm &	1	49,667	1,376	48,291
	ID-2119-21	Thomas Cook Avenue Missing Ro	1	56,650	-	56,650
	IM-2073-21	Municipal Structure Inspectio	1	118,450	-	118,450
	IM-7212-19	Bass Pro Mills Environmental A	1	1,158,763	645,961	512,802
	IM-7213-19	Teston Road Environmental Asse	1	947,905	372,676	575,229
	IM-7214-19	McNaughton Road West Environme	1	940,337	61,407	878,930
	IM-7215-19	Shared Mobility Pilot Project	1	477,293	216,462	260,831
	IM-7216-19	Annual Active Transportation P	1	332,525	152,479	180,046
	IM-7217-19	CAM Strategy Update and Roadma	1	1,032,750	432,767	599,983
	IM-7219-19	Transportation Monitoring and	1	546,930	681	546,249
	IM-7222-21	Infrastructure Systems Optimi	1	385,220	44,771	340,449
	IM-7224-21	John Lawrie Bridges by MTO on	1	9,915,299	6,570,574	3,344,725
	IM-7225-21	Engineering DC Costing / Poli	1	157,075	117,930	39,145
	LI-4522-15	Carrville BL11 - Consulting De	1	6,786,190	341,626	6,444,564
	PD-8115-21	Project Pre-Work, Survey&Geo I	1	169,950	55,591	114,359
	PK-6226-11	911 Emergency Signage Program	1	133,900	123,037	10,863
	PK-6287-18	Block 18 District Park Develop	1	2,330,979	193,490	2,137,489
	PK-6347-16	LP-N6 Block 12 Linear Park- De	1	154,407	67,333	87,074
	PK-6373-19	Vaughan Super Trail Developmen	1	3,941,067	1,022,015	2,919,052
	PK-6395-13	UV1-N27 Neighborhood Park Dsgn	1	1,674,408	1,015,566	658,842
	PK-6423-19	Glen Shields Park Redevelopmen	1	2,247,718	862,287	1,385,431
	PK-6424-17	Block 61W Neighbourhood Park a	1	834,000	401,922	432,078
	PK-6431-14	61E-N1-Park Design&Constructio	1	965,861	965,861	-
	PK-6438-17	Marco Park-Tennis Court Redeve	1	13,039	13,039	-
	PK-6452-14	UV1-LP1-GreenwayDes&Constructi	1	533,338	152,809	380,529
	PK-6456-18	Block 61W Neighbourhood Park D	1	1,468,270	938	1,467,332
	PK-6457-21	Block 47 Neighbourhood Park D	1	70,500	-	70,500
	PK-6461-17	Marco Park-Playground Replacem	1	576,122	569,522	6,600
	PK-6498-17	Block 59 District Park Develop	1	1,317,118	3,229	1,313,889
	PK-6528-18	MacMillan Farm Master Plan	1	120,600	171	120,429
	PK-6538-16	Thornhill Green Park-Section 3	1	428,610	337,777	90,833
	PK-6543-17	Playground Surfacing Replaceme	1	285,000	274,778	10,222
	PK-6548-18	Block 55 Neighbourhood Park De	1	2,425,000	1,676,229	748,771
	PK-6554-20	Klein Mills Park-Block 55 Neig	1	196,810	-	196,810
	PK-6558-17	Father Ermanno Bulfon Park-Pla	1	450,000	314,532	135,468
	PK-6564-17	Sportsfield Improvements-Vario	1	80,194	79,194	1,000
	PK-6565-21	Block 40 Municipal Park Devel	1	80,500	-	80,500
	PK-6566-18	Playground Replacement Program	1	860,000	545,477	314,523
	PK-6567-19	Block 31 Neighbourhood Park De	1	1,927,690	6,775	1,920,915
	PK-6572-19	Playground Surfacing Replaceme	1	385,131	382,227	2,904
	PK-6573-20	Tennis Crt Reconst-various loc	1	2,151,720	949,433	1,202,287
	PK-6575-18	Block 61W Secord Park Developm	1	335,000	330,521	4,479
	PK-6579-20	Bktball Crt improv-various loc	1	280,000	117,475	162,525
	PK-6588-19	Playground Replacement Program	1	3,160,573	1,017,835	2,142,738
	PK-6589-18	Vaughan Grove Sports Park Arti	1	1,690,000	1,688,566	1,434
	PK-6597-18	Park Pathway Repair and Replac	1	400,000	214,029	185,971
