



memorandum

**COMMUNICATION : C 5
COMMITTEE OF THE WHOLE (2)
MAY 20, 2020
ITEM # 2**

DATE: May 15, 2020

TO: Hon. Mayor and Members of Council

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

RE: ITEM # 2, REPORT NO. 20, COMMITTEE OF THE WHOLE (2), MAY 20, 2020

FISCAL HEALTH REPORT – FOR THE YEAR ENDING DECEMBER 31, 2019

Recommendation

The Deputy City Manager, Corporate Services and Chief Financial Officer & Treasurer recommends:

1. THAT Attachment 2 of Item No. 2, Committee of the Whole, May 20, 2020, be replaced with Attachment 2, attached hereto.

Background

The 2019 Year-End Fiscal Health Report provides a comparison of actual spending with the City's calendarized financial plan. This report provides the year-end financial position of the City as at December 31, 2019 on the same basis as the 2019 budget, with accompanying commentary (Attachment 2) on the contributing factors that have affected the City's fiscal health. The year-end fiscal health report compares annual actual city operating, water and wastewater and stormwater operations and capital results as of December 31, 2019, versus the approved budgets and on the same basis as the budget.

Attachment 2 that was originally included in the report only contains commentary from the various portfolios, and excluded City Administration such as Corporate Accounts, City Manager's Office and City Council. The revised Attachment 2 contains commentary from City Administration.

Attachment

1. 2019 Q4 Fiscal Health Report (Revised Attachment 2).

Prepared By

Kenneth Quan, Manager, Corporate Financial Planning & Analysis, ext. 8029.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Michael Coroneos". The signature is fluid and cursive, with a large initial "M" and a long, sweeping tail.

Michael Coroneos

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

Copy to: Todd Coles, City Clerk

Mary Reali, Acting City Manager

Michael Marchetti, Director, Financial Planning & Development Finance

2019 Q4 Fiscal Health Report

Portfolio: Administrative Services & City Solicitor

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	2.29	1.13	(1.17)
Labour	8.61	7.99	0.62
Other Expenditures	7.39	7.59	(0.19)
Total Expenditures	16.00	15.57	0.43
Net	13.71	14.45	(0.74)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	2	0.18
2018	1	0.02
2017	1	0.03
Total	4	\$0.23

Administrative Services & City Solicitor has an unfavourable variance at Q4 driven mainly by:

- Lower than budgeted labour cost recoveries from capital funds due to vacancies and lower than anticipated work on capital projects (Legal Services)
- Lower than anticipated revenues from Committee of Adjustment fees (Office of the City Clerk)
- Higher than budgeted spending in Professional Fees for complex legal issues and Local Planning Appeal Tribunal hearings that required external counsel expertise (Legal Services)
- An increase in internal and external city claims (Office of the City Clerk)

These are partially offset by:

- Lower negotiated Insurance Premiums and Deductibles (Office of the City Clerk)
- Greater than expected marriage license and marriage ceremony revenue (Office of the City Clerk)
- Lower than budgeted labour expenditures as a result of vacancies across the Portfolio

Work continued in Q4 on the enhancement of the City's agenda management system (Office of City Clerk).

2019 Q4 Fiscal Health Report

Attachment 2

Portfolio: Community Services

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	26.61	27.39	0.79
Labour	84.48	85.71	(1.22)
Other Expenditures	8.70	8.69	0.01
Total Expenditures	93.18	94.40	(1.22)
Net	66.57	67.01	(0.44)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	15	2.69
2018	10	4.01
2017	7	(29.99)
2016	7	0.76
2015	2	0.03
2007-2014	4	0.17
Total	45	(\$22.32)

Community Services has an unfavourable variance at Q4 driven mainly by:

- Higher than budgeted labour expenditures due to the need to replace firefighters for long-term absences which is partially offset by positive impact to overtime costs (Fire and Rescue Service)
- Vehicle repair expenses largely as a result of aging Fire trucks that will be replaced in the future (Fire and Rescue Service)

These were partially offset by:

- Greater than expected revenue mainly attributed to volume increases in fines & penalties and license fees (By-Law & Compliance, Licensing & Permit Services)
- Greater than anticipated revenues from program registrations and sponsorship (Recreation Services)
- Lower than budgeted labour expenditures as a result of vacancies (By-Law & Compliance, Licensing & Permit Services)

Work continued in Q4 on numerous capital projects including facility and fitness centre equipment replacements at the City's Community Centres, fire equipment and truck replacements, as well as continued enhancements to Service Vaughan Citizen Services Standards.

