

## CITY OF VAUGHAN

### **EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 27, 2021**

Item 4 Report No.39, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on September 27, 2021.

#### **4. 2021 MID-YEAR FISCAL HEALTH REPORT**

**The Committee of the Whole recommends approval of the recommendation contained in the report of the Deputy City Manager, Corporate Services, City Treasurer and Chief Financial Officer dated September 14, 2021:**

##### **Recommendation**

1. That the 2021 Mid-Year Fiscal Health Report as of June 30, 2021 be received.

## Committee of the Whole (1) Report

---

**DATE:** Tuesday, September 14, 2021

**WARD(S):** ALL

**TITLE:** 2021 MID-YEAR 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-to-date period ending June 30, 2021.

**Report Highlights**

- The City's property tax supported operations ended the second quarter in a favorable position of \$16.1 million (Table 1).
- Combined, the rate supported operations for the second quarter ended in a favourable position of \$4.5 million (Table 1).
- In the first six months of the year, capital expenditures were \$39.7 million (Table 2).

**Recommendation**

1. That the 2021 Mid-Year Fiscal Health Report as of June 30, 2021 be received.

**Background**

The Mid-Year Fiscal Health Report provides a snapshot of the City's overall financial health for the first six months of the year and indicates areas requiring further monitoring and corrective actions.

The Report summarizes actual city operating, capital, water, wastewater, and stormwater results as of June 30, 2021, relative to approved budgets and on the same

basis as the budget. It should be noted the full amortization of tangible capital assets and post-retirement benefits are excluded, while transfers to and from reserves and net debenture financing requirements are included.

## **Previous Reports/Authority**

The 2020 Year-End Fiscal Health Report can be found [here](#).

## **Analysis and Options**

### ***Executive Summary***

**The City's mid-year 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 the second quarter in a favorable position of \$16.1 million. Unbudgeted Safe Restart Agreement Phase 2 and Provincial COVID-19 funding contributed \$6.8 million towards the favourable variance. There were also savings in labour costs and program expenditures, which helped offset lower than budgeted fees and charges revenue due to facility closures, program cancellations and lower demand for services due to the COVID-19 pandemic.

Combined, the water, wastewater and stormwater rate-supported operations ended the second quarter with reserve contributions above budget. Higher water and wastewater sales and lower than expected spending were offset by higher water purchases from York Region. The Region cancellation of the 2021 rate increases for water and wastewater is also impacting the purchase variance. These result in reserve contributions higher than budget in both water and wastewater. Lower sales in stormwater were the result of the billing process straddling the quarter end, starting in May, and finishing in July. These were offset by favourable variances in spending resulting in an unfavourable reserve contribution.

Overall, the rate-supported operation ended the second quarter with combined contributions to reserves of \$14.0 million which was \$4.5 million more than expected. These reserve funds are necessary for future infrastructure replacements as these assets near the end of their useful life.

**The City's Capital Budget mid-year results are summarized in Table 2.**

The 2021 approved Capital Budget included \$291 million in new capital projects. As of June 30, 2021, after all post-budget capital amendments, there were 637 open capital projects with \$641 million of available budget remaining.

**Operating Results – as of June 30, 2021**

<b>Table 1</b>			
<b>\$ million</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
<b>Property Tax Based Budget</b>			
Revenues	230.6	235.6	5.0
Expenditures	162.7	151.6	11.1
<b>Net</b>	<b>\$ 67.9</b>	<b>\$ 84.0</b>	<b>\$ 16.1</b>
<b>Water Rate Based Budget</b>			
Revenues	31.6	34.1	2.5
Expenditures	29.7	29.2	0.5
<b>Lifecycle Contribution</b>	<b>1.9</b>	<b>4.9</b>	<b>3.0</b>
<b>Wastewater Rate Based Budget</b>			
Revenues	40.4	43.2	2.8
Expenditures	39.5	40.4	(0.9)
<b>Lifecycle Contribution</b>	<b>0.9</b>	<b>2.8</b>	<b>1.9</b>
<b>Stormwater Charge Based Budget</b>			
Revenues	10.7	9.5	(1.2)
Expenditures	4.0	3.2	0.8
<b>Lifecycle Contribution</b>	<b>6.7</b>	<b>6.3</b>	<b>(0.4)</b>
Note - numbers may not add due to rounding			

**Capital Results – as of June 30, 2021**

<b>Table 2</b>						
<b>Capital Projects</b> \$ million	<b>Total Projects</b>	<b>2021</b>	<b>Life-to-Date</b>			<b>% Spent</b>
		<b>YTD Actual</b>	<b>Total Budget</b>	<b>Total Actual</b>	<b>Total Variance</b>	
Open Projects	637	39.7	1,168.1	526.7	641.4	45%
In-Year Closed Projects	83	-	42.1	35.5	6.5	85%
<b>TOTAL</b>	<b>720</b>	<b>\$ 39.7</b>	<b>\$1,210.2</b>	<b>\$ 562.3</b>	<b>\$ 647.9</b>	<b>46%</b>
Note - numbers may not add due to rounding						

## DISCUSSION

### Operating Budget Results

Total City revenues at mid-year were \$5.0 million or 2.2% higher than budgeted.

\$ million	Total Operating		Variance			
	Budget \$	Actual \$	Operating (non-COVID) \$	COVID-19 \$	Total	
					\$	%
Fees and Charges Revenue	32.3	26.2	0.6	(6.7)	(6.1)	(18.9%)
Corporate Revenues	13.1	24.3	3.5	7.7	11.2	85.5%
Reserve Transfers	(0.1)	(0.2)	(0.1)	-	(0.1)	100.0%
Taxation	185.3	185.3	-	-	-	.0%
<b>Total Revenues</b>	<b>\$ 230.6</b>	<b>\$ 235.6</b>	<b>\$ 4.0</b>	<b>\$ 1.0</b>	<b>\$ 5.0</b>	<b>2.2%</b>

Note - numbers may not add due to rounding

### Operating Revenue Variances:

**Fees and Charges Revenue** – unfavourable variance of \$6.1 million consists of:

Non-COVID-19 (favourable variance of \$0.6 million):

- Higher fee collection in Building Standards (BSD) and Development Planning of \$6 million; partially offset by:
  - Lower transfers from reserves in Building Standards and Development Engineering (\$4.4 million), and
- Lower labour recoveries from capital projects due to vacancies (\$1 million).

COVID-19 (unfavourable variance of \$6.7 million):

- Lower fee revenues of \$6.7 million mainly in Recreation/Community Development and By-Law & Compliance, Licensing & Permit Services.

**Corporate Revenues** – favourable variance of \$11.2 million consists of:

Non-COVID-19 (favourable variance of \$3.5 million):

- Fourth Quarter 2020 dividend from Alectra (declared in 2021) higher by \$1.8 million, which reflects better than planned results for the utility company in 2020; and
- Higher fines & penalties \$1.7 million due to increased deferral of tax payments.

COVID-19 (favourable variance of \$7.7 million):

- Unbudgeted Safe Restart Phase 2 and Provincial COVID Funding of \$6.8 million;

- Recovery of unbudgeted costs for vaccination clinics from York Region of \$0.9 million.

**Total City Expenditures at mid-year were \$11.1 million or 6.8% lower than budgeted.**

Table 4						
\$ million	Total Operating		Variance			
	Budget \$	Actual \$	Operating (non-COVID) \$	COVID-19 \$	Total	
					\$	%
Departmental	141.2	127.5	7.4	6.3	\$ 13.7	9.7%
Reserve Contrib. & Corp. Exp.	14.8	17.4	(1.5)	(1.1)	\$ (2.6)	(17.6%)
Long Term Debt	3.1	3.1	-	-	\$ -	-
Contingency	0.0	0.0	-	-	\$ -	-
Capital from Taxation	3.7	3.7	-	-	\$ -	-
<b>Total Expenditures</b>	<b>\$ 162.8</b>	<b>\$ 151.7</b>	<b>\$ 5.9</b>	<b>\$ 5.2</b>	<b>\$ 11.1</b>	<b>6.8%</b>

Note - numbers may not add due to rounding

### **Operating Expenditure Variances:**

**Departmental** – favourable variance of \$13.7 million consists of:

**Non-COVID-19 (favourable variance of \$7.4 million):**

- Saving in labour costs of \$2.5 million due to deferred hiring and gapping.
- Insurance premiums lower than budget by \$0.9 million; and
- Timing differences in non-labour expenditures, primarily in contractors, supplies, and material of \$4.0 million.

**COVID-19 (favourable variance of \$6.3 million):**

- Savings in labour costs of \$6.3 million due to workforce re-balancing measures in response to COVID-19.

**Reserve Contributions & Corporate Expenses** – unfavourable variance of \$2.6 million consists of:

**Non-COVID-19 (unfavourable variance of \$1.5 million):**

- Labour gapping budgeted in Corporate but realized in departments (\$2.5 million), offset by lower repayment of taxes due to reassessments from MPAC of \$1 million.

**COVID-19 (unfavourable variance of \$1.1 million):**

- Un-budgeted costs of vaccination clinics of \$0.9 million (recovered from York Region as reflected in revenues); and

- COVID-19 expenses (security guards, PPE, additional cleaning, overtime, etc.) of \$0.5 million not budgeted, offset by lower expenses funded by the Municipal Accommodation Tax of \$0.3 million.

Attachment 2 provides commentary at the Portfolio/Office level.

### **Operating Budget Transfers**

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

In the first half of 2021, there were no operating budget transfers between departments.

### **Water, Wastewater, and Stormwater Results**

**Water Operations gross margin was \$1.5 million more than budget.**

<b>Table 4</b>				
\$ million	Budget	Actual	Variance	
			\$	%
Residential Billings	19.6	21.2	1.6	8.2%
Commercial Billings	10.9	11.9	1.0	9.2%
Other	0.2	0.2	0.0	.0%
Purchases/Treatment Charges	20.1	19.7	0.4	2.0%
Non-Revenue Water	3.0	4.5	(1.5)	(50.0%)
<b>Gross Margin</b>	<b>7.6</b>	<b>9.1</b>	<b>1.5</b>	<b>19.7%</b>
<b>Other Revenues</b>	<b>\$ 0.9</b>	<b>\$ 0.8</b>	<b>\$ (0.1)</b>	<b>(11.1%)</b>
Note - numbers may not add due to rounding				

Residential and commercial water sales at the end of the second quarter are higher than budget by 8.2% and 9.2%, respectively.

- As a result of increased sales, Regional water purchases (direct cost) were higher than budgeted. These were offset by York Region’s cancellation of the 2021 water and wastewater rate increases resulting in lower-than-expected water purchase costs.
- Non-Revenue Water (NRW) was higher than budgeted. Several initiatives, including meter replacements, are underway to find and reduce NRW.

**Water Operations expenditures before Lifecycle Contributions were \$1.6 million lower than budgeted.**

<b>Table 5</b>				
\$ million	Budget	Actual	Variance	
			\$	%
Maintenance and Installation Cost	3.2	1.9	1.3	40.6%
General Administration	3.0	2.7	0.3	10.0%
Joint Service Costs	0.4	0.4	0.0	.0%
<b>Total Expenditures</b>	<b>6.6</b>	<b>5.0</b>	<b>1.6</b>	<b>24.2%</b>
<b>Lifecycle Contribution</b>	<b>\$ 1.9</b>	<b>\$ 4.9</b>	<b>\$ 3.0</b>	<b>157.9%</b>

Note - numbers may not add due to rounding

- Maintenance and Installation Costs ended lower by 40.6%. Timing of meter installations and hydrant inspections and maintenance activities and temporary vacancies resulted in lower expenses.
- General Administration costs were lower by 10.0% mainly due to postponed 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.

**The City's net lifecycle contribution was \$3.0 million greater than budgeted at the end of the second quarter.**

**Wastewater Operations gross margin was \$1.1 million more than budget.**

<b>Table 5</b>				
\$ million	Budget	Actual	Variance	
			\$	%
Residential Billings	24.9	26.8	1.9	7.6%
Commercial Billings	14.7	15.7	1.0	6.8%
Other	0.2	0.2	0.0	.0%
Purchases/Treatment Charges	30.3	30.1	0.2	.7%
Non-Revenue Water	4.5	6.5	(2.0)	(44.4%)
<b>Gross Margin</b>	<b>5.0</b>	<b>6.1</b>	<b>1.1</b>	<b>22.0%</b>
<b>Other Revenues</b>	<b>\$ 0.6</b>	<b>\$ 0.5</b>	<b>\$ (0.1)</b>	<b>(16.7%)</b>

Note - numbers may not add due to rounding

- Residential and commercial billings at the end of the second quarter are 7.6% and 6.8%, respectively higher than budget. These results are the impact of COVID-19.



- Wastewater billing is based on water consumption and therefore trends similar to water consumption. As a result of increased billings, treatment charges (direct cost) were higher than budgeted. These were offset by York Region cancellation of the 2021 water and wastewater rate increases resulting in lower-than-expected wastewater treatment charges.
- Non-Revenue Water (NRW) was higher than budgeted. Since wastewater collection and treatment are based on water volumes, these costs are affected by NRW. Several initiatives, including meter replacements, are underway to find and reduce NRW.

**Wastewater Operations expenditures before Lifecycle Contributions were \$0.9 million lower than budgeted.**

<b>Table 6</b>				
\$ million	Budget Actual		Variance	
			\$	%
Maintenance and Installation Cost	2.2	1.7	0.5	22.7%
General Administration	2.1	1.7	0.4	19.0%
Joint Service Costs	0.4	0.4	0.0	.0%
<b>Total Expenditures</b>	<b>4.7</b>	<b>3.8</b>	<b>0.9</b>	<b>19.1%</b>
<b>Lifecycle Contribution</b>	<b>\$ 0.9</b>	<b>\$ 2.8</b>	<b>\$ 1.9</b>	<b>211.1%</b>
Note - numbers may not add due to rounding				

- Maintenance and Installation Costs ended lower by 22.7% due to postponed hiring while assessing vacancies against needs as well as timing of spending for flow monitoring activities and discontinuation of new development inspections.
- General Administration costs were lower by 19.0% mainly due to postponed hiring while assessing vacancies against needs, timing of spending in software and professional fees and lower than expected training due to COVID-19 and limited availability of Ministry of Environment, Conservation and Parks (MECP) compliant virtual training.

