



The Corporation of the Town of Milton

Report To: Council

From: Glen Cowan, Chief Financial Officer / Treasurer

Date: May 31, 2021

Report No: CORS-030-21

Subject: Capital and Operating Financial Statements - March 2021

Recommendation: THAT report CORS-030-21 covering the capital and operating financial statements as at March 31, 2021, be received for information.

EXECUTIVE SUMMARY

- Capital and operating budgets as at March 31, 2021 are attached for informational purposes
- Re-forecasted impacts from the pandemic suggest 2021 revenue losses for the Town will be \$10.2 million to \$12.1 million, or \$6.7 million greater than budgeted
- After program savings such as staffing, utilities and contracts are considered, a remaining pressure of \$4.3 million to \$5.7 million is anticipated, relative to a budgeted pressure of \$2.8 million.
- The pressures will be mitigated through a combination of federal and provincial funding, cost constraint and internal reserves.
- A comprehensive review and update of the Town wide financial results will begin at the end of May with a staff report presented back to Council in July 2021

REPORT

Background

In accordance with the approved Budget Management Policy (policy no. 113), the attached financial statements are being submitted for informational purposes to report on the capital and operating budgets as at March 31, 2021. The statements are presented on a cash basis and therefore exclude accruals.

A detailed review and report on variances to budget is completed for the month ends of May, September and December for the Operating fund and June and December for the Capital fund.



Discussion

The attached operating statements reflect the original approved budget for 2021. Although estimated impacts from the pandemic were included in the 2021 approved budget, the various provincial lockdowns and stay-at-home orders experienced to date in 2021 will result in changes to those projections.

Reforecasted financial impacts from the pandemic

Staff have re-forecasted the financial impacts from the pandemic, concentrating on the areas most affected (i.e. recreation and transit).

Reflecting continued uncertainty as to how the remainder of 2021 will be impacted by the pandemic, the following table presents estimated financial impacts of three scenarios compared to the budget. Also shown for comparison purposes are COVID-related impacts for 2020.

	2020 Actual COVID Impacts (Note 1)	2021 Budget COVID Impacts	Scenario 1 - Anticipated Recovery (Note 2)	Scenario 2 - Delayed Recovery (Note 3)	Scenario 3 - Additional Mitigation & Funding (Note 4)
REVENUE LOSSES (Note 5)					
Recreation (Programs and Facility Rentals)	9,680,790	6,192,609	9,132,686	10,739,374	9,132,686
Transit	1,332,131	479,809	852,791	1,163,297	852,791
Library	126,063	-	140,892	169,992	140,892
Other (Parking, Court Awarded Fines)	275,557	42,500	42,500	42,500	42,500
Subtotal	11,414,541	6,714,918	10,168,869	12,115,162	10,168,869
EXPENSE INCREASES/(SAVINGS)					
Recreation savings (PT Staffing, utilities, materials etc.)	(7,364,088)	(3,453,717)	(4,754,280)	(5,735,877)	(4,754,280)
Transit savings (contracts, fuel, maintenance)	(885,323)	(558,112)	(708,138)	(801,284)	(708,138)
Other Misc Costs/(Savings)	(362,449)	115,087	115,087	115,087	(384,913)
Subtotal	(8,611,861)	(3,896,742)	(5,347,331)	(6,422,074)	(5,847,331)
Total COVID Impact	2,802,680	2,818,176	4,821,538	5,693,088	4,321,538
MITIGATION					
Internal Mitigation (staff gapping etc.)	(7,472)	(1,409,647)	(1,409,647)	(1,409,647)	(1,909,647)
Tax Rate Stab Reserve		(1,408,529)	(771,704)	(1,425,895)	-
2021 COVID-19 Recovery Funding		-	(1,502,534)	(1,502,534)	(1,274,238)
Safe Restart Funding - Municipal Operating	(2,348,400)	-	(993,000)	(993,000)	(993,000)
Safe Restart Funding - Transit (Note 5)	(446,808)	-	(144,653)	(362,012)	(144,653)
Total Mitigation	(2,795,208)	(2,818,176)	(4,821,538)	(5,693,088)	(4,321,538)

Notes:

1. The total financial position for 2020 was a \$2.5 million surplus including the library, reflecting the full mitigation impacts of cost containment decisions made in 2020. Only mitigation related to COVID is shown above for the purpose of this analysis and the figures above do not reflect the full extent of internal mitigation.
2. Includes impacts of the provincial lockdowns and stay-at-home orders in Q1/Q2 and gradual recovery for the remainder of Q2 through Q4. Programming and facility rentals back to between 70% and 100% by Q4. Transit ridership at 65% by Q4.
3. Assumes a delayed recovery in recreation through Q3 and Q4. Transit ridership at 34% by Q4.
4. Assumes additional mitigation (COVID and Non-COVID related) based on 2020 and prior years where additional opportunities are identified as the year progresses.

Discussion

5. Excludes reduced Ontario Lottery and Gaming proceeds which are transferred to reserve resulting in no impact to the operating budget, however, will have longer term impacts on the reserve balance and funding for the capital program. Revenue from OLG was \$4.6 million lower than budget in 2020 and forecast to be \$3.1 million lower than budget in 2021.

Revenue losses in the areas of Recreation, Transit and Library are anticipated to range between \$10.2 million and \$12.1 million, relative to budgeted revenue losses of \$6.7 million. After program savings such as staffing, utilities and contracts are considered, a remaining pressure of \$4.3 million to \$5.7 million is anticipated, relative to a budgeted pressure of \$2.8 million.

Mitigation of Financial Impacts

Phase 2 funding from the municipal operating stream of the Safe Restart Funding in the amount of \$993,000 was allocated to the Town to be used for 2021 COVID-19 pressures. The Town was also allocated an additional \$1.5 million from the 2021 COVID-19 Recovery Funding for Municipalities program.

With respect to the Transit funding, the Town was allocated a total of \$1.0 million of Phase 2 and 3 Safe Restart Funding to be used for eligible transit pressures to December 31, 2021. Due to the degree to which transit revenue losses are expected to be offset by the Town's efforts, the amount utilized in the analysis ranges from \$144,356 in Scenario 1 to \$362,012 in Scenario 2. At this time, a portion of the funding for transit is not expected to be required by the Town in 2021.

The remaining pressure, which may range between \$2.2 million to \$2.8 million, would need to be funded through a combination of further cost constraint, revenue generation or utilization of reserves. The 2021 budget has already contemplated internal mitigation of \$1.4 million along with a potential draw from the Tax Rate Stabilization Reserve in the amount of \$1.4 million. Through the 2020 year end operating report (CORS-017-21) \$1.2 million was transferred to the Tax Rate Stabilization Reserve from the year end surplus to provide for any additional remaining financial pressures from the pandemic that are unable to be mitigated through federal and provincial funding or internal mitigation.

Comprehensive Re-Forecasting of Operating Budget

In late May staff will begin a comprehensive review and update of the operating budget on a Town-wide basis which will review all areas of the Town in order to provide a comprehensive financial outlook for 2021. The resulting staff report will be presented to Council in July 2021.



The Corporation of the Town of Milton

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Financial Impact

The financial position of the Town will continue to change as a result of new information and decisions made on the re-opening of services. Staff will continue to monitor the Town's position with the next comprehensive review of the projected year-end financials taking place at May month end.