There were 12 project closures across Community Services this year.

2019 Q4 Fiscal Health Report

Portfolio: Corporate Services & Chief Financial Officer

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	1.93	2.00	0.07
Labour	22.40	21.86	0.54
Other Expenditures	5.93	5.73	0.19
Total Expenditures	28.32	27.59	0.73
Net	26.39	25.59	0.80

Capital Results (\$M):

Year (\$M)	Open	
	#	Unspent
2019	6	1.84
2018	6	1.41
2017	1	0.06
2016	8	2.29
2014	1	0.42
2011	1	0.07
Total	23	6.10

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

- Lower than anticipated spending on Service Contracts, Professional Fees, and Computer Software due to projects pushed to 2020. (Office of the Chief Information Officer)
- Higher than budgeted taxation and property assessment revenues (Financial Services) and
- Lower than budgeted labour costs as a result of vacancies during the year.

These were partially offset by higher than budgeted expenditures in:

- Professional Fees for legal and human resources' related issues (Office of the Chief Human Resources Officer),
- Contract Labour for IT projects (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, Audio/Visual Infrastructure renewal (Office of the Chief Information Officer)
- Finance Modernization (DCM Corporate Services, City Treasurer & Chief Financial Officer),
- Service Excellence Leadership Program (Office of the Chief Human Resources Officer)
- Procurement Modernization (Procurement Services)
- Growth Related Financial Analysis and Long-Range Fiscal Planning (Financial Planning & Development Finance)

2019 Q4 Fiscal Health Report

Portfolio: Infrastructure Development

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	4.79	3.63	(1.16)
Labour	15.53	15.31	0.22
Other Expenditures	8.94	8.75	0.19
Total Expenditures	24.47	24.06	0.41
Net	19.68	20.43	(0.75)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	66	28.24
2018	49	19.53
2017	59	60.15
2016	33	11.46
2015	34	52.39
2014	27	5.57
2003-2013	41	8.83
Total	311	\$186.17

Infrastructure Development has an unfavourable net variance at Q4 driven mainly by:

- Lower than budgeted labour cost recoveries from capital funds in Infrastructure Delivery and IPCAM due to several projects commencing later than anticipated in 2019 and staff vacancies.
- Higher than budgeted Contractor & Contractor Materials and Water expenses in Facilities Management due to increase in usage at various community centres.

These were partially offset by a favourable variance in labour mainly attributed to vacancies in approved positions. Those positions are expected to be filled in Q1 2020. In addition, Facilities Management ended FY 2019 with savings in Gas and Hydro expenses.

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

- Road Rehabilitation and Watermain Replacement
- Reposition Fire Station #7-4 Kleinburg Design & Construction
- Repair and Rehabilitation of Pump Stations and Booster Station

Several projects were completed and will be closed in Infrastructure Delivery, Facilities Management and Parks Delivery. Some of the works completed are related to:

- New North Thornhill Community Centre in Block 10
- Oak Bank Pond
- Vaughan Grove Sports Park
- Vaughan Hospital Precinct Development
- New Civic Centre Resource Library
- New Fire Station # 7-3 on Martin Grove Road

2019 Q4 Fiscal Health Report

Attachment 2

Portfolio: Planning and Growth Management

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	22.76	22.16	(0.60)
Labour	25.31	22.00	3.31
Other Expenditures	1.30	1.46	(0.16)
Total Expenditures	26.61	23.46	3.15
Net	(3.84)	(1.30)	2.54

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	43	42.59
2018	19	8.68
2017	10	2.42
2016	11	8.61
2015	16	20.68
2014	1	0.20
2004-2013	29	12.12
Total	129	\$95.31

Planning and Growth Management has an overall positive operating variance for the year driven mainly by:

- A positive labour variance attributed mainly to vacancies and timing in recruitment in Building Standards, Development Engineering, Development Planning and Policy Planning & Environmental Sustainability. The positions are being actively recruited. The positive labour variance contributed to the lower than expected labour cost recoveries from capital funds.