	PK-6598-18	Keffer Marsh Pedestrian Bridge	1	175,000	160,264	14,736
	PK-6599-18	Block 37 Park Improvements	1	500,000	187,140	312,860
	PK-6602-19	Vaughan Super Trail Feasibilit	1	635,192	163,710	471,482
	PK-6603-20	Block 18 Public Square Develop	1	779,298	1,120	778,178

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance	
Infrastructure Development	PK-6604-20 York Hill District Park Redeve	1	2,369,770	239,507	2,130,263	
	PK-6613-21 Park Pathway Repair and Repla	1	400,000	120,929	279,071	
	PK-6636-19 North Maple Regional Park Deve	1	20,561,122	3,916,501	16,644,621	
	PK-6637-19 Parkland Dedication Policy Dev	1	212,890	181,770	31,120	
	PK-6642-21 ATMP Wheeled Sports Study	1	120,600	-	120,600	
	PK-6643-20 Parks & Open Space Strategic P	1	240,035	20,323	219,712	
	PK-6644-21 Vaughan Mills Centre Parks Ma	1	111,111	-	111,111	
	PK-6647-19 Woodbridge Highlands Open Spac	1	1,083,073	717,648	365,425	
	PK-6648-19 Vaughan Mills Neighbourhood Pa	1	301,993	1,320	300,673	
	PK-6649-19 Kipling Avenue Park Base Parkl	1	100,000	82,199	17,801	
	PK-6650-21 Conley Park South Redevelopme	1	124,630	-	124,630	
	PK-6651-19 Slope Stabilization Cherry Hill	1	624,520	250,892	373,628	
	PK-6652-20 Concord Go Phase 1-Facility Co	1	44,500	-	44,500	
	PK-6653-20 Community Benefit Charge Strat	1	224,746	248	224,498	
	PK-6655-20 Peer Review for Park and Open	1	300,000	-	300,000	
	PK-6657-21 Block 31 Public Indoor Recrea	1	305,910	103,000	202,910	
	PK-6660-21 PBMP Trail Observation Study	1	150,000	-	150,000	
	PK-6664-21 VST Signage and Wayfinding St	1	220,000	2,258	217,742	
	PP-9576-21 Block 55/62 Kleinburg/Nashvil	1	73,369	-	73,369	
	RL-0005-12 Land Acquisition Fees	1	1,686,230	731,636	954,594	
	RP-2058-15 LED Streetlight Conversion	1	17,976,330	17,048,079	928,251	
	PD-9583-21 Off-Leash Dog Pks Strateg&Cons	1	430,000	8,136	421,864	
	ID-2126-21 Watermain replacement by MetroInx	1	511,670	-	511,670	
	Infrastructure Development Total		226	687,393,106	341,682,800	345,710,312
	Office Fire & Rescue Services	EP-0071-17 Primary and Alternate Emergenc	1	197,110	174,267	22,843
		FR-3587-17 Replace 7955 Aerial 55 FT	1	1,257,057	1,210,699	46,358
		FR-3606-18 Station 76 Aerial Purchase	1	1,791,443	1,678,894	112,549
		FR-3607-19 Aerial 76 Equipment Purchase	1	60,000	-	60,000
		FR-3612-14 Fitness Equipment&Furniture	1	210,000	128,225	81,775
		FR-3618-18 Station #74 Equipment for Fire	1	125,000	89,104	35,896
		FR-3619-18 Engine #74 Equipment Purchase	1	120,000	103,968	16,032
FR-3626-18 Station #74 Furniture and Equi		1	170,000	48,396	121,604	
FR-3634-19 SCBA replacement		1	1,442,000	1,405,518	36,482	
FR-3637-18 Replace Aerial 17M -7967		1	1,252,310	1,195,512	56,798	
FR-3642-17 Fire - CAD & MDT Replacments		1	176,600	9,631	166,969	
FR-3648-21 Replace Engine #7984		1	1,015,033	-	1,015,033	
FR-3649-21 Replace Engine #7985		1	1,015,033	-	1,015,033	
FR-3652-19 Public Order Unit - VFRS		1	57,647	26,109	31,538	
FR-3654-19 Air Compressor and Fill Statio		1	83,850	74,612	9,238	
FR-3655-19 General Equipment - VFRS		1	462,241	155,353	306,888	
FR-3656-19 Washing and Drying Machines fo		1	51,358	20,722	30,636	