Respectfully submitted,

Glen Cowan
Chief Financial Officer / Treasurer

For questions, please contact: Deanne Peter, B.Comm. MBA 905-878-7252 x2316

Attachments

Appendix A Capital and Operating Financial Statements as at March 31, 2021

CAO Approval
Andrew M. Siltala
Chief Administrative Officer

Appendix A - CORS-030-21

TOWN OF MILTON CAPITAL FINANCIAL STATEMENT

March 2021

Current Year Capital

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Executive Services						
Active	\$6,804,604	\$315,968	\$7,120,572	\$3,250,241	46%	\$3,870,331
Total Executive Services	\$6,804,604	\$315,968	\$7,120,572	\$3,250,241	46%	\$3,870,331
Corporate Services						
Active	\$28,684,999	\$232,522	\$28,917,521	\$9,894,589	34%	\$19,022,932
Total Corporate Services	\$28,684,999	\$232,522	\$28,917,521	\$9,894,589	34%	\$19,022,932
Community Services						
Active	\$111,256,652	\$3,553,953	\$114,810,605	\$76,836,279	67%	\$37,974,326
Completed Pending Warranty	\$3,826,728	(\$560,224)	\$3,266,504	\$3,257,237	100%	\$9,267
Total Community Services	\$115,083,380	\$2,993,729	\$118,077,109	\$80,093,516	68%	\$37,983,593
Development Services						
Active	\$206,673,651	(\$15,474,528)	\$191,199,123	\$87,420,121	46%	\$103,779,002
Completed Pending Warranty	\$24,510,124	(\$2,030,199)	\$22,479,925	\$21,041,750	94%	\$1,438,175
Total Development Services	\$231,183,775	(\$17,504,726)	\$213,679,049	\$108,461,872	51%	\$105,217,177
Library						
Active	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848
Total Library	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848
Total Current Year Capital	\$385,676,249	(\$13,441,347)	\$372,234,902	\$203,196,021	55%	\$169,038,881

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Executive Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Executive Services						
Active						
Office of the CAO						
Office of the CAO						
Milton Education Village	\$99,207		\$99,207	\$25,402	26%	\$73,805
Strategic Plan Delivery	\$516,409		\$516,409	\$126,351	24%	\$390,058
Tourism Strategy	\$152,625		\$152,625	\$2,625	2%	\$150,000
Service Delivery	\$258,750	\$96,000	\$354,750	\$340,687	96%	\$14,063
Economic Development Strategy Plan	\$92,700		\$92,700			\$92,700
Council Staff Work Plan	\$317,169		\$317,169			\$317,169