**City’s net lifecycle contribution was \$1.9 million higher than budgeted at the end of the second quarter.**

**Stormwater Operations gross margin was \$1.1 million less than budgeted.**

<b>Table 7</b>				
\$ million	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
Residential Billings	4.5	4.0	(0.5)	(11.1%)
Commercial Billings	6.1	5.4	(0.7)	(11.5%)
<b>Gross Margin</b>	<b>10.5</b>	<b>9.4</b>	<b>(1.1)</b>	<b>(10.5%)</b>
<b>Other Revenues</b>	<b>0.2</b>	<b>0.1</b>	<b>(0.1)</b>	<b>(50.0%)</b>
Note - numbers may not add due to rounding				

- Total revenues are lower than budgeted due to timing of the annual billing for stormwater charges, starting in May and finishing in July.

**Stormwater Operations expenditures before Lifecycle Contributions were \$0.8 million lower than budgeted.**

<b>Table 8</b>				
\$ million	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
Maintenance and Installation Cost	1.9	1.6	0.3	15.8%
General Administration	2.0	1.6	0.4	20.0%
Joint Service Costs	0.1	0	0.1	100.0%
<b>Total Expenditures</b>	<b>4.0</b>	<b>3.2</b>	<b>0.8</b>	<b>20.0%</b>
<b>Lifecycle Contribution</b>	<b>\$ 6.7</b>	<b>\$ 6.3</b>	<b>\$ (0.4)</b>	<b>(6.0%)</b>
Note - numbers may not add due to rounding				

- Maintenance and Installation costs were lower by 15.8% mainly due to lower-than-expected street sweeping activities and timing of spending in pond maintenance.
- General Administration costs were lower by 20.0% mainly due to timing of spending on professional fees and postponed hiring while assessing vacancies against needs.
- Joint services fee with Alectra were lower than expected due to timing

**The City's net lifecycle contribution was \$0.4 million lower than budgeted at the end of the second quarter.**

## **Capital Budget Results**

As of June 30, 2021, there was a total of 637 open capital projects and \$641 million of budget remaining; 66% of projects, or 419 projects are related to Roads, Vehicles & Equipment, Buildings & Facilities, and Parks & Open Spaces. Departments projected to spend over \$200 million on capital projects in 2021. At the end of the second quarter,

actual capital spending is approximately \$40 million. Actual spending is expected to increase as capital projects progress and full-year capital accounting entries are processed.

Managing Portfolio \$ million	Total Projects	2021	Life-to-Date			% Spent
		YTD Actual	Total Budget	Total Actual	Total Variance	
<b>Open projects</b>						
Infrastructure Development	256	13.8	742.9	341.1	401.8	46%
Planning & Growth Management	130	20.9	207.5	77.3	130.2	37%
Public Works	160	3.0	128.8	52.9	75.9	41%
Community Services	18	(0.7)	36.9	26.3	10.6	71%
Corporate Services & Chief Financial Officer	19	1.4	23.2	13.5	9.7	58%
Office Fire & Rescue Services	36	0.3	15.6	9.8	5.8	63%
Vaughan Public Libraries	6	0.8	7.6	4.5	3.1	60%
Administrative Services & City Solicitor	3	0.2	2.4	0.5	1.9	20%
Economic & Cultural Development	3	0.1	2.1	0.5	1.6	23%
Transformation & Strategy	4	0.0	0.9	0.1	0.8	12%
Corporate & Strategic Communications	2	-	0.3	0.2	0.1	68%
<b>TOTAL</b>	<b>637</b>	<b>\$ 39.7</b>	<b>\$ 1,168.1</b>	<b>\$ 526.7</b>	<b>\$ 641.4</b>	<b>45%</b>

Note - numbers may not add due to rounding

The detailed list of capital projects is included in Attachment 3.

### Departments closed 83 projects in the first half of 2021, returning \$6.5 million to Reserves

The following table provides a breakdown of projects closed as of June 30, 2021.

Portfolio	Closed Projects	Returned to Reserve \$ million
Infrastructure Development	44	5.4
Public Works	24	0.9
Planning & Growth Management	3	0.1
Community Services	5	0.0
Economic & Cultural Development	2	0.0
Corp. Serv., Library, City Treasurer/CFO	5	0.0
<b>Total</b>	<b>83</b>	<b>\$ 6.5</b>

Note - numbers may not add due to rounding

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

## Capital Budget Transfers Authorized by the Chief Financial Officer/City Treasurer

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

The following authorized capital budget amendments were processed in the first half of 2021:

<b>Table 11</b>		
<b>From</b>	<b>To</b>	<b>Amount</b>
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 Reahb	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 Stormwaeer 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

## Continuity Schedule of Reserves and Reserve Funds

Table 12						
Reserve Balances \$ million	Opening Balance	Revenues	Expenses	Closing Balance Before Commitments	Commitments	Closing Balance After Commitments
<b>Obligatory Reserves</b>						
City-Wide Development Charges	456.5	69.2	29.2	496.5	337.9	158.6
Area-Specific Development Charges	13.0	1.5	(0.0)	14.5	17.9	(3.4)
Restricted Grant	29.1	9.8	0.0	39.0	37.1	1.9
Other	121.3	52.0	0.8	172.5	5.9	166.6
<b>Sub-Total</b>	<b>\$ 620.0</b>	<b>\$ 132.5</b>	<b>\$ 30.0</b>	<b>\$ 722.5</b>	<b>\$ 398.7</b>	<b>\$ 323.8</b>
<b>Discretionary Reserves</b>						
Infrastructure Development	241.2	17.3	7.9	250.6	109.1	141.5
Capital from Taxation	23.5	3.8	0.9	26.4	22.4	4.0
Corporate	18.0	0.1	-	18.2	0.0	18.2
Special Purpose	8.9	0.6	0.0	9.4	14.2	(4.8)
Sustainability	65.7	5.8	2.2	69.2	1.2	68.0
<b>Sub-Total</b>	<b>\$ 357.3</b>	<b>\$ 27.5</b>	<b>\$ 11.0</b>	<b>\$ 373.8</b>	<b>\$ 146.9</b>	<b>\$ 226.9</b>
<b>Total</b>	<b>\$ 977.3</b>	<b>\$ 160.0</b>	<b>\$ 41.0</b>	<b>\$ 1,096.3</b>	<b>\$ 545.7</b>	<b>\$ 550.6</b>
Note - numbers may not add due to rounding						

At mid-year, the reserve balance before commitments was \$1,096.3 million. Net reserve activity of \$545.7 million is committed against these reserves and reserve funds. After this activity is accounted for, the total reserves and reserve fund balances as of June 30, 2021 was \$550.6 million, of which \$323.8 million was for obligatory reserves and \$226.9 million was in discretionary reserves.

Total Development Charges (DCs) revenues of \$70.7 million is comprised of \$68.9 million in DC collections and \$1.8 million investment income. Collections have rebounded significantly in second quarter and are now on par with 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 \$61.6 million.

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

### 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 are tracking favourably compared to the budget. However, as uncertainty to the extent of the pandemic and recovery period remains, staff are assessing the financial impact for the remainder of the year that could include a fourth wave and the expected continuation of 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 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:

Michael Marchetti, Director, Financial Planning & Development Finance, ext. 8271.

Dean Ferraro, Director, Financial Services, ext. 8272.

### **Attachments**

1. City Operating – 2021 Financial Summary
2. Portfolio/Department Commentary
3. City Capital – Capital Project Listing

### **Prepared by**

Kelly Sutton, Senior Financial Analyst, Ext. 8252

Wynkie Ha Hau, Manager, Financial (Acting), Ext. 8432

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

### **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 June 30, 2021**  
**REVENUE / EXPENDITURE SUMMARY**

## Consolidated 2021 Operating Budget Results Summary

June 30, 2021

(in \$ Millions)	Revenues			Gross Expenditures			NET			% Spent
	Budget	Actuals	Variance	Budget	Actuals	Variance	Budget	Actuals	Variance*	
<b>Public Works</b>										
Transportation & Fleet Management Services	(0.1)	(0.1)	(0.0)	15.9	13.7	2.2	15.8	13.6	2.2	86.2%
Environmental Services	(0.9)	(0.9)	(0.0)	5.7	5.4	0.3	4.8	4.5	0.3	93.6%
Parks, Forestry & Horticulture Operations	(0.1)	(0.3)	0.2	7.0	7.0	(0.0)	6.8	6.7	0.1	98.2%
DCM Public Works	-	-	-	0.2	0.1	0.1	0.2	0.1	0.1	49.1%
<b>Total Public Works</b>	<b>(1.2)</b>	<b>(1.3)</b>	<b>0.1</b>	<b>28.9</b>	<b>26.3</b>	<b>2.6</b>	<b>27.7</b>	<b>24.9</b>	<b>2.7</b>	<b>90.2%</b>
<b>Vaughan Fire and Rescue Service</b>										
Fire and Rescue Service	(0.3)	(0.2)	(0.0)	25.7	25.6	0.1	25.5	25.4	0.1	99.8%
Emergency Planning	-	-	-	0.1	0.1	0.0	0.1	0.1	0.0	84.7%
<b>Total Vaughan Fire and Rescue Service</b>	<b>(0.3)</b>	<b>(0.2)</b>	<b>(0.0)</b>	<b>25.9</b>	<b>25.7</b>	<b>0.1</b>	<b>25.6</b>	<b>25.5</b>	<b>0.1</b>	<b>99.7%</b>
<b>Infrastructure Development</b>										
Infrastructure Delivery	(0.5)	(0.3)	(0.2)	1.3	0.9	0.4	0.8	0.6	0.2	70.0%
Infrastructure Planning & Corp. Asset Mgmt.	(0.7)	(0.6)	(0.2)	1.4	1.1	0.3	0.7	0.5	0.2	77.5%
Parks Infra. Planning & Development	(0.7)	(0.7)	(0.1)	1.4	1.3	0.1	0.6	0.6	0.0	95.6%
Real Estate	(0.0)	(0.0)	0.0	0.4	0.3	0.1	0.4	0.3	0.1	75.8%
Facilities Management	(0.9)	(0.5)	(0.4)	10.3	9.4	0.9	9.5	8.9	0.5	94.5%
DCM Infrastructure Development	-	-	-	0.4	0.4	0.0	0.4	0.4	0.0	96.0%
<b>Total Infrastructure Development</b>	<b>(2.8)</b>	<b>(2.0)</b>	<b>(0.8)</b>	<b>15.2</b>	<b>13.3</b>	<b>1.8</b>	<b>12.4</b>	<b>11.3</b>	<b>1.1</b>	<b>91.5%</b>
<b>Community Services</b>										
Community Development & Events	(0.6)	(0.3)	(0.3)	1.0	0.8	0.2	0.5	0.5	(0.1)	117.0%
By-Law, Compliance, Licensing & Permits	(2.9)	(2.2)	(0.6)	4.4	4.1	0.3	1.5	1.8	(0.3)	121.9%
Recreation Services	(5.7)	(0.2)	(5.5)	7.9	4.2	3.7	2.3	4.1	(1.8)	179.3%
Access Vaughan	-	-	-	0.7	0.7	0.0	0.7	0.7	0.0	98.8%
DCM Office, Grants & Advisor Committees Commt. Serv.	-	-	-	0.3	0.3	0.1	0.3	0.3	0.1	80.9%
<b>Total Community Services</b>	<b>(9.1)</b>	<b>(2.7)</b>	<b>(6.4)</b>	<b>14.3</b>	<b>10.1</b>	<b>4.3</b>	<b>5.3</b>	<b>7.4</b>	<b>(2.1)</b>	<b>140.6%</b>
<b>Planning &amp; Growth Management</b>										
Development Planning	(4.4)	(7.4)	3.0	2.8	2.5	0.3	(1.6)	(4.9)	3.2	296.6%
Development Engineering	(4.0)	(2.5)	(1.5)	2.7	2.2	0.5	(1.4)	(0.3)	(1.0)	24.1%
Policy Planning & Environmental Sustainability	(0.2)	(0.1)	(0.1)	1.4	1.2	0.2	1.2	1.1	0.1	87.9%
Building Standards	(7.7)	(7.8)	0.1	5.0	5.4	(0.5)	(2.7)	(2.4)	(0.4)	86.9%
Vaughan Metropolitan Centre Program	(0.2)	(0.1)	(0.0)	1.1	1.0	0.1	0.9	0.8	0.1	93.7%
DCM Planning & Growth Mgmt	(0.0)	(0.0)	(0.0)	0.5	0.4	0.0	0.5	0.4	0.0	90.0%
<b>Total Planning &amp; Growth Management</b>	<b>(16.5)</b>	<b>(18.0)</b>	<b>1.4</b>	<b>13.4</b>	<b>12.8</b>	<b>0.6</b>	<b>(3.1)</b>	<b>(5.2)</b>	<b>2.1</b>	<b>167.1%</b>
<b>Corporate Services &amp; CFO</b>										
CFO Office	-	-	-	0.3	0.3	(0.0)	0.3	0.3	(0.0)	112.2%
Financial Services	(0.6)	(0.6)	(0.1)	2.3	1.8	0.5	1.7	1.2	0.4	74.8%
Financial Planning & Development Finance	(0.3)	(0.3)	(0.0)	1.9	1.9	0.0	1.6	1.6	0.0	98.8%
Human Resources	-	(0.0)	0.0	1.8	1.7	0.1	1.8	1.7	0.1	93.5%
Information Technology	(0.1)	(0.2)	0.1	8.1	8.3	(0.2)	8.0	8.1	(0.2)	102.0%
Procurement Services	(0.0)	(0.1)	0.0	1.4	1.3	0.1	1.3	1.2	0.1	90.9%
<b>Total Corporate Services &amp; CFO</b>	<b>(1.0)</b>	<b>(1.1)</b>	<b>0.1</b>	<b>15.7</b>	<b>15.3</b>	<b>0.4</b>	<b>14.6</b>	<b>14.1</b>	<b>0.5</b>	<b>96.7%</b>
<b>Administrative Services &amp; City Solicitor</b>										
Legal Services	(0.2)	(0.2)	0.0	2.2	2.4	(0.2)	2.0	2.2	(0.2)	107.6%
City Clerk	(0.8)	(0.5)	(0.3)	9.2	8.1	1.1	8.4	7.5	0.8	90.1%
DCM & City Solicitor	-	-	-	0.3	0.3	(0.0)	0.3	0.3	(0.0)	100.4%
<b>Total Administrative Services &amp; City Solicitor</b>	<b>(1.0)</b>	<b>(0.7)</b>	<b>(0.3)</b>	<b>11.7</b>	<b>10.7</b>	<b>1.0</b>	<b>10.7</b>	<b>10.0</b>	<b>0.7</b>	<b>93.7%</b>
<b>Other Offices</b>										
City Managers Office	-	-	-	0.3	0.4	(0.0)	0.3	0.4	(0.0)	113.5%
Corporate & Strategic Communications	-	-	-	1.2	1.1	0.0	1.2	1.1	0.0	98.5%
Economic & Cultural Development	(0.2)	(0.1)	(0.2)	1.2	0.9	0.3	1.0	0.8	0.2	81.9%
Office of Transformation & Strategy	(0.0)	-	(0.0)	0.9	0.8	0.1	0.9	0.8	0.1	93.9%
City Council	-	-	-	1.0	0.8	0.2	1.0	0.8	0.2	79.6%
Internal Audit	-	-	-	0.5	0.4	0.0	0.5	0.4	0.0	92.0%
Integrity Commissioner	-	-	-	0.3	0.2	0.1	0.3	0.2	0.1	77.5%
<b>Total Other Offices</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>5.3</b>	<b>4.6</b>	<b>0.7</b>	<b>5.1</b>	<b>4.6</b>	<b>0.5</b>	<b>90.1%</b>
<b>Vaughan Public Libraries</b>	<b>(0.1)</b>	<b>(0.0)</b>	<b>(0.1)</b>	<b>10.9</b>	<b>8.6</b>	<b>2.3</b>	<b>10.8</b>	<b>8.6</b>	<b>2.2</b>	<b>79.5%</b>
<b>Total Operating Programs</b>	<b>(32.2)</b>	<b>(26.2)</b>	<b>(6.1)</b>	<b>141.2</b>	<b>127.4</b>	<b>13.8</b>	<b>108.9</b>	<b>101.2</b>	<b>7.7</b>	<b>92.9%</b>
<b>Financial &amp; Non-Program Items**</b>										
PAYG Capital from taxation	-	-	-	3.7	3.7	-	3.7	3.7	-	100.0%
Reserve Contributions	-	-	-	16.0	15.8	0.2	16.0	15.8	0.2	98.8%
Debt & Financial Charges	-	-	-	5.1	4.1	1.0	5.1	4.1	1.0	80.2%
Corporate & Non-Program Items	(0.3)	(1.5)	1.2	(2.1)	1.9	(4.0)	(2.4)	0.4	(2.8)	(18.9%)
Recoveries & Reserve Draws	0.0	0.2	(0.1)	(1.4)	(1.4)	(0.0)	(1.4)	(1.2)	(0.2)	89.1%
Investments	(9.6)	(11.5)	1.8	-	-	-	(9.6)	(11.5)	1.8	118.9%
Other Revenues**	(3.1)	(11.3)	8.2	-	-	-	(3.1)	(11.3)	8.2	360.2%
Transfer to Tourism Vaughan	-	-	-	0.4	0.2	0.2	0.4	0.2	0.2	55.7%
<b>Total Financial &amp; Non-Program Items**</b>	<b>(13.0)</b>	<b>(24.1)</b>	<b>11.1</b>	<b>21.5</b>	<b>24.2</b>	<b>(2.7)</b>	<b>8.5</b>	<b>0.1</b>	<b>8.4</b>	<b>1.3%</b>
<b>Total Operating Budget</b>	<b>(45.3)</b>	<b>(50.3)</b>	<b>5.0</b>	<b>162.7</b>	<b>151.6</b>	<b>11.1</b>	<b>117.4</b>	<b>101.3</b>	<b>16.1</b>	<b>86.3%</b>