FR-3661-20 HHR Passenger Vehicle #3 - HQ		1	52,406	46,177	6,229	
FR-3662-20 HHR Passenger Vehicle - HQ Adm		1	27,251	23,980	3,271	
FR-3663-20 Trailblazer - HQ Prevention -		1	27,251	24,061	3,190	
FR-3664-20 Ford Escape Vehicle - HQ Preve		1	27,251	24,061	3,190	
FR-3665-20 Smart Car C7 - HQ Prevention -		1	27,251	24,061	3,190	
FR-3666-20 Smart Car C6 - HQ Prevention -		1	27,251	24,061	3,190	
FR-3667-20 Ford Explorer (5 Yr) - Adminis		1	52,406	46,763	5,643	
FR-3686-21 Ford Explorer (4 yr) - Fire S		1	52,406	-	52,406	
FR-3689-20 Technical Rescue - Replacement		1	251,550	113,948	137,602	
FR-3690-20 New Phone System		1	524,064	-	524,064	
FR-3691-20 NG 911. Text to 911		1	314,438	-	314,438	
FR-3692-20 APEX - Licence Fees		1	15,722	5,094	10,628	
FR-3694-21 Portable Radios		1	700,000	-	700,000	
FR-3717-21 Replacing Defibrillators		1	120,000	-	120,000	
FR-3719-21 Consultant to Assess Fire Und		1	131,016	-	131,016	
Office Fire & Rescue Services Total		32	11,836,945	6,653,216	5,183,729	
Planning & Growth Management	BS-1003-11 Building Depart Computer Syste	1	1,236,000	1,075,138	160,862	
	BS-1006-15 Zoning Bylaw Review	1	1,962,991	1,612,004	350,987	
	BS-1010-19 Office Re-Design	1	257,500	15,528	241,972	
	BS-1011-19 Service Delivery Modernization	1	927,000	196,193	730,807	
	BU-7220-19 DAAP Mapping and Update to DAA	1	566,500	258,722	307,778	
	BU-9571-20 Growth Management Strategy	1	309,000	-	309,000	
	DE-7114-16 Portage Parkway - Applewood to	1	13,169,767	1,353,585	11,816,182	
	DE-7125-15 OPA 620 (Steeles West) East -	1	503,000	-	503,000	
	DE-7137-16 Block 61 Valley Corridor Cross	1	4,242,400	3,673,453	568,947	
	DE-7138-15 Block 55 PD-KN Watermain Servi	1	11,438,370	9,882,556	1,555,814	
	DE-7146-15 VMC Maplecrete Road Watermain	1	323,200	-	323,200	
	DE-7150-15 Zenway / Fogul Sanitary Sub-Tr	1	4,391,000	901,250	3,489,750	
	DE-7151-15 Huntington Road Reconstruction	1	2,429,000	1,802,794	626,206	
	DE-7157-15 Huntington Road Trade Valley t	1	4,511,500	4,380,057	131,443	
	DE-7162-16 Apple Mill Road - Edgeley Blvd	1	355,400	-	355,400	
	DE-7165-16 Jackson Street Storm Sewer	1	464,600	531,539	(66,939)	
	DE-7166-16 Sidewalk & Streetlighting - Ru	1	262,000	-	262,000	
	DE-7174-18 Applemill Road Extension, Mill	1	1,412,130	-	1,412,130	
	DE-7178-17 Kirby Road Intersection Improv	1	1,067,450	816,183	251,267	
	DE-7180-17 Traffic Signal Installation -	1	206,515	159,646	46,869	
	DE-7186-18 VMC Collector Road Functional	1	1,273,594	447,753	825,841	
	DE-7192-18 VMC NE Quad - Portage Parkway	1	3,528,085	2,626,916	901,170	
	DE-7197-18 VMC - Hydrogeological Desktop	1	154,500	-	154,500	
	DE-7199-18 Langstaff Sidewalk, Huntington	1	167,000	-	167,000	
	DE-7200-18 Marc Santi/District Ave & Duff	1	53,100	-	53,100	

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance
Planning & Growth Management	DE-7201-18 Pine Valley Drive Sidewalk, So	1	24,100	-	24,100
	DE-7202-18 Mobile Tech	1	51,500	30,667	20,833
	DE-7208-18 Stegmans Mill Sidewalk & Inter	1	2,137,611	1,886,634	250,977
	DE-7210-19 Block 55 Valley Road Crossings	1	2,281,450	1,307,780	973,670