Total Office of the CAO	\$1,436,860	\$96,000	\$1,532,860	\$495,064	32%	\$1,037,796
Total Office of the CAO	\$1,436,860	\$96,000	\$1,532,860	\$495,064	32%	\$1,037,796
Fire						
Fire Fleet Equipment - Replacement						
Replace Pick-Up Trucks	\$81,422		\$81,422	\$2,372	3%	\$79,050
Aerial Replacement/Refurbishment	\$73,725		\$73,725	\$4,432	6%	\$69,293
Replace/Refurbish Tanker Trucks	\$671,828		\$671,828	\$616,136	92%	\$55,692
Chief Officers Vehicle	\$78,020		\$78,020			\$78,020
Rescue Truck Replacement/Refurbishment	\$38,295		\$38,295	\$1,295	3%	\$37,000
Pumper/Rescue Units Refurbishment	\$1,006,615		\$1,006,615	\$3,819		\$1,002,796
Replace Rehab Van	\$133,900		\$133,900	\$3,900	3%	\$130,000
Total Fire Fleet Equipment - Replacement	\$2,083,805		\$2,083,805	\$631,953	30%	\$1,451,852
Fire Fleet Equipment - Growth Related						
Heavy Rescue Growth	\$1,343,426	\$42,597	\$1,386,023	\$1,356,711	98%	\$29,312
Pumper/Rescue Growth	\$884,650	\$26,763	\$911,413	\$67,241	7%	\$844,172
Total Fire Fleet Equipment - Growth Related	\$2,228,076	\$69,360	\$2,297,436	\$1,423,952	62%	\$873,484
Fire - Replacement						
Special Operations Equipment Replacement	\$25,750		\$25,750			\$25,750
Air Monitoring Replacement	\$28,665		\$28,665	\$245	1%	\$28,420
Rapid Intervention Equipment Replacement	\$28,980		\$28,980	\$22,433	77%	\$6,547
Personal Protective Clothing Replacement	\$245,140	(\$17,995)	\$227,145	\$221,742	98%	\$5,403
Helmet Replacement	\$17,510		\$17,510	\$6,465	37%	\$11,045
Bunker Gear Replacement - Employee Turnover	\$80,479	(\$110)	\$80,369	\$25,086	31%	\$55,283
Hazardous Material Equipment Replacement	\$51,625		\$51,625	\$2,287	4%	\$49,338
Firefighting Hose Replacement	\$20,600		\$20,600	\$16,656	81%	\$3,944
Generators & Lighting Equip Replacement	\$15,525		\$15,525	\$4,458	29%	\$11,067
Portable Pumps Replacement	\$25,875		\$25,875	\$3,189	12%	\$22,686
Air Filling System Replacement	\$82,600		\$82,600	\$48,286	58%	\$34,314
Firefighter Pager Replacement	\$59,019		\$59,019	\$56,573	96%	\$2,446
Fire Prevention Equipment Replacement	\$56,650		\$56,650			\$56,650
Battery & Radio Parts Replacement	\$15,450		\$15,450			\$15,450
Total Fire - Replacement	\$753,868	(\$18,105)	\$735,763	\$407,420	55%	\$328,343
Fire - Growth						
Specialized Equipment Training Structure - Growth	\$36,050		\$36,050	\$1,050	3%	\$35,000