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

\*\* Includes PIL/MAT Other



**CITY OF VAUGHAN**  
**2021 City Operating Budget**  
**Fiscal Position as of June 30, 2021**

**REVENUE / EXPENDITURE SUMMARY**

\$M	2021 ANNUAL BUDGET	June 30 2021		VARIANCE FAV (UNFAV.)
		YTD BUDGET	YTD ACTUAL	
<b>REVENUES:</b>				
TAXATION	212.9	184.2	184.2	0.0
SUPPLEMENTAL TAXATION	3.2	0.0	0.0	0.0
PAYMENT IN LIEU	2.6	1.1	1.1	0.0
RESERVES AND OTHER TRANSFERS	30.7	15.5	16.0	0.5
FEES AND SERVICE CHARGES	64.8	29.3	26.1	(3.2)
CORPORATE	3.8	0.5	8.2	7.7
<b>TOTAL REVENUES</b>	<b>317.9</b>	<b>230.7</b>	<b>235.6</b>	<b>5.0</b>
<b>EXPENDITURES:</b>				
DEPARTMENTAL	284.6	141.2	127.4	13.8
RESERVE CONTRIB. & CORP. EXP.	11.9	14.8	17.5	(2.7)
LONG TERM DEBT	10.6	3.1	3.1	0.0
CONTINGENCY	7.1	0.0	0.0	0.0
CAPITAL FROM TAXATION	3.7	3.7	3.7	0.0
<b>TOTAL EXPENDITURES</b>	<b>317.9</b>	<b>162.7</b>	<b>151.6</b>	<b>11.1</b>

**Administrative Services & City Solicitor**

## Operating Results (\$M):

<b>(\$M)</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Revenues	0.97	0.69	(0.28)
Labour	4.80	4.72	0.01
Other Expenditures	6.88	6.01	0.49
Total Expenditures	11.68	10.73	0.95
<b>Net</b>	<b>10.71</b>	<b>10.04</b>	<b>0.67</b>

## Capital Results (\$M):

<b>Year (\$M)</b>	<b>Open #</b>	<b>Unspent \$</b>
2020	2	0.37
2019	1	1.55
<b>Total</b>	<b>3</b>	<b>1.92</b>

Administrative Services & City Solicitor has a favourable variance at Q2 driven mainly by:

- Lower than budgeted Insurance Premiums (Office of the City Clerk)
- Lower than budgeted labour expenditures as a result of vacancies (Legal Services)

These were partially offset by:

- Reduced revenues from Committee of Adjustment applications, marriage licences and marriage ceremonies primarily attributable to the pandemic (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)

Work continued in Q2 on a few capital projects including the Electronic Document Management System (Deputy City Manager, Administrative Services & City Solicitor).

Three projects closed during this quarter, including the project relating to the Internet Voting Assessment (Office of the City Clerk).

**Portfolio: Community Services**

## Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	9.08	2.70	(6.38)
Labour	12.42	9.14	3.28
Other Expenditures	1.91	0.94	1.26
Total Expenditures	14.33	10.08	4.25
<b>Net</b>	<b>5.25</b>	<b>7.38</b>	<b>(2.13)</b>

## Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	1	0.02
2020	2	0.21
2019	3	0.23
2018	3	0.41
2017	4	8.52
2016	3	1.19
2008-2015	2	0.04
<b>Total</b>	<b>18</b>	<b>10.62</b>

Community Services has an unfavourable variance at Q2 driven mainly by:

- Significantly reduced revenue due to closure of community centres and the City Playhouse as a result of COVID-19 (Recreation Services)
- Decreased licensing and permit revenues due to deferral of license renewals because of COVID-19. (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 Q2 on several capital projects including CLASS system upgrade to PerfectMind, and continued enhancements to Service Vaughan Customer Relationship Management (CRM).

**Fire and Rescue Service**

## Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.27	0.22	(0.05)
Labour	24.65	24.87	(0.21)
Other Expenditures	1.22	0.87	0.35
Total Expenditures	25.87	25.74	0.12
<b>Net</b>	<b>25.59</b>	<b>25.52</b>	<b>0.07</b>

## Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	6	3.03
2020	11	1.05
2019	6	0.53
2018	6	0.73
2017	3	0.27
2016	2	0.07
2015	1	0.01
2014	1	0.09
<b>Total</b>	<b>36</b>	<b>5.80</b>

Vaughan Fire and Rescue Service has a favourable variance at Q2 driven mainly by:

- Timing-related variances as programs were delayed due to COVID-19 in areas such as training & development, as well as purchases of protective clothing due to delays from the vendor as a result of the pandemic.

This was partially offset by:

- Higher than budgeted labour expenditures as a result of overtime due to coverage for self-isolation.
- Lower than budgeted revenues as a result of COVID-19 affecting Motor Vehicle Collisions and prevention revenues.

Work continued in Q2 on several capital projects including the replacement of general and rescue equipment, and air compressor and fill station. Four capital projects were completed and closed in Q2.

**Portfolio: Corporate Services & Chief Financial Officer**

## Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	1.05	1.13	0.09
Labour	11.43	11.01	0.42
Other Expenditures	4.23	4.25	(0.02)
Total Expenditures	15.66	15.26	0.40
<b>Net</b>	<b>14.61</b>	<b>14.13</b>	<b>0.48</b>

## Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2020	2	1.12
2019	5	1.47
2018	5	1.97
2017	1	0.50
2016	5	3.28
2014	1	1.33
<b>Total</b>	<b>19</b>	<b>9.67</b>

Corporate Services' has a favourable variance at Q2 driven mainly by:

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

These were partially offset by:

- Higher than budgeted Service Contracts for the new tax system, Communication contracts, and additional licenses (Office of the Chief Information Officer),
- Lower than budgeted Taxation and Property Assessment Revenue due to timing of collections

Work continued in Q2 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)
- New Property Tax System (Financial Services)
- 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	2.81	2.04	(0.77)
Labour	11.43	10.17	1.26
Other Expenditures	3.74	3.18	0.56
Total Expenditures	15.17	13.35	1.82
<b>Net</b>	<b>12.36</b>	<b>11.31</b>	<b>1.06</b>

## Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	44	31.94
2020	34	59.85
2019	56	93.78
2018	33	43.55
2017	28	70.57
2016	16	4.38
2003-2015	45	97.72
<b>Total</b>	<b>256</b>	<b>401.79</b>

Infrastructure Development has a favourable net variance at Q2 2021 driven by:

- Lower revenues as a result of lower labour recoveries driven by vacancies
- Lower than budgeted costs in labour as a result of vacancies in approved positions in all departments
- Non labour savings, driven mainly by lower general maintenance, garbage disposal, cleaning services, etc. as many facilities were closed due to COVID-19

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

- 2019-2021 Road Rehabilitation & Watermain Replacement
- LED Streetlight Conversion
- New Carrville CC and District Park and Library in Block 11
- Black Creek Channel Renewal Design
- Canada Drive – America Avenue Bridge
- MNR Remediation
- Block 55 Neighbourhood Park Development
- North Maple Regional Park Development
- Sidewalk, Streetlighting & Cycling Facilities – Various Locations

Several projects were completed in Infrastructure Delivery, Facilities Management, Infrastructure Planning & Corporate Asset Management and Parks Delivery. Some of the works completed are related to:

- 2016-2018 Road Rehabilitation and Watermain Replacement
- Bridge Rehabilitation at Humber Bridge Trail Bridge
- Kirby Road Municipal Class EA
- Bathurst Clark Library- Administration Area Renovations/Improvements
- Clark Avenue West Cycling Facility
- King High Park-Pedestrian Bridge Replacement
- Block 61W Neighbourhood Park
- Pedestrian and Bicycle Master Plan (Off Road Network)
- Parks Buildings – Replacement of Counters & Flooring
- Woodbridge Pool & Arena Sprinkler System Replacement
- Municipal Structure Inspection & Reporting

**Portfolio: Planning and Growth Management**

## Operating Results (\$M):

<b>(\$M)</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Revenues	16.52	17.96	1.44
Labour	12.92	11.35	1.57
Other Expenditures	0.49	1.41	(0.92)
Total Expenditures	13.41	12.76	0.65
<b>Net</b>	<b>(3.11)</b>	<b>(5.20)</b>	<b>2.09</b>

## Capital Results (\$M):

<b>Year (\$M)</b>	<b>Open #</b>	<b>Unspent \$</b>
2021	12	9.21
2020	22	23.65
2019	36	52.67
2018	18	5.31
2017	6	0.81
2016	10	17.26
2003-2015	26	21.25
<b>Total</b>	<b>130</b>	<b>130.15</b>

Planning and Growth Management has a favourable revenue variance at Q2 driven mainly by:

- Mainly driven by higher than budgeted fees in BSD \$3.0M and DP \$3.0M and partially offset by lower than budgeted reserve draws in BSD (\$2.8M) and DE (\$1.5M) due to strength in fee collection and lower than budgeted full costs.