	DE-7214-20 Pine Valley North Pedestrian-U	1	18,159,930	17,638,581	521,349
	DE-7215-19 Stormwater Low Impact Developm	1	118,450	-	118,450
	DE-7221-19 VMC NW Quad - Commerce Way (Hw	1	2,043,435	3,319	2,040,116
	DE-7222-19 VMC SW Quad - Interchange Way	1	5,192,329	6,348	5,185,981
	DE-7225-19 VMC Jane Street Enhanced Stree	1	3,939,237	347,530	3,591,707
	DE-7226-20 Exchange Ave.(Commerce Way to	1	4,137,409	2,684	4,134,725
	DE-7227-20 Millway Ave. (Interchange to E	1	1,700,840	-	1,700,840
	DE-7228-19 Jane Street Watermain Crossing	1	502,328	-	502,328
	DE-7230-19 Pine Valley East and West Side	1	540,793	-	540,793
	DE-7231-19 Teston Road Urbanization from	1	4,850,240	1,913,928	2,936,312
	DE-7232-19 Riverock Gate from Jane to Cal	1	794,599	-	794,599
	DE-7233-19 Caldari Road from Riverrock to	1	1,566,792	-	1,566,792
	DE-7234-19 Barons Street Extension to Nas	1	2,441,516	1,635,730	805,786
	DE-7235-19 Block 61 North Valley Crosing	1	1,410,293	-	1,410,293
	DE-7236-19 Block 59 John Lawrie	1	2,280,734	-	2,280,734
	DE-7237-19 Riverock Gate and Caldari Road	1	250,000	-	250,000
	DE-7240-19 VMC NW Quad - Applemill (Apple	1	3,212,775	3,466	3,209,309
	DE-7241-20 Commerce Street South - Highwa	1	254,006	-	254,006
	DE-7242-20 Edgeley Boulevard South - High	1	5,197,396	-	5,197,396
	DE-7293-19 VMC NW Quad - Applewood (Porta	1	10,041,785	8,309	10,033,476
	DE-7294-19 PGM Digital Strategy	1	618,000	30,257	587,743
	DE-7296-18 Steel casing pipe crossing HWY	1	512,830	473,977	38,853
	DE-7297-19 Watermain replacement - Highwa	1	1,905,500	-	1,905,500
	DE-7299-19 Development Engineering Worksp	1	73,645	-	73,645
	DE-7302-19 Realignmt Hunting Rd to MajMack	1	3,000,000	-	3,000,000
	DE-7303-20 Preparation of guidelines for	1	103,000	-	103,000
	DE-7304-21 Jane St Sidewalk and Lighting	1	206,000	-	206,000
	DE-7305-21 Teston Rd Sidewalk Only - Nor	1	51,500	-	51,500
	DE-7306-20 Huntington Road Watermain - Tr	1	721,000	-	721,000
	DE-7307-20 Block 64 Traffic Signal - Tra	1	206,000	-	206,000
	DE-7309-20 Ortona Court Road Extension in	1	309,000	-	309,000
	DE-7310-21 North-South Collector Road Wo	1	309,000	-	309,000
	DE-7311-20 Agreement Template Modernizati	1	61,800	-	61,800
	DE-7312-21 Donna Mae Subdivision - Donna	1	16,409	-	16,409
	DE-7313-21 Dufferin Vistas Subdivision -	1	315,000	-	315,000
	DE-7314-21 Noise Policy and Guidelines	1	36,686	-	36,686
	DE-7315-21 Block 27 Municipal Class Envi	1	330,000	96,994	233,006
	DP-9524-13 Highway 7 VMC Streetscape	1	1,963,134	1,186,387	776,747
	DP-9525-15 Vaughan Mills Urban Design Str	1	204,773	188,168	16,605
	DP-9526-17 Yonge Street / Steeles Corrido	1	220,497	148,078	72,419
	DP-9527-13 VMC Black Creek Detailed Dsgn	1	371,607	3,581	368,026
	DP-9536-15 Building Pedestrian Level Wind	1	50,000	-	50,000
	DP-9542-15 Islington Avenue Streetscape P	1	1,117,346	1,059,319	58,028
	DP-9543-15 Centre Street Design and Const	1	493,324	419,670	73,654
	DP-9552-18 VMC Signage and Wayfinding Str	1	321,605	211,893	109,712
	DP-9553-17 Plan Update - Implications of	1	243,080	182,028	61,052
	DP-9555-17 VMC - Consultation Services	1	309,000	49,111	259,889