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Executive Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Bunker Gear and Recruit Package - Growth	\$90,856	(\$3,115)	\$87,741	\$65,234	74%	\$22,507
Hazardous Material Equipment Growth	\$39,941		\$39,941	\$8,881	22%	\$31,060
Vehicle Extrication Equipment Growth	\$85,278		\$85,278	\$55,825	65%	\$29,453
Thermal Image Camera Growth	\$27,418		\$27,418	\$20,642	75%	\$6,776
Emergency Medical Equipment Growth	\$22,452		\$22,452	\$22,049	98%	\$403
Total Fire - Growth	\$301,995	(\$3,115)	\$298,880	\$173,681	58%	\$125,199
Fire Administration						
Fire Master Plan		\$171,828	\$171,828	\$118,170	69%	\$53,658
Total Fire Administration		\$171,828	\$171,828	\$118,170	69%	\$53,658
Total Fire	\$5,367,744	\$219,968	\$5,587,712	\$2,755,177	49%	\$2,832,535
Total Active	\$6,804,604	\$315,968	\$7,120,572	\$3,250,241	46%	\$3,870,331
Total Executive Services	\$6,804,604	\$315,968	\$7,120,572	\$3,250,241	46%	\$3,870,331
Total Executive Services	\$6,804,604	\$315,968	\$7,120,572	\$3,250,241	46%	\$3,870,331

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Corporate Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Corporate Services						
Active						
Corporate Services						
Finance						
Legislated Development Charge Exemptions	\$4,501,323	\$745,722	\$5,247,045	\$2,884,059	55%	\$2,362,986
Special Financial Studies	\$483,313		\$483,313	\$50,985	11%	\$432,328
Development Charges Study	\$258,750		\$258,750	\$133,259	52%	\$125,491
Asset Management Plan	\$439,000	(\$133,927)	\$305,073	\$71,712	24%	\$233,361
User Fee Update	\$77,250		\$77,250			\$77,250
Total Finance	\$5,759,636	\$611,795	\$6,371,431	\$3,140,016	49%	\$3,231,415
Human Resources						
Compensation Plan	\$76,313		\$76,313	\$51,180	67%	\$25,133
Employee Strategic Development	\$149,150		\$149,150	\$6,950	5%	\$142,200
Health and Safety Audit/Implementation	\$175,475		\$175,475	\$4,125	2%	\$171,350
Workplace Accommodation	\$30,900		\$30,900	\$2,752	9%	\$28,148
Total Human Resources	\$431,838		\$431,838	\$65,007	15%	\$366,831
Information Technology						
Technology Strategic Plan	\$234,875		\$234,875	\$19,409	8%	\$215,466
Technology Replacement/Upgrade	\$773,850		\$773,850	\$484,926	63%	\$288,924
Phone System Changes/Upgrade	\$297,299		\$297,299	\$28,100	9%	\$269,199
PC Workstation Complement Changes	\$57,467		\$57,467	\$1,630	3%	\$55,837
E-Services Strategy Implementation	\$775,516		\$775,516	\$201,744	26%	\$573,772
GIS/Geosmart Infrastructure	\$756,992	(\$32,563)	\$724,429	\$301,386	42%	\$423,043
Application/Software Upgrades	\$144,885		\$144,885	\$12,457	9%	\$132,428
Radio Communications Backup Upgrades	\$1,381,782		\$1,381,782	\$43,777	3%	\$1,338,005
Enterprise Content Management	\$585,467		\$585,467	\$31,564	5%	\$553,903
Enterprise Contact Management	\$52,406		\$52,406			\$52,406
Emergency Operations Centre	\$49,583		\$49,583	\$285	1%	\$49,298
Open Data Initiative	\$31,444		\$31,444	\$458	1%	\$30,986
Mobile Parking Enforcement	\$624,810		\$624,810	\$19,359	3%	\$605,451
Human Resources Information System	\$3,340,017		\$3,340,017			\$3,340,017
Department Specific Tech Initiatives	\$3,406,407	\$1,298,511	\$4,704,918	\$2,205,384	47%	\$2,499,534
Technology Infrastructure Initiative	\$3,831,706	\$34,431	\$3,866,137	\$2,310,464	60%	\$1,555,673
Property Tax System Replacement	\$1,922,955	(\$1,731,092)	\$191,863	\$64,088	33%	\$127,775
Building Public Portal Implementation	\$52,406		\$52,406			\$52,406
Financial Enterprise Systems	\$225,348		\$225,348	\$2,748	1%	\$222,600
Recreation Management System	\$25,155		\$25,155			\$25,155
Fire Department Emergency Systems	\$241,069		\$241,069			\$241,069
Building and Permit Systems	\$31,444		\$31,444			\$31,444
Facility Infrastructure and Networking	\$1,897,225		\$1,897,225	\$450,548	24%	\$1,446,677
Enterprise Licencing and Compliance	\$1,079,240		\$1,079,240	\$228,707	21%	\$850,533
Milton Air Photo Mapping	\$31,444		\$31,444	\$916	3%	\$30,528
Legacy Systems	\$76,239	\$51,440	\$127,679	\$84,560	66%	\$43,119
Total Information Technology	\$21,927,031	(\$379,273)	\$21,547,758	\$6,492,510	30%	\$15,055,248