At the end of Q2, Planning and Growth management has an favourable expenditure variance mainly driven by:

- \$1.6M lower than budgeted labour mainly due to vacancies for budgeted positions
- \$0.1M lower than budgeted non-labour costs – various
- (\$1.1M) higher than budgeted transfer to BSD reserve due to higher than budgeted fee revenue and lower full costs

Work progressed on open capital projects with some of the more significant expenditures in the year related to Official Plan Review, VMC Secondary Plan Review and Vaughan Mills Urban Design Streetscape.

There was no project closed during this quarter.

**Portfolio: Public Works**

## Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	1.19	1.33	0.15
Labour	10.88	10.46	0.42
Other Expenditures	17.98	15.82	2.16
Total Expenditures	28.86	26.28	2.58
<b>Net</b>	<b>27.67</b>	<b>24.95</b>	<b>2.72</b>

## Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	34	3.96
2020	27	11.82
2019	36	2.72
2018	25	43.47
2017	14	3.28
2016	4	0.80
2010-2015	20	9.89
<b>Total</b>	<b>160</b>	<b>75.93</b>

Public Works has a favourable variance at Q2 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 timing of contracts
- More efficient salt management program led to savings in Materials and Supplies
- Higher than budgeted cemetery and sponsorship revenues (Parks, Forestry and Horticulture Operations)

These were partially offset by

- Higher than budgeted expenses for Hydro due to an increase in rates and consumption (Transportation and Fleet Management Services, Parks, Forestry and Horticulture Operations)
- Higher than budgeted expenses for Windrow (Transportation and Fleet Management Services)

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

- Stormwater Pond cleanout – Aviva Park Pond
- Pavement Crack and Seal program
- New Animal Services Animal Transport Vehicles
- Replace Animal Services Cargo Vans
- Curb and Sidewalk Repair and Replacement
- Installation of Water Sampling Stations
- Street Light Pole Replacement

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

## 2021 Q2 Fiscal Health Report

### Vaughan Public Libraries

#### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.13	0.02	(0.11)
Labour	7.59	5.98	1.61
Other Expenditures	3.30	2.59	0.71
Total Expenditures	10.89	8.57	2.32
<b>Net</b>	<b>10.77</b>	<b>8.56</b>	<b>2.21</b>

#### Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2021	1	0.14
2019	4	2.05
2018	1	0.86
<b>Total</b>	<b>6</b>	<b>3.05</b>

### Transformation & Strategy

#### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.83	0.81	0.02
Other Expenditures	0.05	0.02	0.03
Total Expenditures	0.88	0.83	0.05
<b>Net</b>	<b>0.88</b>	<b>0.83</b>	<b>0.05</b>

#### Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2020	2	0.22
2017	1	0.19
2016	1	0.36
<b>Total</b>	<b>4</b>	<b>0.77</b>

Vaughan Public Libraries (VPL) has a favourable variance at Q2 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, hydro costs, and general maintenance.

This was partially offset by:

- Lower revenues than budget in the first half of the year due to COVID-19. Revenues from service charges and room rentals were down significantly from budget.

Work continued in Q2 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.

Overall, favourable net expenditure variance as Q2-YTD.

Favourable variance primarily driven by under-expenditures in labour due to gapping. Favourable variances in non-labour costs are driven by under-expenditures in professional fees, conferences, and training.

Capital spending has been delayed due to COVID; however, work is ongoing and will progress as development of the 2022-2026 Strategic Plan ramps up.



## Corporate and Strategic Communications

### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	1.10	1.13	(0.03)
Other Expenditures	0.06	0.01	0.05
Total Expenditures	1.16	1.14	0.02
<b>Net</b>	<b>1.16</b>	<b>1.14</b>	<b>0.02</b>

### Capital Results (\$M):

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

Overall, the \$0.02M net favorable variance can be attributed to higher than budgeted labour due to overtime and contract staff which was partially offset by cost savings and timing of spend in Intergovernmental relations, office supplies and conferences.

Capital Projects related to Citizen Engagement Study and Service Excellence Communications Staff Forum are pending during 2021 due to COVID-19.

## Economic and Cultural Development

### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	0.23	0.07	(0.16)
Labour	0.98	0.80	0.18
Other Expenditures	0.24	0.08	0.16
Total Expenditures	1.22	0.88	0.34
<b>Net</b>	<b>0.99</b>	<b>0.81</b>	<b>0.18</b>

### Capital Results (\$M):

Year (\$M)	Open #	Unspent \$
2020	1	1.43
2019	2	0.15
<b>Total</b>	<b>3</b>	<b>1.59</b>

The overall, net favourable variance within Economic and Cultural Development is attributed to lower than budgeted labour due to vacancies in budgeted positions.

The favourable variance in other expenditures can be attributed to cost savings in special events, publications, materials and outside services; which was offset by lower than budgeted revenues as a result of the impact of COVID-19.

Work continued on all projects in Q2. The Feasibility Study on Economic Development Opportunities in the Vaughan Healthcare Centre Precinct is projected to be completed by December 2021. Work on Smart City and the Economic Prosperity and Investment Marketing Fund projects continue through 2021.

## Corporate Revenues & Expenditures

### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Corporate Revenue	13.06	24.29	11.23
Reserve & Other Transfers	0.03	0.17	0.14
Taxation (net)	185.33	185.33	-
<b>Total Revenues</b>	<b>198.42</b>	<b>209.79</b>	<b>11.37</b>
Corporate Expenditures	18.48	21.11	(2.63)
Long Term Debt	3.07	3.07	-
<b>Total Expenditures</b>	<b>21.55</b>	<b>24.18</b>	<b>(2.63)</b>
<b>Net</b>	<b>(176.87)</b>	<b>(185.61)</b>	<b>8.74</b>

Corporate Revenues & Expenditures ended Q2 2021 with a favourable variance to budget driven mainly by:

- Higher than budgeted Corporate Revenues, mainly due to SRA Funding \$2.6M, Provincial COVID funding \$4.2M, higher fines & penalties \$1.7M, Alectra Dividends \$1.8M, Recovery from YR for vaccination clinics \$0.9M not budgeted, offset by lower MAT Revenues (\$0.3M).
- (\$2.6M) Reserve Contribution and Corp Exp – labour gapping budgeted in Corporate but realized in departments (\$2.5M), costs of vaccination clinics (\$0.9M) & COVID expenses (\$0.5M) not budgeted, offset by lower repayment of taxes due to reassessments from MPAC \$1M and MAT \$0.3M.

## City Council

### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.69	0.66	0.03
Other Expenditures	0.27	0.10	0.17
<b>Total Expenditures</b>	<b>0.96</b>	<b>0.76</b>	<b>0.20</b>
<b>Net</b>	<b>0.96</b>	<b>0.76</b>	<b>0.20</b>

Favourable variance is due mainly to a reduction in newsletters and other communication expenditures and below budget mileage/car allowance expenses.

## Integrity Commissioner & Lobbyist Registrar

### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.17	0.16	0.01
Other Expenditures	0.09	0.02	0.07
<b>Total Expenditures</b>	<b>0.26</b>	<b>0.20</b>	<b>0.06</b>
<b>Net</b>	<b>0.26</b>	<b>0.20</b>	<b>0.06</b>

Favourable variance is due mainly to a freeze on discretionary expenditures (professional fees and technology).

## Internal Audit

### Operating Results (\$M):

(\$M)	Budget	Actual	Variance
Revenues	-	-	-
Labour	0.44	0.43	0.01
Other Expenditures	0.05	0.02	0.03
<b>Total Expenditures</b>	<b>0.49</b>	<b>0.45</b>	<b>0.04</b>
<b>Net</b>	<b>0.49</b>	<b>0.45</b>	<b>0.04</b>

Favourable variance is due mainly to a freeze on discretionary expenditures (training and development, conferences/seminars).

**City Manager**

Operating Results (\$M):

<b>(\$M)</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Revenues	-	-	-
Labour	0.26	0.31	(0.05)
Other Expenditures	0.05	0.04	0.01
Total Expenditures	0.31	0.35	(0.04)
<b>Net</b>	<b>0.31</b>	<b>0.35</b>	<b>(0.04)</b>

Unfavourable variance is due mainly to employee separation costs not budgeted.

Managing Portfolio	Life-to-Date		Total Variance
	Total Budget	Total Actual	
<b>Infrastructure Development</b>	<b>742,942,604</b>	<b>341,147,782</b>	<b>401,794,823</b>
<b>Facilities Management</b>	<b>310,824,839</b>	<b>184,772,302</b>	<b>126,052,537</b>
37-2-04 New Civic Centre	140,695,378	140,576,366	119,012
BF-8350-20 Security Camera Installations	74,500	53,777	20,723
BF-8364-14 WdbrgOper Centre Ramp Improvem	336,632	263,485	73,146
BF-8378-15 Carrville Community Centre and	69,368,973	2,400,277	66,968,696
BF-8458-14 Parks Building-UnManned (8)	77,250	84,429	(7,179)
BF-8474-15 Dufferin Clark C.C. - Replace	88,373	81,373	7,000
BF-8476-15 Building upgrades to meet AODA	1,390,600	1,003,884	386,716
BF-8477-16 CCTV Connection to City's Netw	321,300	9,603	311,697
BF-8480-15 City Hall & JOC - Master Plan	283,300	262,416	20,884
BF-8487-15 Building Condition Audits	236,648	152,830	83,818
BF-8502-16 Fire Station Interior Renovati	309,000	255,622	53,378
BF-8518-16 JOC Greenhouse Concrete, Mechan	71,070	53,318	17,752
BF-8525-17 Maple Community Centre - Renov	82,400	73,308	9,092
BF-8560-19 Various Facilities - Replacem	154,500	151,719	2,781
BF-8580-17 Parks - Washroom Renovations &	77,250	77,022	228
BF-8582-17 Various - Kantech Access Contr	51,500	40,101	11,399
BF-8591-17 Fire Hall (General) - Annual C	63,654	12,041	51,613
BF-8594-19 Various Comm.Cntrs.-Accessibil	525,300	30,129	495,171
BF-8595-18 Fire Halls (General)	200,850	206,530	(5,680)
BF-8598-18 Various Facilities - Energy In	840,026	58,188	781,838
BF-8599-18 Fire Halls / Joint Operations	103,000	-	103,000
BF-8601-18 Various Community Centres - Ka	51,500	-	51,500
BF-8604-18 Various Community Centres - Po	206,000	138,448	67,552
BF-8611-21 Various Community Centres and	1,577,800	15,198	1,562,602
BF-8614-17 Community Centre Common Space	154,500	67,493	87,007
BF-8615-20 Various Community Centres - Co	209,626	147,660	61,966
BF-8621-18 Various Buildings - Office/spa	3,052,390	1,658,312	1,394,078
BF-8622-19 Various Community Centres - Re	524,064	423,588	100,476
BF-8623-18 Repurposing of Concession Area	340,117	175,613	164,504
BF-8624-19 Various Community Centres - Re	894,596	12,229	882,367
BF-8625-19 Various Community Centres - Re	365,551	-	365,551
BF-8626-21 Various Community Centres - R	686,161	-	686,161
BF-8627-19 Garnet Williams CC - Refrigera	229,443	-	229,443
BF-8629-18 Chancellor CC - Repair/Replace	47,166	1,854	45,312
BF-8637-18 Various Community Centres - Re	303,957	67,687	236,270
BF-8641-18 Various Community Centres - Re	80,422	49,304	31,118
BF-8654-19 Various Community Centres - Re	529,214	172,171	357,043
BF-8657-21 Garnet Williams CC - Rink Con	1,246,300	-	1,246,300
BF-8670-20 Chancellor CC - Replacement of	157,219	154,500	2,719
BF-8671-18 Energy Retrofits - City Facili	1,545,000	475,454	1,069,546
BF-8673-19 City Hall Lutron Lighting Cont	183,422	22,896	160,527
BF-8674-19 Heritage Properties Renewal	665,561	202,662	462,899
BF-8706-21 Mechanical Renewal AHU Replac	977,904	-	977,904
BF-8710-21 Mechanical Renewal Cooling To	271,465	-	271,465
BF-8757-21 Interior Renewal Drywall Repl	103,000	-	103,000
BF-8761-20 Mechanical Replacement/Upgradi	57,647	-	57,647
BF-8767-21 Security Replacements/Upgradi	177,003	-	177,003
BF-8787-19 HVAC & RTU1 Replacement Father	77,250	2,570	74,680
BF-8789-19 Heat Recovery Unit (KDH) Repla	324,450	17,098	307,352
BF-8791-19 Refrigeration Plant Chiller Re	463,500	120,524	342,976
BF-8793-19 Structrural Study - Various He	89,091	-	89,091
BF-8800-19 Various Parking Lot Renewals	1,840,001	689,403	1,150,598
BF-8801-19 Parking Lot Renewal Vellore Ha	120,535	-	120,535
BF-8803-19 Parking Lot Asphalt Repairs Ba	22,011	-	22,011
BF-8806-19 Safe Railings City Hall	66,144	21,007	45,137
BF-8808-19 Roof Replacement - Various Com	2,971,550	2,652,510	319,040
BF-8816-20 Mechanical Replacement/Upgradi	190,550	38,858	151,692
BF-8822-19 Energy Audits for Buildings	167,700	135,036	32,664
BF-8823-19 Holiday Decorations	166,250	114,302	51,948