- Revenues were below budget mainly due to lower than budgeted labour cost recoveries from capital funds caused by vacancies in Policy Planning & Environmental Sustainability and Development Planning.

Work progressed on open capital projects with some of the more significant expenditures in the year related to Block 61 Valley corridor crossings, Stegmans Mill sidewalk & intersection improvements and Block 55 Valley road crossings.

There was a total of 12 projects closed during the year.

2019 Q4 Fiscal Health Report

Portfolio: Public Works

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	2.33	2.38	0.05
Labour	20.76	21.35	(0.60)
Other Expenditures	35.05	35.13	(0.07)
Total Expenditures	55.81	56.48	(0.67)
Net	53.48	54.10	(0.62)

Capital Results (\$M):

Year (\$M)	Open	
	#	Unspent
2019	41	7.94
2018	47	44.45
2017	38	3.83
2016	11	1.15
2015	13	3.95
2014	18	0.32
2009-2013	7	0.79
Total	175	62.42

Public Works has an unfavourable variance at Q4 driven mainly by:

- Higher than budgeted winter maintenance costs due to higher than average occurrence of plowing events.
- Higher labour costs due to increased overtime for winter and spring operations
- Higher than budgeted repair and maintenance costs in Transportation & Fleet Management Services (TFMS)

This is partially offset by:

- Lower than budgeted Contractor & Contractor Materials in the Parks, Forestry & Horticulture Operations (PFHO) and TFMS departments due to contracts and invoices pushed out to 2020
- Savings in contract & contractor materials in Solid Waste collection as a result of savings due to slower than expected onboarding of townhome complexes.
- Lower than budgeted utility costs in PFHO as a result of less than expected rate increases for hydro
- Less than expected rate increases for Hydro in TFMS Traffic 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
- Repair and Rehabilitation of Pump Stations and Booster Station
- Maplewood Booster Pumping Station
- VMC Maintenance Equipment

A number of projects were completed and closed during the year in Transportation & Fleet Management Services, Environmental Services, and Parks, Forestry & Horticulture Operations. Some of the works completed during the year related to:

- Tree Replacement Program-EAB
- SCADA System Implementation
- Traffic Signs Reflectivity Inspection and Testing

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

2019 Q4 Fiscal Health Report

Vaughan Public Libraries

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.43	0.44	0.01
Labour	14.88	14.95	(0.07)
Other Expenditures	4.63	4.61	0.02
Total Expenditures	19.51	19.55	(0.04)
Net	19.08	19.11	(0.03)

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	4	0.55
2018	1	1.16
2016	2	0.07
2013-2015	2	0.17
Total	9	\$1.95

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

- Higher than budgeted part-time labour to provide coverage for temporary vacancies in full-time labour

This was partially offset by:

- higher revenues from service charges
- savings in full-time labour.

Note that for the purposes of the Fiscal Health Report, the Library Grant of \$0.19M (\$0.04M over budget) received in 2019 is reported as a separate line item outside of VPL. With the inclusion of this grant revenue, VPL would have a favourable variance of \$0.01M.

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	0.41	0.28	(0.13)
Labour	1.97	1.23	0.75
Other Expenditures	0.10	0.12	(0.02)
Total Expenditures	2.07	1.35	0.73
Net	1.66	1.07	0.60

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2016	1	0.38
2017	1	0.19
2019	1	0.25
Total	3	\$0.82

Transformation and Strategy has an overall favourable variance at Q4 of \$0.6M driven by the office rolling out the first phase of a number of initiatives. Staffing has ramped up to align with the initiatives including:

- Enterprise Risk Management Program
- Corporate Performance Measures Program
- Lean/Process Improvement Program
- Enterprise Project and Change Management

Work continued in Q4 on the three capital projects managed by Transformation and Strategy:

- Service Excellence Strategic Initiatives
- Strategy Update
- Support of a Growth Management Strategy

2019 Q4 Fiscal Health Report

Corporate and Strategic Communications

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues			
Labour	2.06	2.29	(0.23)
Other Expenditures	0.13	0.14	(0.00)
Total Expenditures	2.19	2.43	(0.24)
Net	2.19	2.43	(0.24)

Corporate and Strategic Communications has an unfavourable variance at Q4 mainly driven by higher than budgeted labour costs due to position coverage for employee terminations and turn-over.