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Corporate Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Legislative & Legal Services						
Taxi, Uber, Ride Strategy	\$28,490		\$28,490	\$1,126	4%	\$27,364
Easement Database	\$71,845		\$71,845			\$71,845
Total Legislative & Legal Services	\$100,335		\$100,335	\$1,126	1%	\$99,209
Marketing & Government Relations						
Branding	\$466,159		\$466,159	\$195,930	42%	\$270,229
Total Marketing & Government Relations	\$466,159		\$466,159	\$195,930	42%	\$270,229
Total Corporate Services	\$28,684,999	\$232,522	\$28,917,521	\$9,894,589	34%	\$19,022,932
Total Active	\$28,684,999	\$232,522	\$28,917,521	\$9,894,589	34%	\$19,022,932
Total Corporate Services	\$28,684,999	\$232,522	\$28,917,521	\$9,894,589	34%	\$19,022,932
Total Corporate Services	\$28,684,999	\$232,522	\$28,917,521	\$9,894,589	34%	\$19,022,932

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Community Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Community Services						
Active						
Community Services						
Administration						
Parks Master Plan Update	\$234,269		\$234,269	\$82,417	35%	\$151,852
Service Strategy	\$110,834	\$48,637	\$159,471	\$102,990	65%	\$56,481
FOACM Children's Program Fundraising Campaign				\$1,142,003		(\$1,142,003)
Trails Master Plan Update	\$46,004		\$46,004	\$18,334	40%	\$27,670
Total Administration	\$391,107	\$48,637	\$439,744	\$1,345,744	306%	(\$906,000)
Parks Redevelopment						
Omagh Park Redevelopment	\$1,013,846	(\$830)	\$1,013,016	\$99,094	10%	\$913,922
Playground Upgrades	\$76,940		\$76,940	\$3,256	4%	\$73,684
Kinsmen Park Redevelopment	\$80,561	\$12,457	\$93,018	\$92,401	99%	\$617
New Campbellville Park Redevelopment	\$832,058	\$86,232	\$918,290	\$886,280	97%	\$32,010
Moffat Park Redevelopment	\$652,305	(\$25,974)	\$626,331	\$577,015	92%	\$49,316
Centre Park Redevelopment	\$416,161	\$53,309	\$469,470	\$458,053	98%	\$11,417
Court Park Redevelopment	\$416,161	\$24,720	\$440,881	\$439,466	100%	\$1,415
Coulson Park Redevelopment	\$421,914	\$4,511	\$426,425	\$69,724	16%	\$356,701
Coxe Park Redevelopment	\$584,781	(\$48,255)	\$536,526	\$66,135	12%	\$470,391
Beaty Neighbourhood Park Redevelopment	\$413,803	(\$133,193)	\$280,610	\$259,576	93%	\$21,034
Kingsleigh Park Redevelopment	\$569,728		\$569,728	\$78		\$569,650
Moorelands Park Redevelopment	\$44,830		\$44,830	\$6,149	14%	\$38,681
Park Improvements - Preservation	\$245,655		\$245,655	\$105,645	43%	\$140,010
Pioneer Cemetery - Preservation	\$40,961		\$40,961	\$6,038	15%	\$34,923
Implementation Trails Master Plan	\$64,931	\$21,271	\$86,202	\$41,523	48%	\$44,679
Sam Sherratt Trail Redevelopment	\$56,045	(\$1,414)	\$54,631	\$8,524	16%	\$46,107
Total Parks Redevelopment	\$5,930,680	(\$7,166)	\$5,923,514	\$3,118,954	53%	\$2,804,560
Parks Growth						
Community Park - External to Boyne	\$310,101	\$63,596	\$373,697	\$245,564	66%	\$128,133
Jannock Property Master Plan	\$401,718	\$30,000	\$431,718	\$79,095	18%	\$352,623
Community Park Detailed Development	\$3,949,817	(\$697,662)	\$3,252,155	\$3,019,531	93%	\$232,624
Parkland Dedication Bench Mark Update	\$39,120	\$10,202	\$49,322	\$43,550	88%	\$5,772
Playground Growth	\$70,811		\$70,811	\$7,514	11%	\$63,297
Sherwood District Park	\$930,818	(\$129,085)	\$801,733	\$692,401	86%	\$109,332
Ford Village Square #1	\$381,820	\$3,097	\$384,917	\$326,150	85%	\$58,767
Bronson Park Village Square	\$382,096	\$30,118	\$412,214	\$385,058	93%	\$27,156
District Park West - Boyne	\$133,900		\$133,900	\$6,760	5%	\$127,140
Boyne Village Square #3	\$430,938		\$430,938	\$33,884	8%	\$397,054
Cobban Neighbourhood Park - Boyne	\$187,559		\$187,559	\$4,988	3%	\$182,571
Boyne Limestone Trails in Greenlands System	\$28,068		\$28,068	\$460	2%	\$27,608
Boyne Framgard Trail	\$69,107		\$69,107	\$61,396	89%	\$7,711
Total Parks Growth	\$7,315,873	(\$689,734)	\$6,626,139	\$4,906,351	74%	\$1,719,788
Facilities Redevelopment						
Corporate Office Furniture	\$183,697	\$4,159	\$187,856	\$71,961	38%	\$115,895