Managing Portfolio		Total Budget	Total Actual	Total Variance
BF-8826-20	City Hall - Fountain Restorati	150,000	15,512	134,488
BF-8833-20	MNR Remediation	751,900	514,945	236,955
BF-8834-21	Security Renewal Facility Re-	128,750	-	128,750
BF-8835-20	Fire Hall Security Upgrade	386,250	177,077	209,173
BF-8837-20	Maple Community Centre - Upgra	360,500	237,724	122,776
BF-8838-21	City Hall - Investigate and R	100,000	-	100,000
BF-8842-21	FH7-1 Facility & Energy Renew	1,369,273	-	1,369,273
BF-8843-21	Pumping Stations Renewal	339,900	-	339,900
BF-8846-21	Energy Management Services-Re	367,092	-	367,092
BF-8847-21	ULC Regulatory Compliance (Fi	396,550	-	396,550
BF-8849-21	Alarm Fire & Surveillance Sys	314,150	-	314,150
BF-8850-21	Retrofit of HVAC Systems to U	566,500	40,852	525,648
FR-3582-16	Reposition Stn 74 Kleinburg Bu	6,481,945	6,123,692	358,253
ID-2042-17	Bathurst Clark Resource Librar	1,247,426	28,118	1,219,308
ID-2043-17	Vellore Village CC - Main Entr	328,621	328,621	-
ID-2045-17	Garnet A. Williams Consultant	18,986,857	993,422	17,993,435
ID-2054-18	Kleinburg United Church Parkin	388,925	39,223	349,702
ID-2055-18	Maple Community Centre Feasibi	6,272,037	636,682	5,635,355
ID-2087-19	General Design & Construction	502,837	224,481	278,356
ID-2093-20	New Fire Station 7-12	6,218,750	25,135	6,193,615
LI-4519-09	Civic Centre Resource Library-	15,264,972	15,260,225	4,747
LI-4522-15	Carrville BL11 - Consulting De	6,786,190	215,485	6,570,705
LI-4539-14	VVS39-Consult/Design/Construct	5,078,600	4,956,404	122,196
LI-4551-16	Bathurst Clark Admin Area Reno	1,300,500	1,299,269	1,231
PW-7223-19	JOC Space Design	248,750	232,640	16,110
<b>Infrastructure Delivery</b>		<b>325,963,698</b>	<b>120,670,381</b>	<b>205,293,318</b>
BF-8388-12	CivicCentre-Demo/Parking/Drain	2,069,300	1,212,009	857,291
CD-1957-18	Active Transportation Facility	349,876	309,703	40,173
CD-1978-18	Active Transportation Facility	654,061	380,069	273,992
CD-1980-19	Sidewalk and Street Lighting o	1,124,956	542,653	582,303
CD-2001-16	2018 Road Rehabilitation	7,038,143	6,839,816	198,327
CD-2002-16	2018 Watermain Replacement	17,238,400	16,931,325	307,075
CD-2006-15	Major Mackenzie Drive Streetsc	356,705	33,511	323,194
CD-2007-19	Sidewalk, ATF and Street Light	1,550,438	20,556	1,529,882
CD-2012-15	Active Transport Facility	253,000	253,000	-
CD-2013-15	Sidewalk (walkway) Replacement	525,000	390,189	134,811
CD-2015-15	2016 Road Rehabilitation	9,193,069	7,598,027	1,595,042
CD-2016-15	2016 Watermain Replacement	3,368,212	3,291,797	76,415
CD-2018-15	2017 Road Rehabilitation	5,769,065	5,647,861	121,204
CD-2019-15	2017 Watermain Replacement	2,465,400	2,447,038	18,362
CD-2022-16	Culvert Replacement/ Rehabilit	566,500	-	566,500
CD-2026-17	2019 Road Rehabilitation/ Reco	15,935,400	12,487,310	3,448,090
CD-2027-17	2019 Watermain Replacement	12,556,700	11,127,430	1,429,270
CO-0074-14	VHPD Culvert Work Major Macken	5,501,349	4,527,716	973,634
DE-7175-17	VMC Edgeley Pond Construction	27,736,854	2,150,786	25,586,068
DE-7176-17	Black Creek Channel Renewal De	17,634,880	429,986	17,204,894
DT-7048-10	Ashbridge Cr SW Mgmt Pond Imp	989,560	584,575	404,985
DT-7131-14	Clark Ave West Cycle Facility	327,000	326,529	471
EN-1726-08	Applewood Crescent Extension	7,068,890	5,344,040	1,724,850
EN-1879-12	GT StmWtrMgmt Fclty-Gallanough	5,116,916	499,943	4,616,973
EN-1886-12	Bridge Rehab-Humber Bridge Tra	2,272,500	2,168,049	104,451
EN-1888-13	Bridge Rehabilitation-Glen Shi	1,985,444	1,672,131	313,313
EN-1889-13	Bridge Replacement/Rehab.	268,421	231,725	36,696
EN-1971-13	Sanitary Sewer Rehabilitation	811,219	685,443	125,776
EV-2117-17	Methane Station Rehabilitation	1,231,880	1,135,630	96,250
ID-2008-20	Sidewalk and Street Lighting o	28,047	13,388	14,659
ID-2033-17	Utility Relocations for City H	1,133,000	420,686	712,314
ID-2046-18	2020 Watermain Replacement	10,250,450	667,148	9,583,302
ID-2047-18	2020 Road Rehabilitation/ Reco	9,857,100	788,857	9,068,243
ID-2050-19	Kirby Rd Ext-Duffer to Bathrst	20,353,919	87,106	20,266,813
ID-2051-18	Traffic Signal Installation -	312,381	304,988	7,393
ID-2052-18	Bass Pro Mills Drive Extension	2,831,380	2,789,350	42,030

Managing Portfolio		Total Budget	Total Actual	Total Variance
ID-2056-18	Active Transportation Facility	1,080,034	166,523	913,511
ID-2058-20	Kleinburg-Nashville PD6 Major	6,664,560	339,574	6,324,986
ID-2059-18	Dufferin Works Yard Improvemen	8,126,322	590,445	7,535,877
ID-2060-19	2021 Road Rehabilitation/ Reco	5,991,882	148,284	5,843,598
ID-2061-19	2021 Watermain Replacement	6,911,300	239,927	6,671,373
ID-2062-19	Storm Water Improvements in OI	1,048,050	35,826	1,012,224
ID-2063-20	Woodbridge Avenue Improvements	19,850,349	275,874	19,574,475
ID-2064-20	2022 Road Rehabilitation/ Reco	66,500	-	66,500
ID-2065-20	2022 Watermain Replacement	566,500	-	566,500
ID-2073-20	Pedestrian and Cycling Infrast	1,502,333	12,455	1,489,878
ID-2078-19	Pre - Engineering Investigatio	396,600	90,916	305,684
ID-2079-19	Canada Drive-America Avenue Bridge	12,339,769	386,624	11,953,145
ID-2080-19	Clark Avenue West Cycling Faci	5,651,587	5,567,360	84,227
ID-2081-21	Road Reconstruction, Watermai	1,728,443	7,353	1,721,090
ID-2082-19	Bridge Replacement on King-Vau	3,310,447	119,950	3,190,497
ID-2083-19	Huntington Road Reconstruction	2,345,876	605,395	1,740,481
ID-2085-20	Traffic Signal Installation -	390,407	22,866	367,541
ID-2088-20	Storm Water Management Improve	12,021,130	243,868	11,777,262
ID-2089-20	Sidewalk, ATF and Street Light	20,888	11,843	9,045
ID-2090-19	Sidewalk, Street Lighting & Wa	169,664	13,564	156,100
ID-2092-19	Slope Stabilization at 7409 Is	1,416,250	1,208,269	207,981
ID-2096-20	Emergency Response Access Rout	109,950	454	109,496
ID-2097-20	Road Reconstruction, Watermain	1,302,950	-	1,302,950
ID-2098-20	Sidewalk and Street Lighting o	20,888	9,160	11,728
ID-2099-20	Traffic Infrastr Improvements	715,983	242,085	473,898
ID-2101-20	City Hall Entrance/ Intersecti	5,381,750	467,807	4,913,943
ID-2103-21	Sidewalk, ATF and Street Ligh	424,875	-	424,875
ID-2109-20	Emergency Response Access Rout	320,590	271,367	49,223
ID-2110-21	Keele St - Rutherford to Test	2,150,228	3,088	2,147,140
ID-2111-21	Bridge & Structure Rehabilita	2,024,671	2,306	2,022,365
ID-2112-21	Sanitary Sewer Diversion - BI	2,775,850	-	2,775,850
ID-2113-21	2023 to 2026 Watermain Replac	1,699,500	-	1,699,500
ID-2114-21	Sidewalk & Street Lighting on	21,836	-	21,836
ID-2115-21	Sidewalk, Street Lighting, Tr	21,836	9,237	12,599
ID-2116-21	Street Lighting & ATF on Majo	20,652	1,443	19,209
ID-2117-21	Sidewalk & Street lighting on	21,836	4,267	17,569
ID-2118-21	Sanitary, Watermain, Storm &	49,667	1,376	48,291
RP-2058-15	LED Streetlight Conversion	20,576,330	15,230,505	5,345,825
<b>Infrastructure Planning and Corporate Asset Management</b>		<b>31,296,085</b>	<b>9,734,605</b>	<b>21,561,479</b>
CD-2023-19	Municipal Structure Inspection			
DE-7098-15	Pedestrian and Bicycle Network	837,744	318,981	518,762
DE-7104-15	TMP Education, Promotion, Outr	413,096	186,572	226,524
DE-7139-16	Storm Drainage and Storm Water	790,859	641,999	148,860
DE-7141-16	Transportation Master Plan Upd	1,582,703	703,206	879,497
DE-7142-16	Water Master Plan Update	672,191	165,792	506,399
DE-7168-16	Wastewater Master Plan Update	672,191	518,008	154,183
DE-7169-16	Concord GO Comprehensive Trans	1,520,980	844,876	676,104
DE-7182-17	Implementation of the Regional	766,748	596,822	169,926
DE-7184-17	Kirby Go Station	232,598	86,941	145,657
DE-7188-18	Promenade Mall Secondary Plan	714,669	401,119	313,550
DE-7189-18	Highway 7 and Weston Road Seco	1,001,577	550,154	451,423
DT-7112-14	Kirby Road Municipal Class EA	2,338,926	2,014,490	324,436
EN-1851-14	Traffic Data CollectionInvento	174,812	124,812	50,000
EN-1958-13	Corporate Asset Management	3,247,204	905,243	2,341,961
ID-2086-21	Grand Trunk Avenue Missing Ro	56,650	-	56,650
ID-2119-21	Thomas Cook Avenue Missing Ro	56,650	-	56,650
IM-2073-21	Municipal Structure Inspectio	118,450	-	118,450
IM-7212-19	Bass Pro Mills Environmental A	1,158,763	440,678	718,085
IM-7213-19	Teston Road Environmental Asse	947,905	305,399	642,506
IM-7214-19	McNaughton Road West Environme	940,337	31,812	908,525
IM-7215-19	Shared Mobility Pilot Project	477,293	155,954	321,339
IM-7216-19	Annual Active Transportation P	332,525	132,258	200,267

Managing Portfolio		Total Budget	Total Actual	Total Variance
IM-7217-19	CAM Strategy Update and Roadma	1,032,750	372,909	659,841
IM-7219-19	Transportation Monitoring and	546,930	-	546,930
IM-7222-21	Infrastructure Systems Optimi	385,220	14,092	371,128
IM-7224-21	John Lawrie Bridges by MTO on	9,915,299	1,868	9,913,431
IM-7225-21	Engineering DC Costing / Poli	157,075	18,466	138,609
IM-7226-21	Infrastructure Planning Softw	203,940	202,154	1,786
<b>Parks Infrastructure Planning &amp; Development</b>		<b>73,171,752</b>	<b>25,285,952</b>	<b>47,885,801</b>
5961-2-03	Maple Valley Plan 2003	1,965,800	1,919,942	45,858
PD-8115-21	Project Pre-Work, Survey&Geo I	169,950	15,176	154,774
PK-6226-11	911 Emergency Signage Program	133,900	111,474	22,426
PK-6287-18	Block 18 District Park Develop	2,330,979	112,048	2,218,931
PK-6302-17	Off Leash Dog Park Development	140,000	-	140,000
PK-6306-11	Pedestrian & Bicycle Masterpla	399,928	381,929	17,999
PK-6335-12	Woodbridge Coll-Playground Rep	160,072	153,133	6,939
PK-6347-16	LP-N6 Block 12 Linear Park- De	154,407	67,333	87,074
PK-6365-14	UV1-D4 - Block 40 District Par	392,112	368,824	23,288
PK-6365-17	Block 40 Chatfield District Pa	4,900,000	4,896,297	3,703
PK-6373-19	Vaughan Super Trail Developmen	4,061,496	994,716	3,066,780
PK-6395-13	UV1-N27 Neighborhood Park Dsgn	1,674,408	327,547	1,346,861
PK-6423-19	Glen Shields Park Redevelopmen	2,247,718	131,603	2,116,115
PK-6424-17	Block 61W Neighbourhood Park a	834,000	401,411	432,589
PK-6431-14	61E-N1-Park Design&Constructio	1,066,669	934,052	132,617
PK-6438-17	Marco Park-Tennis Court Redeve	13,039	13,039	-
PK-6452-14	UV1-LP1-GreenwayDes&Constructi	533,338	11,359	521,979
PK-6456-18	Block 61W Neighbourhood Park D	1,468,270	938	1,467,332
PK-6457-21	Block 47 Neighbourhood Park D	70,500	-	70,500
PK-6461-17	Marco Park-Playground Replacem	576,122	569,522	6,600
PK-6474-15	Keffer Marsh - Bridge Replacem	292,836	292,336	500
PK-6497-15	KA-S5 Block 51- Public Square-	347,703	332,950	14,753
PK-6498-17	Block 59 District Park Develop	1,317,118	3,229	1,313,889
PK-6499-17	Block 11 Carrville District Ce	1,200,000	887,159	312,841
PK-6533-17	West Don Valley-Pedestrian Bri	153,099	137,387	15,712
PK-6534-16	King High Park-Pedestrian Brid	221,118	201,314	19,804
PK-6538-16	Thornhill Green Park-Section 3	428,610	333,536	95,074
PK-6543-17	Playground Surfacing Replaceme	285,000	274,778	10,222
PK-6548-18	Block 55 Neighbourhood Park De	2,425,000	1,672,504	752,496
PK-6554-20	Klein Mills Park-Block 55 Neig	196,810	-	196,810
PK-6558-17	Father Ermanno Bulfon Park-Pla	450,000	313,837	136,163
PK-6564-17	Sportsfield Improvements-Vario	80,194	79,194	1,000
PK-6565-21	Block 40 Municipal Park Devel	80,500	-	80,500
PK-6566-18	Playground Replacement Program	860,000	494,878	365,122
PK-6567-19	Block 31 Neighbourhood Park De	1,927,690	6,775	1,920,915
PK-6569-17	Block 8 Chateau Ridge Park- PI	200,000	167,112	32,888
PK-6572-19	Playground Surfacing Replaceme	433,076	382,227	50,849
PK-6573-20	Tennis Crt Reconst-various loc	2,151,720	703,260	1,448,460
PK-6575-18	Block 61W Secord Park Developm	355,000	330,378	24,622
PK-6579-20	Bktball Crt improv-various loc	280,000	117,475	162,525
PK-6588-19	Playground Replacement Program	3,160,573	318,660	2,841,913
PK-6589-18	Vaughan Grove Sports Park Arti	1,690,000	1,635,528	54,472
PK-6596-18	Playground Surfacing Replaceme	443,443	442,527	916
PK-6597-18	Park Pathway Repair and Replac	400,000	214,029	185,971
PK-6598-18	Keffer Marsh Pedestrian Bridge	175,000	160,264	14,736
PK-6599-18	Block 37 Park Improvements	500,000	186,418	313,582
PK-6600-19	Block 50 Public Square Develop	647,484	619,271	28,213
PK-6602-19	Vaughan Super Trail Feasibilit	635,192	19,526	615,666
PK-6603-20	Block 18 Public Square Develop	779,298	939	778,359
PK-6604-20	York Hill District Park Redeve	2,369,770	139,883	2,229,887
PK-6613-21	Park Pathway Repair and Repla	400,000	-	400,000
PK-6636-19	North Maple Regional Park Deve	20,561,122	2,973,628	17,587,494
PK-6637-19	Parkland Dedication Policy Dev	212,890	138,416	74,474
PK-6639-19	Local Off Leash Dog Area Consu	194,311	67,646	126,665
PK-6642-21	ATMP Wheeled Sports Study	120,600	-	120,600