	DP-9561-19 VMC Demonstration Plans/ Pilot	1	157,590	-	157,590
	DP-9564-18 Edgeley Pond Feature	1	135,000	-	135,000
	DP-9565-20 City-Wide Intensification Stan	1	473,472	70,826	402,646
	DP-9577-21 Promenade Mall Urban Design S	1	112,008	1,672	110,336
	DP-9581-20 Concord West Go Station Master	1	81,582	8,338	73,244
	DP-9582-19 Update to the City-Wide Street	1	225,915	12,148	213,767
	DP-9584-19 Islington Avenue Improvements	1	900,829	34,770	866,059
	DP-9585-21 Vaughan Healthcare Centre Pre	1	137,193	-	137,193
	DP-9586-19 Service Delivery Modernization	1	780,000	108,918	671,082
	DP-9589-19 Workspace Accommodation	1	103,550	1,771	101,778
	DP-9590-20 Major Mackenzie Drive Streetsc	1	433,583	14,077	419,506
	DP-9591-20 Heritage Vaughan Inventory Upd	1	51,500	-	51,500
	DP-9595-21 Design Review Panel Administr	1	25,000	1,142	23,858
	DT-7012-07 PD 5 West Woodbridge Watermain	1	2,846,834	1,426,245	1,420,589
	DT-7019-09 Fogal Road Reconstruction	1	469,000	188,139	280,861
	DT-7049-10 SW Mgmt Pond Monitoring Pro.	1	154,500	6,991	147,509
	DT-7065-11 Millway Avenue Widening & Real	1	10,872,539	10,574,798	297,741
	DT-7101-13 Vaughan TDM Policy	1	252,350	120,535	131,815
	ES-2521-15 Community Sustainability and E	1	75,925	66,651	9,274
	PK-6319-12 VMC-Millway/Applewood Park Des	1	248,000	-	248,000
	PK-6430-20 Block 30 VMC SmartCentres Urba	1	2,018,228	32,760	1,985,468
	PK-6536-16 VMC-Parks Development Plan and	1	262,032	71,823	190,209
	PK-6537-20 Block 23 VMC Expo City Park De	1	4,150,274	55,066	4,095,208
	PL-9023-11 Weston Road and Highway 7 Seco	1	806,200	451,642	354,558
	PL-9027-12 Ctr St W Gateway Secondary Pln	1	291,069	78,576	212,493
	PL-9533-13 NCASecondary Plan Block 41	1	741,600	571,752	169,848
	PL-9535-13 NCASecondary Plan Block 27	1	1,127,900	678,969	448,931
	PL-9550-16 Municipal Comprehensive (Offic	1	5,259,515	2,436,797	2,822,719
	PL-9551-16 Concord GO Centre Secondary Pl	1	771,750	418,395	353,355
	PL-9570-18 Promenade Mall Secondary Plan	1	515,000	275,721	239,279
	PL-9572-18 Greening Standards Study	1	138,221	96,974	41,247
	PL-9573-19 VMC Secondary Plan Review	1	629,815	195,748	434,067
	PL-9574-19 Sustainability Performance Met	1	46,350	-	46,350

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance
Planning & Growth Management	PL-9575-20 Sustainable Neighbourhood Acti	1	52,250	-	52,250
	PL-9576-20 Municipal Energy Plan Update	1	128,750	11,596	117,154
	VM-9572-21 Edgeley Pond and Park Improve	1	1,000,000	-	1,000,000
	VM-9581-20 VMC On-Street Paid Pubc Parkin	1	349,404	2,481	346,923
	BS-1008-18 Modernization of Sign Permit System	1	200,000	173,170	26,830
	BS-1009-18 Mobility&Digital Transformation	1	260,000	234,238	25,762
	RP-6776-18 Community Garden Program	1	50,000	10,897	39,103
Planning & Growth Management Total		116	179,745,614	77,001,382	102,744,234
Public Works	DE-7108-15 School Travel Planning Measure	1	116,251	34,900	81,351
	DT-7079-11 Inflow & Infiltration Reductio	1	257,500	-	257,500
	EN-1796-10 Traffic Calming 2010	1	290,177	159,969	130,208
	EN-1843-11 Traffic Signal Improvements	1	462,000	313,496	148,504