Work continued in Q4 2019 on various capital projects, including the Service Excellence Communications Plan.

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2018	1	0.00
2016	1	0.00
Total	2	\$0.00

Economic and Cultural Development

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.52	0.07	(0.45)
Labour	1.85	1.74	0.11
Other Expenditures	0.69	0.48	0.21
Total Expenditures	2.54	2.22	0.32
Net	2.02	2.15	(0.13)

Economic and Cultural Development has an unfavourable variance at Q4 driven mainly by lower than budgeted revenue from Municipal Sponsorship. The unfavourable variance in revenue was partially offset by the favourable variance in labour cost due to vacant positions and lower than budgeted operational cost.

The multi-year revenue forecast established in 2016 for the Municipal Sponsorship Office (MPO) program is not reflective of the current market pressures and opportunities. A business program review process was initiated in 2019 – 2020 to assess the MPO business plan and recommend new business objectives for a new multi-year financial plan.

Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2019	2	0.30
2017	1	0.03
2013	1	0.03
Total	4	\$0.36

Work continued in Q4 on various capital projects, including Smart City Study, Opportunity/Feasibility Study on Economic Development Priorities for the Mackenzie Vaughan Healthcare, and the Economic Development & Employment Strategy (EDES Study).

2019 Q4 Fiscal Health Report

Corporate Revenues & Expenditures

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Corporate Revenue	22.87	31.66	8.79
Reserve & Other			
Transfers	18.95	10.63	(8.32)
Taxation (net)	206.44	207.15	0.71
Total Revenues	248.26	249.44	1.18
Corporate Expenditures	25.49	31.14	(5.65)
Long Term Debt	10.02	7.37	2.65
Total Expenditures	35.51	38.51	(3.00)
Net	(212.8)	(210.9)	(1.82)

Corporate Revenues & Expenditures ended 2019 with a negative variance to budget driven mainly by:

- Lower than budgeted transfers from the Engineering and Building Standards Reserves as their overall department expenditures were less than planned in 2019.
- Higher than budgeted Corporate Revenues, mainly attributable to higher than expected dividends received from the City's investment holding company, Vaughan Holdings Inc. Additionally, the City requested and received a payout of unused employee benefits from the provider.
- Taxation revenues came in higher than budget which was mainly due to higher than anticipated supplemental taxation revenue.
- Corporate expenditures are higher than budget as they include corporate labour gapping.
- Long-Term Debt was lower than budget due to not requiring a contribution to the Reserve as the balance is sufficient to meet future obligations.

2019 Q4 Fiscal Health Report

City Council

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	0.01	0.01
Labour	1.34	1.37	(0.03)
Other Expenditures	0.42	0.24	0.18
Total Expenditures	1.76	1.61	0.15
Net	1.76	1.60	0.16

The City Council operating results had an overall favourable variance in 2019 driven mainly by lower than budgeted spending in newsletters.

Integrity Commissioner & Lobbyist Registrar

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.34	0.34	0.00
Other Expenditures	0.18	0.14	0.04
Total Expenditures	0.52	0.48	0.04
Net	0.52	0.48	0.04

The Office of the Integrity Commissioner & Lobbyist Registrar's expenditures were largely in line with budget for 2019.

Internal Audit

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.62	0.65	(0.03)
Other Expenditures	0.97	0.27	0.07
Total Expenditures	0.72	0.68	0.04
Net	0.72	0.68	0.04

Internal Audit expenditures were largely in line with budget for 2019.

City Manager

Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.89	0.43	0.46
Other Expenditures	0.21	0.12	0.09
Total Expenditures	1.10	0.55	0.55
Net	1.10	0.55	0.55

The City Manager's office ended 2019 with a positive variance driven by unspent labour budget pertaining to the former Corporate Initiatives & Intergovernmental Relations business unit.