Managing Portfolio		Total Budget	Total Actual	Total Variance
PK-6643-20	Parks & Open Space Strategic P	240,035	20,323	219,712
PK-6644-21	Vaughan Mills Centre Parks Ma	111,111	-	111,111
PK-6647-19	Woodbridge Highlands Open Spac	1,083,073	116,157	966,916
PK-6648-19	Vaughan Mills Neighbourhood Pa	301,993	1,320	300,673
PK-6649-19	Kipling Avenue Park Base Parkl	100,000	81,569	18,431
PK-6650-21	Conley Park South Redevelopme	124,630	-	124,630
PK-6651-19	Slope Stabilization Cherry Hil	624,520	8,597	615,924
PK-6652-20	Concord Go Phase 1-Facility Co	44,500	-	44,500
PK-6653-20	Community Benefit Charge Strat	224,746	248	224,498
PK-6655-20	Peer Review for Park and Open	300,000	-	300,000
PK-6657-21	Block 31 Public Indoor Recrea	305,910	-	305,910
PK-6660-21	PBMP Trail Observation Study	150,000	-	150,000
PK-6664-21	VST Signage and Wayfinding St	220,000	331	219,669
PP-9576-21	Block 55/62 Kleinburg/Nashvil	73,369	-	73,369
<b>Real Estate</b>		<b>1,686,230</b>	<b>684,542</b>	<b>1,001,688</b>
RL-0005-12	Land Acquisition Fees	1,686,230	684,542	1,001,688
<b>Planning &amp; Growth Management</b>		<b>207,483,468</b>	<b>77,329,477</b>	<b>130,153,993</b>
<b>Building Standards</b>		<b>2,880,500</b>	<b>1,653,012</b>	<b>1,227,488</b>
BS-1003-11	Building Depart Computer Syste	1,236,000	1,075,138	160,862
BS-1010-19	Office Re-Design	257,500	3,108	254,392
BS-1011-19	Service Delivery Modernization	927,000	172,479	754,521
BS-1008-18	Modernization of Sign Permit System	200,000	168,049	31,951
BS-1009-18	Mobility&Digital Transformation	260,000	234,238	25,762
<b>Deputy City Manager Planning &amp; Growth Mgmt</b>		<b>3,170,401</b>	<b>1,794,832</b>	<b>1,375,570</b>
BS-1006-15	Zoning Bylaw Review	2,294,901	1,569,560	725,342
BU-7220-19	DAAP Mapping and Update to DAA	566,500	225,272	341,228
BU-9571-20	Growth Management Strategy	309,000	-	309,000
<b>Development Engineering</b>		<b>94,203,053</b>	<b>52,974,457</b>	<b>41,228,596</b>
1489-0-03	Teston Rd PD #7 2003	5,124,000	5,120,751	3,249
DE-7125-15	OPA 620 (Steeles West) East -	503,000	-	503,000
DE-7137-16	Block 61 Valley Corridor Cross	4,242,400	3,673,453	568,947
DE-7138-15	Block 55 PD-KN Watermain Servi	13,438,370	9,788,327	3,650,043
DE-7150-15	Zenway / Fogul Sanitary Sub-Tr	4,391,000	901,250	3,489,750
DE-7151-15	Huntington Road Reconstruction	2,429,000	1,802,794	626,206
DE-7157-15	Huntington Road Trade Valley t	4,511,500	-	4,511,500
DE-7165-16	Jackson Street Storm Sewer	464,600	378,899	85,701
DE-7166-16	Sidewalk & Streetlighting - Ru	262,000	-	262,000
DE-7167-16	Pine Grove Sanitary Pump Stati	115,300	-	115,300
DE-7178-17	Kirby Road Intersection Improv	1,067,450	816,183	251,267
DE-7180-17	Traffic Signal Installation -	206,515	159,646	46,869
DE-7199-18	Langstaff Sidewalk, Huntington	167,000	-	167,000
DE-7200-18	Marc Santi/District Ave & Duff	53,100	-	53,100
DE-7201-18	Pine Valley Drive Sidewalk, So	24,100	-	24,100
DE-7202-18	Mobile Tech	51,500	30,667	20,833
DE-7208-18	Stegmans Mill Sidewalk & Inter	2,137,611	1,886,634	250,977
DE-7209-19	PD7 Teston Rd Watermain Extens	3,915,826	3,544,973	370,853
DE-7210-19	Block 55 Valley Road Crossings	2,281,450	1,307,780	973,670
DE-7214-20	Pine Valley North Pedestrian-U	18,159,930	17,638,581	521,349
DE-7215-19	Stormwater Low Impact Developm	118,450	-	118,450
DE-7229-19	Kleinburg Core Parking Study	232,780	231,729	1,051
DE-7230-19	Pine Valley East and West Side	540,793	-	540,793
DE-7231-19	Teston Road Urbanization from	7,850,240	1,913,928	5,936,312
DE-7232-19	Riverrock Gate from Jane to Cal	794,599	-	794,599
DE-7233-19	Caldari Road from Riverrock to	1,566,792	-	1,566,792
DE-7234-19	Barons Street Extension to Nas	2,441,516	1,634,447	807,069
DE-7235-19	Block 61 North Valley Crosing	1,410,293	-	1,410,293
DE-7236-19	Block 59 John Lawrie	2,280,734	-	2,280,734
DE-7237-19	Riverrock Gate and Caldari Road	250,000	-	250,000
DE-7294-19	PGM Digital Strategy	618,000	23,711	594,289



Managing Portfolio	Total Budget	Total Actual	Total Variance
DE-7295-18 Road Improvements to New Huntington Road and Vaughan Valley Boulevard	673,150	639,428	33,722
DE-7296-18 Steel casing pipe crossing HWY	512,830	-	512,830
DE-7297-19 Watermain replacement - Highwa	1,905,500	-	1,905,500
DE-7299-19 Development Engineering Worksp	73,645	-	73,645
DE-7302-19 Realgnmt Hunting Rd to MajMack	3,000,000	-	3,000,000
DE-7303-20 Preparation of guidelines for	103,000	-	103,000
DE-7304-21 Jane St Sidewalk and Lighting	206,000	-	206,000
DE-7305-21 Teston Rd Sidewalk Only - Nor	51,500	-	51,500
DE-7306-20 Huntington Road Watermain - Tr	721,000	-	721,000
DE-7307-20 Block 64 Traffic Signal - Tra	206,000	-	206,000
DE-7309-20 Ortona Court Road Extension in	309,000	-	309,000
DE-7310-21 North-South Collector Road Wo	309,000	-	309,000
DE-7311-20 Agreement Template Modernizati	61,800	-	61,800
DE-7312-21 Donna Mae Subdivision - Donna	16,409	-	16,409
DE-7313-21 Dufferin Vistas Subdivision -	315,000	-	315,000
DE-7314-21 Noise Policy and Guidelines	36,686	-	36,686
DE-7315-21 Block 27 Municipal Class Envi	330,000	31,465	298,535
DT-7012-07 PD 5 West Woodbridge Watermain	2,846,834	1,184,500	1,662,334
DT-7019-09 Fogal Road Reconstruction	469,000	188,139	280,861
DT-7049-10 SW Mgmt Pond Monitoring Pro.	154,500	6,991	147,509
DT-7101-13 Vaughan TDM Policy	252,350	70,181	182,169
<b>Development Planning</b>	<b>5,863,702</b>	<b>2,159,420</b>	<b>3,704,283</b>
DP-9525-15 Vaughan Mills Urban Design Str	204,773	124,996	79,777
DP-9526-17 Yonge Street / Steeles Corrido	220,497	111,272	109,225
DP-9536-15 Building Pedestrian Level Wind	50,000	-	50,000
DP-9542-15 Islington Avenue Streetscape P	1,117,346	1,059,319	58,028
DP-9543-15 Centre Street Design and Const	493,324	419,670	73,654
DP-9553-17 Plan Update - Implications of	243,080	154,788	88,292
DP-9559-17 Office RENovations	262,100	210,050	52,050
DP-9565-20 City-Wide Intensification Stan	473,472	33,400	440,072
DP-9577-21 Promenade Mall Urban Design S	112,008	-	112,008
DP-9581-20 Concord West Go Station Master	81,582	8,338	73,244
DP-9582-19 Update to the City-Wide Street	225,915	9,640	216,275
DP-9584-19 Islington Avenue Improvements	900,829	22,230	878,599
DP-9585-21 Vaughan Healthcare Centre Pre	137,193	-	137,193
DP-9586-19 Service Delivery Modernization	780,000	-	780,000
DP-9589-19 Workspace Accommodation	51,500	-	51,500
DP-9590-20 Major Mackenzie Drive Streetsc	433,583	5,717	427,866
DP-9591-20 Heritage Vaughan Inventory Upd	51,500	-	51,500
DP-9595-21 Design Review Panel Administr	25,000	-	25,000
<b>Policy Planning &amp; Environmental Sustainability</b>	<b>16,804,530</b>	<b>4,495,877</b>	<b>12,308,653</b>
ES-2521-15 Community Sustainability and E	75,925	66,651	9,274
PL-9023-11 Weston Road and Highway 7 Seco	806,200	415,814	390,386
PL-9027-12 Ctr St W Gateway Secondary Pln	291,069	78,576	212,493
PL-9533-13 NCASsecondary Plan Block 41	741,600	567,114	174,486
PL-9535-13 NCASsecondary Plan Block 27	1,127,900	677,321	450,579
PL-9550-16 Municipal Comprehensive (Offic	5,259,515	1,907,872	3,351,643
PL-9551-16 Concord GO Centre Secondary PI	771,750	406,193	365,557
PL-9557-16 Embedded Energy Manager Progra	100,000	51,955	48,045
PL-9570-18 Promenade Mall Secondary Plan	515,000	220,705	294,295
PL-9572-18 Greening Standards Study	138,221	92,779	45,442
PL-9574-19 Sustainability Performance Met	46,350	-	46,350
PL-9575-20 Sustainable Neighbourhood Acti	52,250	-	52,250
PL-9576-20 Municipal Energy Plan Update	128,750	-	128,750
PL-9594-21 Vaughan Energy and Efficiency	6,700,000	-	6,700,000
RP-6776-18 Community Garden Program	50,000	10,897	39,103
<b>Vaughan Metropolitan Centre Program</b>	<b>84,561,282</b>	<b>14,251,879</b>	<b>70,309,403</b>
DE-7114-16 Portage Parkway - Applewood to	13,169,767	1,292,500	11,877,267
DE-7146-15 VMC Maplecrete Road Watermain	323,200	-	323,200
DE-7162-16 Apple Mill Road - Edgeley Blvd	355,400	-	355,400