	EN-1990-14 RailwayCrossingSafety Assessme	1	50,407	407	50,000
	EV-2076-15 Sample Stations	1	154,500	-	154,500
	EV-2088-16 Force main – Condition Assess	1	66,000	-	66,000
	EV-2097-17 Additional Storage Yard Buildi	1	36,050	-	36,050
	EV-2120-19 Sediment Discharge infrastruct	1	51,500	-	51,500
	EV-2121-20 Wastewater Lift Stations capit	1	162,225	120,412	41,813
	EV-2124-18 Smart Water Metering ? City Wi	1	38,843,196	215,875	38,627,321
	EV-2126-19 Erosion Control Program Consul	1	216,300	154,101	62,199
	EV-2127-19 Stormwater Pond cleanout - Avi	1	2,457,674	2,239,073	218,600
	EV-2133-19 SCADA upgrades for newest Wast	1	86,520	32,414	54,106
	EV-2134-19 Backflow Prevention Programmin	1	163,250	89,930	73,320
	EV-2137-19 Installation of Water Sampling	1	1,999,250	1,872,030	127,220
	EV-2138-19 NRW Assessment in Existing DMA	1	103,000	99,959	3,041
	EV-2140-19 Decommissioning of Maple Commu	1	103,000	-	103,000
	EV-2536-20 Smart Hydrant project	1	91,928	83,691	8,237
	EV-2537-20 Condition Assessment -Large di	1	108,150	68,417	39,733
	EV-2538-20 Relocation of West Bulk Water	1	217,335	6,048	211,287
	EV-2539-20 North Rivermede Pond (Pond 18)	1	151,279	-	151,279
	EV-2540-20 Wildberry Pond (Pond 72B)	1	2,595,638	-	2,595,638
	EV-2541-20 Sunview Pond (Pond 72A)	1	1,584,136	-	1,584,136
	EV-2542-20 SCADA, weather, AVL, traffic s	1	186,190	107,379	78,811
	EV-2543-20 2020 Pond Management	1	515,000	-	515,000
	EV-2544-20 Stormwater Pond cleanout - Wes	1	963,617	1,952	961,665
	EV-2545-20 Water and Wastewater- Rate Stu	1	162,225	130,026	32,199
	EV-2546-20 Rehabilitation of Stormwater P	1	2,500,000	-	2,500,000
	EV-7080-21 Non-Revenue Water Reduction P	1	360,684	15,722	344,962
	EV-7081-21 Inflow and Infiltration Reduc	1	257,632	-	257,632
	EV-7082-21 Infrastructure Improvement Pr	1	360,684	-	360,684
	FL-5141-10 Fleet - Equipment Replacement	1	154,500	91,741	62,759
	FL-5153-14 PKS-FORESTRY-Repl water spraye	1	29,700	401	29,299
	FL-5221-19 PKS- Additional sand sifters	1	41,100	36,965	4,135
	FL-5241-21 PW-WASTEWATWER-Replace Unit #	1	45,345	-	45,345
	FL-5276-21 PKS- Additional loader and f	1	25,000	-	25,000
	FL-5291-20 Public Works - Roads - (3) Add	1	50,099	-	50,099
	FL-5319-21 PKS-Replace Unit #1286 with	1	125,776	-	125,776
	FL-5326-18 PKS-Replace Unit #1446 with a	1	50,940	50,715	225
	FL-5353-16 PKS-Replace Unit #1608 with 16	1	158,000	114,746	43,254
	FL-5360-18 PKS-Replace Unit #1843 with 16	1	168,000	114,523	53,477
	FL-5361-16 PKS-Replace Unit #1565,1566 wi	1	105,000	73,177	31,823
	FL-5409-21 PKS-FORESTRY-Replace Unit #16	1	72,942	-	72,942
	FL-5411-18 PKS-FORESTRY-Replace Unit #151	1	343,670	340,003	3,667
	FL-5423-18 PW-RDS-Replace Unit #1297 with	1	133,600	126,829	6,771
	FL-5425-18 PW-RDS-Replace Unit #1094 with	1	430,000	512	429,488
	FL-5426-19 PW-RDS-Replace Unit #1373 with	1	460,000	2,086	457,914
	FL-5427-18 PW-RDS-Replace Unit #1159 with	1	380,000	1,092	378,908
	FL-5440-20 PKS- Additional salt supply sy	1	26,800	-	26,800
	FL-5502-20 PW-RDS- Additional Air Regener	1	530,353	-	530,353
	FL-5505-15 PW-RDS- Additional Small Equip	1	31,120	978	30,142
FL-5508-15 PW-RDS - Additional Hydraulic	1	20,962	-	20,962	