Managing Portfolio		Total Budget	Total Actual	Total Variance
DE-7174-18	Applemill Road Extension, Mill	1,412,130	-	1,412,130
DE-7186-18	VMC Collector Road Functional	1,273,594	281,364	992,230
DE-7192-18	VMC NE Quad - Portage Parkway	3,528,085	2,623,373	904,712
DE-7197-18	VMC - Hydrogeological Desktop	154,500	-	154,500
DE-7205-20	VMC - NE Quad - Edgeley Pond B	1,000,000	-	1,000,000
DE-7221-19	VMC NW Quad - Commerce Way (Hw	2,043,435	3,319	2,040,116
DE-7222-19	VMC SW Quad - Interchange Way	5,192,329	6,348	5,185,981
DE-7223-19	VMC Master Servicing Plan Upda	431,448	376,179	55,269
DE-7225-19	VMC Jane Street Enhanced Stree	3,939,237	73,761	3,865,476
DE-7226-20	Exchange Ave.(Commerce Way to	4,137,409	2,684	4,134,725
DE-7227-20	Millway Ave. (Interchange to E	1,700,840	-	1,700,840
DE-7228-19	Jane Street Watermain Crossing	502,328	-	502,328
DE-7240-19	VMC NW Quad - Applemill (Apple	3,212,775	3,466	3,209,309
DE-7241-20	Commerce Street South - Highwa	254,006	-	254,006
DE-7242-20	Edgeley Boulevard South - High	5,197,396	-	5,197,396
DE-7293-19	VMC NW Quad - Applewood (Porta	10,041,785	7,857	10,033,928
DP-9524-13	Highway 7 VMC Streetscape	1,963,134	1,186,387	776,747
DP-9527-13	VMC Black Creek Detailed Dsgn	371,607	2,674	368,933
DP-9552-18	VMC Signage and Wayfinding Str	321,605	109,545	212,060
DP-9555-17	VMC - Consultation Services	309,000	49,111	259,889
DP-9561-19	VMC Demonstration Plans/ Pilot	157,590	-	157,590
DP-9562-19	Design and construction of Enh	1,969,772	-	1,969,772
DP-9563-19	Design and construction of enh	577,462	-	577,462
DP-9564-18	Edgeley Pond Feature	135,000	-	135,000
DP-9566-19	Design and construction of enh	638,256	-	638,256
DP-9567-20	Design and construction of enh	1,512,729	-	1,512,729
DT-7065-11	Millway Avenue Widening & Real	10,077,710	7,987,967	2,089,743
PK-6319-12	VMC-Millway/Applewood Park Des	248,000	-	248,000
PK-6430-20	Block 30 VMC SmartCentres Urba	2,018,228	27,667	1,990,561
PK-6536-16	VMC-Parks Development Plan and	262,032	33,178	228,854
PK-6537-20	Block 23 VMC Expo City Park De	4,150,274	40,921	4,109,353
PL-9573-19	VMC Secondary Plan Review	629,815	143,578	486,237
VM-9572-21	Edgeley Pond and Park Improve	1,000,000	-	1,000,000
VM-9581-20	VMC On-Street Paid Pubc Parkin	349,404	-	349,404
<b>Public Works</b>		<b>128,816,653</b>	<b>52,889,642</b>	<b>75,927,009</b>
<b>Deputy City Manager Public Works</b>		<b>16,209,557</b>	<b>14,734,836</b>	<b>1,474,721</b>
RP-1972-17	Public Works and Parks Operati	16,209,557	14,734,836	1,474,721
<b>Environmental Services</b>		<b>60,366,626</b>	<b>9,567,905</b>	<b>50,798,720</b>
DT-7079-11	Inflow & Infiltration Reductio	257,500	-	257,500
EV-2076-15	Sample Stations	154,500	-	154,500
EV-2088-16	Force main – Condition Assess	66,000	-	66,000
EV-2094-17	Pinegrove Pumping station stor	128,750	-	128,750
EV-2097-17	Additional Storage Yard Buildi	36,050	-	36,050
EV-2104-17	Water Services - Mobile Device	98,880	73,837	25,043
EV-2120-19	Sediment Discharge infrastruct	51,500	-	51,500
EV-2121-20	Wastewater Lift Stations capit	162,225	120,412	41,813
EV-2124-18	Smart Water Metering ? City Wi	38,843,196	215,875	38,627,321
EV-2126-19	Erosion Control Program Consul	216,300	124,337	91,963
EV-2127-19	Stormwater Pond cleanout - Avi	2,457,674	2,239,073	218,600
EV-2133-19	SCADA upgrades for newest West	86,520	-	86,520
EV-2134-19	Backflow Prevention Programmin	163,250	89,930	73,320
EV-2135-19	ERIS SCADA Software Reporting	51,500	51,495	5
EV-2137-19	Installation of Water Sampling	1,999,250	1,585,328	413,922
EV-2138-19	NRW Assessment in Existing DMA	103,000	72,266	30,734
EV-2140-19	Decommissioning of Maple Commu	103,000	-	103,000
EV-2536-20	Smart Hydrant project	91,928	83,691	8,237
EV-2537-20	Condition Assessment -Large di	108,150	68,417	39,733
EV-2538-20	Relocation of West Bulk Water	217,335	6,048	211,287
EV-2539-20	North Rivermede Pond (Pond 18)	151,279	-	151,279
EV-2540-20	Wildberry Pond (Pond 72B)	2,595,638	-	2,595,638
EV-2541-20	Sunview Pond (Pond 72A)	1,584,136	-	1,584,136

Managing Portfolio	Total Budget	Total Actual	Total Variance
EV-2542-20 SCADA, weather, AVL, traffic s	186,190	-	186,190
EV-2543-20 2020 Pond Management	515,000	-	515,000
EV-2544-20 Stormwater Pond cleanout - Wes	963,617	-	963,617
EV-2545-20 Water and Wastewater- Rate Stu	162,225	111,070	51,155
EV-2546-20 Rehabilitation of Stormwater P	2,500,000	-	2,500,000
EV-7080-21 Non-Revenue Water Reduction P	360,684	-	360,684
EV-7081-21 Inflow and Infiltration Reduc	257,632	-	257,632
EV-7082-21 Infrastructure Improvement Pr	360,684	-	360,684
PO-6709-10 SWM Pond Life Saving Stat Ph2	257,500	163,628	93,872
WW-2536-17 BULK WATER STNS(4)	194,744	147,945	46,799
WW-2537-17 COV DISTR WATERMAIN COND ASSMN	453,604	393,400	60,204
WW-2538-17 COV RPLCMNT OF OUT OF CALIBRAT	2,254,316	2,039,398	214,918
WW-2540-17 Rpr and Rhab of Pump Stn & Bst	635,154	632,903	2,251
WW-2543-17 SMART WATER METERING	967,672	877,380	90,292
WW-2547-17 SANIT SWER SYSTM INFLOW(CLOSET	350,627	271,750	78,877
WW-2548-17 SANIT SWER SYSTM INFLOW(FLOW M	219,416	199,722	19,694
<b>Parks, Forestry &amp; Horticulture Operations</b>	<b>17,469,814</b>	<b>10,595,780</b>	<b>6,874,034</b>
PO-6753-14 CTS Mobile Handheld Program	30,900	30,797	103
RP-6700-15 Tree Planting Program-Regular	7,206,818	4,849,276	2,357,542
RP-6742-15 Park Benches-Variou Locations	277,200	133,663	143,537
RP-6746-15 Fence Repair & Replacement Pro	2,280,187	1,869,709	410,478
RP-6754-15 Parks Concrete Walkway Repairs	2,106,216	363,822	1,742,394
RP-6762-16 Supplementary Tree Planting Pr	3,529,700	2,869,882	659,818
RP-6763-17 Baseball Diamond Redevelopment	438,560	-	438,560
RP-6764-17 Beautification strategy - Enha	693,200	308,802	384,398
RP-6777-19 Urban Forest Management Plan	203,000	-	203,000
RP-7135-20 Reservoir Planters and Barrels	144,200	138,846	5,354
RP-7137-20 Trail Signs Indicating Low/No	51,500	-	51,500
RP-7138-21 Woodlot Entry Signs	138,890	-	138,890
RP-7140-21 Waste receptacle replacement	103,000	30,448	72,552
RP-7141-21 Aerial Lift /Boom	62,888	-	62,888
RP-7142-21 3 Madvac - litter vacuum	167,705	535	167,170
RP-7144-21 Loader scale computers for tr	35,850	-	35,850
<b>Transportation &amp; Fleet Management Services</b>	<b>34,770,656</b>	<b>17,991,121</b>	<b>16,779,534</b>
DE-7108-15 School Travel Planning Measure	116,251	5,029	111,222
EN-1796-10 Traffic Calming 2010	290,177	159,969	130,208
EN-1843-11 Traffic Signal Improvements	462,000	313,496	148,504
EN-1990-14 RailwayCrossingSafety Assessme	50,407	407	50,000
FL-5141-10 Fleet - Equipment Replacement	154,500	91,741	62,759
FL-5153-14 PKS-FORESTRY-Repl water spraye	29,700	401	29,299
FL-5215-19 PKS-Additional 2 ton 4x4 crew	122,778	105,631	17,147
FL-5221-19 PKS- Additional sand sifters	72,100	490	71,610
FL-5225-14 PKS-4 sand&salt conveyor load	25,800	401	25,399
FL-5241-21 PW-WASTEWATWER-Replace Unit #	45,345	-	45,345
FL-5250-18 PKS-FORESTRY-Replace Unit #101	123,600	112,150	11,450
FL-5276-21 PKS- Additional loader and f	190,550	-	190,550
FL-5278-19 PKS- Additional dual stream co	176,222	171,970	4,252
FL-5291-20 Public Works - Roads - (3) Add	24,700	-	24,700
FL-5319-21 PKS-Replace Unit #1286 with	125,776	-	125,776
FL-5326-18 PKS-Replace Unit #1446 with a	50,940	50,715	225
FL-5333-18 PKS-HORT- Replace Unit#1352 wi	120,715	95,725	24,990
FL-5353-16 PKS-Replace Unit #1608 with 16	158,000	114,746	43,254
FL-5360-18 PKS-Replace Unit #1843 with 16	168,000	114,523	53,477
FL-5361-16 PKS-Replace Unit #1565,1566 wi	105,000	73,177	31,823
FL-5409-21 PKS-FORESTRY-Replace Unit #16	72,942	-	72,942
FL-5410-18 PKS-FORESTRY-Replace Unit #166	133,900	132,702	1,198
FL-5411-18 PKS-FORESTRY-Replace Unit #151	343,670	5,384	338,286
FL-5423-18 PW-RDS-Replace Unit #1297 with	133,600	1,158	132,442
FL-5425-18 PW-RDS-Replace Unit #1094 with	430,000	512	429,488
FL-5426-19 PW-RDS-Replace Unit #1373 with	460,000	2,086	457,914
FL-5427-18 PW-RDS-Replace Unit #1159 with	380,000	1,092	378,908

Managing Portfolio		Total Budget	Total Actual	Total Variance
FL-5430-19	PW-RDS-Replace Unit #1527 wit	45,500	39,148	6,352
FL-5440-20	PKS- Additional salt supply sy	26,800	-	26,800
FL-5453-19	PKS- Additional narrow sidewal	109,960	109,960	-
FL-5455-19	PKs- Additional narrow sidewal	110,210	97,480	12,730
FL-5456-19	PKs- Additional narrow sidewa	110,210	97,480	12,730
FL-5457-19	PKS- Additional narrow sidewa	110,210	97,480	12,730
FL-5458-19	PKS-Additional narrow sidewalk	110,210	97,480	12,730
FL-5502-20	PW-RDS- Additional Air Regener	530,353	-	530,353
FL-5504-15	PW-RDS - Additional Material h	31,443	24,107	7,336
FL-5505-15	PW-RDS- Additional Small Equip	31,120	978	30,142
FL-5508-15	PW-RDS - Additional Hydraulic	20,962	-	20,962
FL-5524-18	B&F-Replace Unit #1153 cargo m	41,200	37,520	3,680
FL-5533-18	City Hall Parking Shuttle - Pa	51,500	-	51,500
FL-5534-18	PKS-Additional Small Equipment	25,750	2,672	23,078
FL-5558-18	Replace Unit #1702 - SIGN TRUC	201,288	1,604	199,684
FL-5562-20	Replace Unit #1344 - SWEEPER S	461,176	-	461,176
FL-5578-21	Replace #12520 7735XS-PICKUP	33,545	-	33,545
FL-5581-21	Replace #2014 MOWER ZERO TURN	22,260	-	22,260
FL-5582-21	Replace #1799 TRAILER ASPHALT	66,405	356	66,049
FL-5594-18	Fleet Vehicle and Equipment Sp	51,500	580	50,920
FL-5595-18	Fuel Management System	84,396	-	84,396
FL-6784-20	PKS-Two 4x4 1/2-Ton Pickup Tru	103,000	-	103,000
FL-7220-19	PW-SW-New- Pickup Truck	66,000	62,586	3,414
FL-9552-19	New Animal Services Animal Tra	278,100	223,945	54,155
FL-9553-20	Fleet Management Software	195,700	-	195,700
FL-9556-19	PKS - One 1/2-Ton Pickup Truck	43,260	42,867	393
FL-9557-19	PKS - One 1-Ton Pickup Truck f	101,040	93,661	7,378
FL-9558-19	PKS - Replace Spreader Lely Un	35,900	445	35,455
FL-9564-19	Replace Unit #1899 Pick Up	50,470	50,043	427
FL-9565-19	Replace Unit #1906 Pick-Up	50,470	50,043	427
FL-9566-19	Replace Unit #1917 Pick Up	59,890	59,806	84
FL-9567-19	Replace Unit #2032 Pick Up	48,410	-	48,410
FL-9568-19	Replace Unit #2050 Pick Up	48,410	-	48,410
FL-9569-19	Replace Unit #11000, #11002, #	140,000	111,772	28,228
FL-9572-21	Replace Unit #1876 Pick Up	48,894	-	48,894
FL-9573-21	Replace Unit #1907, #1908, #1	24,895	-	24,895
FL-9574-19	Replace Units #11004, #11001 C	278,100	223,544	54,556
FL-9575-20	Vehicle for Tree Protection Ag	55,620	-	55,620
FL-9576-20	Hydrant Maintenance Truck	154,500	-	154,500
FL-9578-21	One Animal Services Purpose-B	148,834	-	148,834
FL-9579-21	Traffic Signs for fulfillment	262,032	-	262,032
FL-9581-21	Tactile Walking Plate	52,407	-	52,407
FL-9582-21	Interlocking Program	104,813	-	104,813
FL-9583-21	Truck Body/Brand refurbishmen	157,220	-	157,220
FL-9584-21	Mid Mount Boom Mower Attachme	83,855	-	83,855
FL-9585-21	2- Water Tank with Power wash	167,705	-	167,705
FL-9586-21	PFHO - Replace Unit #8050 wit	120,372	-	120,372
FL-9587-21	PFHO - Replace Unit #8058with	120,372	-	120,372
FL-9588-21	PFHO - Replace Unit #8067with	120,372	-	120,372
FL-9589-21	PFHO - Replace Unit #8068with	120,372	-	120,372
FL-9590-21	Replace Unit #2010, #2011, #2	11,295	-	11,295
FL-9591-21	Replace #1845 10 FOOT MOWER	96,092	-	96,092
FL-9592-21	Replace #1846 MOWER ZERO TURN	22,257	-	22,257
FL-9593-21	Replace #1349 TRACTOR SKID ST	99,346	-	99,346
FL-9594-21	Replace #2314 TRAILER ASPHALT	66,405	356	66,049
LI-4555-18	VPL Courier Van	61,800	60,704	1,096
RP-2013-15	Street Light Pole Replacement	1,780,702	710,192	1,070,510
RP-2035-15	Curb and Sidewalk Repair & Rep	15,224,449	12,182,940	3,041,509
RP-6753-17	CTS Mobile Handheld Program	430,170	155,174	274,996
RP-6760-21	Pedestrian Connectivity Study	117,420	-	117,420
RP-6767-18	Road Safety Program: Automated	56,650	5,241	51,409
RP-6768-18	Traffic Control and Management	1,683,815	25,121	1,658,694
RP-6769-18	Traffic Data Management System	67,980	-	67,980



Managing Portfolio	Total Budget	Total Actual	Total Variance
RP-6770-18 Road Safety Program: Neighbour	180,250	-	180,250
RP-6771-18 VMC Maintenance Equipment	838,033	572,917	265,116
RP-6772-18 Guiderail Maintenance Program	879,325	281,515	597,810
RP-6774-18 Skid steer	102,400	56,861	45,539
RP-6775-18 Traffic Signs Reflectivity Ins	327,750	138,032	189,718
RP-6778-19 Review Winter Maintenance Stra	145,300	-	145,300
RP-6779-19 SOP for Winter Operations	100,000	5,031	94,969
RP-6781-19 Street Light Utility Infrastru	300,000	1,832	298,168
RP-6782-20 Street Light Utility Infrastru	309,000	-	309,000
RP-6783-19 Traffic Management Strategy Co	20,600	3,822	16,778
RP-7136-20 Pavement Crack & Seal program	1,333,333	712,321	621,012
RP-7138-20 Fire Stations - Hatch Pavement	144,200	-	144,200
RP-7139-20 Fire Stations - Hatch Pavement	185,400	-	185,400
RP-7140-20 Automated Enforcement Technolo	103,000	-	103,000
<b>Community Services</b>	<b>36,881,148</b>	<b>26,261,242</b>	<b>10,619,906</b>
<b>Access Vaughan</b>	<b>102,000</b>	<b>82,740</b>	<b>19,260</b>
AV-9532-15 Access Vaughan Phase II - Step	50,500	32,794	17,706
AV-9543-19 AV Space Configuration	51,500	49,946	1,554
<b>By-Law &amp; Compliance, Licensing &amp; Permit Services</b>	<b>234,963</b>	<b>55,585</b>	<b>179,378</b>
BY-9538-16 By-Law & Compliance Group Tech	111,000	55,585	55,415
BY-9554-20 Consultant for Vaughan Animal	103,000	-	103,000
BY-9558-21 Coyote Study Partnership with	20,963	-	20,963
<b>Deputy City Manager Comnty. Serv.</b>	<b>3,138,423</b>	<b>2,036,213</b>	<b>1,102,210</b>
SE-0088-16 CRM Service Vaughan	3,138,423	2,036,213	1,102,210
<b>Recreation Services</b>	<b>33,405,762</b>	<b>24,086,704</b>	<b>9,319,058</b>
RE-9503-18 Fitness Centre Equipment Repla	953,370	705,596	247,774
RE-9504-08 Pierre Berton Discovery Centre	1,500,000	1,478,253	21,747
RE-9527-18 Events Strategy	127,000	44,208	82,792
RE-9531-16 Recreation and Culture Custome	34,200	-	34,200
RE-9533-17 CLASS System Upgrade	283,260	288,236	(4,976)
RE-9534-17 Community Centre Program Equip	206,000	174,528	31,472
RE-9536-17 CLASS System Upgrade - Pheriph	77,250	19,009	58,241
RE-9537-17 VMC Library, Recreation and YM	29,598,532	21,159,566	8,438,966
RE-9538-18 Facility Equipment Replacement	239,900	157,805	82,095
RE-9541-19 Review and Update of the CSO/F	128,750	-	128,750
RE-9542-19 Age Friendly Community Designa	154,500	59,503	94,997
RE-9544-20 Implementation of Event's Stra	103,000	-	103,000
<b>Corporate Services &amp; Chief Financial Officer</b>	<b>23,214,284</b>	<b>13,543,415</b>	<b>9,670,869</b>
<b>Deputy City Manager Corporate Services &amp; Chief Financial Officer</b>	<b>3,214,964</b>	<b>1,112,180</b>	<b>2,102,784</b>
FI-2533-18 Finance Modernization	1,904,564	1,074,940	829,624
SE-0091-19 Workforce Management System- P	1,310,400	37,240	1,273,160
<b>Financial Planning &amp; Development Finance</b>	<b>3,423,389</b>	<b>1,195,891</b>	<b>2,227,498</b>
BU-2551-18 Growth Related Financial Analy	780,781	412,740	368,041
BU-2554-20 Growth Related Financial Studi	727,608	122,351	605,257
BU-2560-20 Bill 108 Related Studies	515,000	-	515,000
CO-0086-18 Woodlot Acquisition - Block 39	1,400,000	660,800	739,200
<b>Financial Services</b>	<b>980,560</b>	<b>938,139</b>	<b>42,421</b>
FI-0073-19 New Property Tax System	929,060	917,386	11,674
FI-0085-18 Tax Manager Software (TXM) Dis	51,500	20,753	30,747
<b>Office of the Chief Human Resources Officer</b>	<b>1,332,114</b>	<b>836,885</b>	<b>495,229</b>
SE-0076-16 Job Description & Evaluation Pr	200,000	118,501	81,499
SE-0080-16 Service Excellence Leads Progr	815,949	543,168	272,781
SE-0081-19 Service Excellence Recogn.Prog	102,466	74,888	27,578
SE-0089-19 Wellness Strategy	213,699	100,328	113,371

Managing Portfolio	Total Budget	Total Actual	Total Variance
<b>Office of the Chief Information Officer</b>	<b>13,831,944</b>	<b>9,142,684</b>	<b>4,689,260</b>
IT-3011-16 Central Computing Infrastructu	6,691,417	5,121,731	1,569,686
IT-3013-16 Personal Computer (PC) Assets	3,478,209	2,233,546	1,244,663
IT-3020-14 Vaughan On-line Improvements	1,677,000	349,079	1,327,921
IT-7222-19 2019 Budget - Various Departme	83,450	40,122	43,328
IT-9546-17 AV Infrastructure Renewal	1,764,368	1,266,844	497,524
IT-9550-18 Digital Strategy Implementatio	137,500	131,362	6,138
<b>Procurement Services</b>	<b>431,313</b>	<b>317,636</b>	<b>113,677</b>
SE-0078-16 Procurement Modernization	431,313	317,636	113,677
<b>Office Fire &amp; Rescue Services</b>	<b>15,604,306</b>	<b>9,807,655</b>	<b>5,796,652</b>
EP-0071-17 Primary and Alternate Emergenc	197,110	174,267	22,843
FR-3581-18 Purchase Land for New Station	1,048,128	905,512	142,616
FR-3587-17 Replace 7955 Aerial 55 FT	1,292,057	1,210,699	81,358
FR-3593-16 Replace HAZ MAT 7942	839,083	768,199	70,884
FR-3606-18 Station 76 Aerial Purchase	1,991,443	1,665,631	325,812
FR-3607-19 Aerial 76 Equipment Purchase	120,000	-	120,000
FR-3612-14 Fitness Equipment&Furniture	210,000	116,333	93,667
FR-3618-18 Station #74 Equipment for Fire	125,000	89,104	35,896
FR-3619-18 Engine #74 Equipment Purchase	120,000	103,968	16,032
FR-3626-18 Station #74 Furniture and Equi	170,000	48,396	121,604
FR-3628-15 Fire Training Tower	1,236,000	1,226,430	9,570
FR-3631-16 Fire Rescue Tool Retrofit	314,150	315,914	(1,764)
FR-3634-19 SCBA replacement	1,442,000	1,405,518	36,482
FR-3637-18 Replace Aerial 17M -7967	1,287,310	1,195,512	91,798
FR-3642-17 Fire - CAD & MDT Replacments	176,600	9,631	166,969
FR-3648-21 Replace Engine #7984	1,015,033	-	1,015,033
FR-3649-21 Replace Engine #7985	1,015,033	-	1,015,033
FR-3652-19 Public Order Unit - VFRS	57,647	26,109	31,538
FR-3654-19 Air Compressor and Fill Statio	83,850	74,612	9,238
FR-3655-19 General Equipment - VFRS	462,241	155,353	306,888
FR-3656-19 Washing and Drying Machines fo	51,358	20,722	30,636
FR-3661-20 HHR Passenger Vehicle #3 - HQ	52,406	46,177	6,229
FR-3662-20 HHR Passenger Vehicle - HQ Adm	27,251	23,980	3,271
FR-3663-20 Trailblazer - HQ Prevention -	27,251	24,061	3,190
FR-3664-20 Ford Escape Vehicle - HQ Preve	27,251	24,061	3,190
FR-3665-20 Smart Car C7 - HQ Prevention -	27,251	24,061	3,190
FR-3666-20 Smart Car C6 - HQ Prevention -	27,251	24,061	3,190
FR-3667-20 Ford Explorer (5 Yr) - Adminis	52,406	46,763	5,643
FR-3686-21 Ford Explorer (4 yr) - Fire S	52,406	-	52,406
FR-3689-20 Technical Rescue - Replacement	251,550	77,487	174,064
FR-3690-20 New Phone System	524,064	-	524,064
FR-3691-20 NG 911. Text to 911	314,438	-	314,438
FR-3692-20 APEX - Licence Fees	15,722	5,094	10,628
FR-3694-21 Portable Radios	700,000	-	700,000
FR-3717-21 Replacing Defibrillators	120,000	-	120,000
FR-3719-21 Consultant to Assess Fire Und	131,016	-	131,016
<b>Vaughan Public Libraries</b>	<b>7,591,982</b>	<b>4,539,459</b>	<b>3,052,523</b>
<b>Vaughan Libraries</b>	<b>7,591,982</b>	<b>4,539,459</b>	<b>3,052,523</b>
LI-4550-21 Library Signage	144,000	-	144,000
LI-4554-17 Resource Material, F&E, Comm/H	1,160,000	299,546	860,454
LI-4564-19 Library Technology Program	400,000	225,446	174,554
LI-4570-19 Vaughan Hospital Library - Non	545,250	256,559	288,691
LI-9552-19 VPL Branch Feasibility Study	50,000	22,970	27,030
LI-9553-19 Capital Resource Purchases	5,292,732	3,734,938	1,557,794
<b>Administrative Services &amp; City Solicitor</b>	<b>2,390,750</b>	<b>469,889</b>	<b>1,920,861</b>
<b>Administrative Services &amp; City Solicitor</b>	<b>1,850,000</b>	<b>303,991</b>	<b>1,546,009</b>
IT-2502-19 Electronic Document Management	1,850,000	303,991	1,546,009
<b>Legal Services</b>	<b>412,000</b>	<b>77,403</b>	<b>334,597</b>

Managing Portfolio	Total Budget	Total Actual	Total Variance
LS-7243-20 Legal Document Management Syst	412,000	77,403	334,597
<b>Office of the City Clerk</b>	<b>128,750</b>	<b>88,495</b>	<b>40,255</b>
CL-7209-20 Ward Boundary Review	128,750	88,495	40,255
<b>Economic &amp; Cultural Development</b>	<b>2,061,676</b>	<b>474,896</b>	<b>1,586,780</b>
EB-9545-17 Economic Development & Employm			
EB-9551-19 Opportunity/Feasibility Study o	209,626	148,539	61,087
EB-9552-20 Economic Prosperity and Invest	1,500,000	68,085	1,431,915
SE-7221-19 Smart City Study	352,050	258,272	93,778
<b>Transformation &amp; Strategy</b>	<b>876,723</b>	<b>107,941</b>	<b>768,782</b>
CM-2526-16 Service Excellence Strategic I	420,723	63,970	356,753
SP-0016-17 Strategy Update	206,000	18,135	187,865
SP-2557-20 Corporate Performance Measures	150,000	25,836	124,164
SP-2558-20 Ideas @ Work	100,000	-	100,000
<b>Corporate &amp; Strategic Communications</b>	<b>259,882</b>	<b>175,817</b>	<b>84,065</b>
SE-0083-16 Service Excl Communicatin Plan	156,500	123,935	32,565
SP-0017-18 Citizen Engagement Study	103,382	51,882	51,500
<b>Total</b>	<b>1,168,123,476</b>	<b>526,747,215</b>	<b>641,376,263</b>