FL-5533-18 City Hall Parking Shuttle - Pa	1	51,500	-	51,500	
FL-5534-18 PKS-Additional Small Equipment	1	25,750	2,672	23,078	
FL-5558-18 Replace Unit #1702 - SIGN TRUC	1	201,288	191,239	10,049	
FL-5562-20 Replace Unit #1344 - SWEEPER S	1	461,176	-	461,176	
FL-5578-21 Replace #12520 7735XS-PICKUP	1	33,545	-	33,545	
FL-5581-21 Replace #2014 MOWER ZERO TURN	1	22,260	-	22,260	
FL-5582-21 Replace #1799 TRAILER ASPHALT	1	66,405	356	66,049	
FL-5594-18 Fleet Vehicle and Equipment Sp	1	51,500	1,159	50,341	
FL-5595-18 Fuel Management System	1	84,396	-	84,396	
FL-6784-20 PKS-Two 4x4 1/2-Ton Pickup Tru	1	103,000	-	103,000	
FL-9553-20 Fleet Management Software	1	195,700	-	195,700	
FL-9558-19 PKS - Replace Spreader Lely Un	1	35,900	32,738	3,162	
FL-9564-19 Replace Unit #1899 Pick Up	1	50,470	50,043	427	
FL-9565-19 Replace Unit #1906 Pick-Up	1	50,470	50,043	427	
FL-9566-19 Replace Unit #1917 Pick Up	1	59,890	59,806	84	
FL-9567-19 Replace Unit #2032 Pick Up	1	48,410	-	48,410	
FL-9568-19 Replace Unit #2050 Pick Up	1	48,410	-	48,410	
FL-9569-19 Replace Unit #11000, #11002, #	1	140,000	111,772	28,228	
FL-9572-21 Replace Unit #1876 Pick Up	1	48,894	-	48,894	
FL-9573-21 Replace Unit #1907, #1908, #1	1	24,895	-	24,895	
FL-9575-20 Vehicle for Tree Protection Ag	1	55,620	-	55,620	
FL-9576-20 Hydrant Maintenance Truck	1	154,500	-	154,500	
FL-9578-21 One Animal Services Purpose-B	1	128,000	-	128,000	

Managing Portfolio/Office	Project # & Title	# of Projects	Total Project Budget	Total Project Actuals	Total Project Variance		
Public Works	FL-9579-21	Traffic Signs for fulfillment	1	262,032	55,147	206,885	
	FL-9581-21	Tactile Walking Plate	1	52,407	-	52,407	
	FL-9582-21	Interlocking Program	1	104,813	106,624	(1,811)	
	FL-9583-21	Truck Body/Brand refurbishmen	1	157,220	-	157,220	
	FL-9584-21	Mid Mount Boom Mower Attachme	1	83,855	401	83,454	
	FL-9585-21	2- Water Tank with Power wash	1	167,705	-	167,705	
	FL-9586-21	PFHO - Replace Unit #8050 wit	1	120,372	89	120,283	
	FL-9587-21	PFHO - Replace Unit #8058with	1	120,372	-	120,372	
	FL-9588-21	PFHO - Replace Unit #8067with	1	120,372	-	120,372	
	FL-9589-21	PFHO - Replace Unit #8068with	1	120,372	-	120,372	
	FL-9590-21	Replace Unit #2010, #2011, #2	1	11,295	-	11,295	
	FL-9591-21	Replace #1845 10 FOOT MOWER	1	96,092	-	96,092	
	FL-9592-21	Replace #1846 MOWER ZERO TURN	1	22,257	-	22,257	
	FL-9593-21	Replace #1349 TRACTOR SKID ST	1	99,346	-	99,346	
	FL-9594-21	Replace #2314 TRAILER ASPHALT	1	66,405	356	66,049	
	RP-1972-17	Public Works and Parks Operati	1	16,209,557	14,734,836	1,474,721	
	RP-2013-15	Street Light Pole Replacement	1	1,780,702	836,815	943,887	
	RP-2035-15	Curb and Sidewalk Repair & Rep	1	15,224,449	14,843,670	380,779	
	RP-6700-15	Tree Planting Program-Regular	1	7,206,818	5,854,250	1,352,568	
	RP-6742-15	Park Benches-Variou Locations	1	277,200	133,663	143,537	
	RP-6746-15	Fence Repair & Replacement Pro	1	2,280,187	1,892,992	387,195	
	RP-6753-17	CTS Mobile Handheld Program	1	305,174	155,174	150,000	
	RP-6754-15	Parks Concrete Walkway Repairs	1	2,106,216	1,128,247	977,969	
	RP-6760-21	Pedestrian Connectivity Study	1	117,420	-	117,420	
	RP-6762-16	Supplementary Tree Planting Pr	1	3,529,700	2,930,814	598,886	
	RP-6763-17	Baseball Diamond Redevelopment	1	438,560	-	438,560	
	RP-6764-17	Beautification strategy - Enha	1	693,200	314,050	379,150	
	RP-6767-18	Road Safety Program: Automated	1	56,650	5,241	51,409	
	RP-6768-18	Traffic Control and Management	1	1,683,815	25,121	1,658,694	
	RP-6769-18	Traffic Data Management System	1	67,980	58,905	9,075	
	RP-6770-18	Road Safety Program: Neighbour	1	180,250	-	180,250	
	RP-6772-18	Guiderail Maintenance Program	1	879,325	494,313	385,012	
	RP-6775-18	Traffic Signs Reflectivity Ins	1	327,750	242,783	84,967	
	RP-6777-19	Urban Forest Management Plan	1	203,000	-	203,000	
	RP-6779-19	SOP for Winter Operations	1	100,000	47,343	52,657	
	RP-6781-19	Street Light Utility Infrastru	1	300,000	12,761	287,239	
	RP-6782-20	Street Light Utility Infrastru	1	309,000	58,580	250,420	
	RP-6783-19	Traffic Management Strategy Co	1	20,600	3,822	16,778	
	RP-7136-20	Pavement Crack & Seal program	1	1,112,321	712,321	400,000	
	RP-7137-20	Trail Signs Indicating Low/No	1	51,500	-	51,500	
	RP-7138-21	Woodlot Entry Signs	1	138,890	-	138,890	
	RP-7139-20	Fire Stations - Hatch Pavement	1	229,600	27,251	202,349	
	RP-7140-20	Automated Enforcement Technolo	1	50,000	-	50,000	
	RP-7140-21	Waste receptacle replacement	1	103,000	30,448	72,552	
	RP-7141-21	Aerial Lift /Boom	1	62,888	356	62,532	
	RP-7142-21	3 Madvac - litter vacuum	1	167,705	535	167,170	
	RP-7144-21	Loader scale computers for tr	1	35,850	-	35,850	
	WW-2536-17	BULK WATER STNS(4)	1	194,744	147,945	46,799	
	WW-2537-17	COV DISTR WATERMAIN COND ASSMN	1	453,604	393,400	60,204	
	WW-2538-17	COV RPLCMNT OF OUT OF CALIBRAT	1	2,254,316	2,077,523	176,793	
	WW-2543-17	SMART WATER METERING	1	967,672	877,380	90,292	
	WW-2547-17	SANIT SWER SYSTM INFLOW(CLOSET	1	350,627	271,750	78,877	
	WW-2548-17	SANIT SWER SYSTM INFLOW(FLOW M	1	219,416	199,722	19,694	
	FL-9642-21	New Vehc for Animal Serv-Off-I	1	384,000	-	384,000	
	Public Works Total		130	123,876,785	55,874,025	68,002,759	
	Real Estate	RL-0021-21	Realestate Parklands Over Dedication steeles/keele	1	1,617,892	1,617,324	568
	Real Estate Total		1	1,617,892	1,617,324	568	
	Transformation & Strategy	CM-2526-16	Service Excellence Strategic I	1	420,723	94,648	326,075
		SP-0016-17	Strategy Update	1	206,000	18,135	187,865
		SP-2557-20	Corporate Performance Measures	1	150,000	116,788	33,212
		SP-2558-20	Ideas @ Work	1	100,000	33,331	66,669
	Transformation & Strategy Total		4	876,723	262,902	613,821	
	Vaughan Public Libraries	LI-4550-21	Library Signage	1	144,000	-	144,000
	LI-4554-17	Resource Material, F&E, Comm/H	1	1,160,000	847,675	312,325	
	LI-4564-19	Library Technology Program	1	400,000	350,504	49,496	
	LI-4570-19	Vaughan Hospital Library - Non	1	545,250	388,500	156,750	
	LI-9552-19	VPL Branch Feasibility Study	1	50,000	33,268	16,732	
	LI-9553-19	Capital Resource Purchases	1	5,292,732	4,276,160	1,016,572	
Vaughan Public Libraries Total		6	7,591,982	5,896,107	1,695,875		
Grand Total		556	1,076,439,703	586,182,751	490,256,958		