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Community Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Civic Facility Improvements	\$3,046,775	\$185,245	\$3,232,020	\$1,996,814	62%	\$1,235,206
Leisure Centre Upgrades	\$1,472,141	(\$146,100)	\$1,326,041	\$700,506	53%	\$625,535
Memorial Arena Facility Improvements	\$502,957		\$502,957	\$60,882	12%	\$442,075
Community Halls Improvements	\$268,461	(\$500)	\$267,961	\$200,437	75%	\$67,524
Tonelli Sports Centre Improvements	\$289,977	(\$93,738)	\$196,239	\$126,481	64%	\$69,758
Milton Sports Centre Upgrades	\$2,365,675	(\$20,444)	\$2,345,231	\$498,593	21%	\$1,846,638
Mattamy National Cycling Centre Improvements	\$1,446,294		\$1,446,294	\$28,796	2%	\$1,417,498
Senior Centre Asset Restorations	\$6,283		\$6,283			\$6,283
Rotary Park Community Centre Improvements	\$191,412	(\$50,151)	\$141,261	\$50,524	36%	\$90,737
Milton Indoor Turf Centre Improvements	\$39,727		\$39,727			\$39,727
FirstOntario Arts Centre Milton Facility Improvements	\$497,300	(\$6,410)	\$490,890	\$25,224	5%	\$465,666
Civic Operations Centre Facility Improvements	\$216,334	(\$27,213)	\$189,121	\$43,645	23%	\$145,476
Fire Halls Facilities Improvements	\$806,313	(\$71,221)	\$735,092	\$346,445	47%	\$388,647
Fire Station No. 1 Training Facility	\$3,939,058	\$2,108,897	\$6,047,955	\$6,013,582	99%	\$34,373
Facility Audit Update	\$274,073		\$274,073	\$1,510	1%	\$272,563
Total Facilities Redevelopment	\$15,546,477	\$1,882,525	\$17,429,002	\$10,165,402	58%	\$7,263,600
Facilities Growth						
Town Hall Construction/Expansion	\$604,975		\$604,975	\$16,975	3%	\$588,000
Indoor Soccer - Air Supported	\$221,963		\$221,963	\$3,808	2%	\$218,155
Sherwood Community Centre	\$43,852,164	\$1,071,115	\$44,923,279	\$39,549,091	88%	\$5,374,188
Seniors Centre Expansion	\$239,110		\$239,110	\$3,710	2%	\$235,400
Transit Operations Centre	\$13,044,545		\$13,044,545	\$382,019	3%	\$12,662,526
New Fire Station No. 5 - Boyne	\$6,965,659	\$1,220,186	\$8,185,845	\$7,722,652	94%	\$463,193
Branch No. 2 Building	\$7,196,649	(\$292,764)	\$6,903,885	\$5,053,501	73%	\$1,850,384
Total Facilities Growth	\$72,125,065	\$1,998,537	\$74,123,602	\$52,731,755	71%	\$21,391,847
Transit						
Transit						
Transit Bus Stop-Retrofit	\$73,600		\$73,600			\$73,600
Transit Facility	\$170,775		\$170,775	\$5,775	3%	\$165,000
Transit Bus Pads	\$80,952		\$80,952	\$16,078	20%	\$64,874
Mobile Fare Payment Pilot	\$110,210		\$110,210	\$3,210	3%	\$107,000
Transit Scheduling Software	\$154,500	(\$27,677)	\$126,823	\$13,501	11%	\$113,322
Onboard Surveillance System	\$248,591	(\$2,636)	\$245,955			\$245,955
Total Transit	\$838,628	(\$30,313)	\$808,315	\$38,564	5%	\$769,751
Transit Fleet Replacement						
Transit Bus Non Growth: Replacement	\$1,178,681	\$10,316	\$1,188,997	\$502,326	42%	\$686,671
Specialized Transit Bus Non Growth	\$342,236	\$914	\$343,150	\$277,819	81%	\$65,331
Total Transit Fleet Replacement	\$1,520,917	\$11,230	\$1,532,147	\$780,146	51%	\$752,001
Total Transit	\$2,359,545	(\$19,083)	\$2,340,462	\$818,710	35%	\$1,521,752
Operations						
Fleet Equipment - Replacement						
3/4 Ton Pick-ups Replacement	\$398,886	\$43,595	\$442,481	\$264,782	60%	\$177,699
1 Ton Crew Dump Trucks	\$309,000	\$40,229	\$349,229			\$349,229
Tandem Axle Dump Truck	\$332,956	(\$2,890)	\$330,066	\$9,698	3%	\$320,368

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Community Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Enforcement Vehicles	\$84,460		\$84,460			\$84,460
Haul All/Packer	\$316,160	(\$74,692)	\$241,468	\$2,695	1%	\$238,773
Ice Resurfacers	\$192,818	\$212,316	\$405,134	\$295,134	73%	\$110,000
Tractors, Loaders & Back Hoes - Replacement	\$136,063	(\$2,876)	\$133,187			\$133,187
Brush Chipper	\$97,850	(\$4,321)	\$93,529			\$93,529
Landscape Trailer	\$9,476		\$9,476			\$9,476
Sign Truck	\$329,600		\$329,600			\$329,600
Total Fleet Equipment - Replacement	\$2,207,269	\$211,361	\$2,418,630	\$572,309	24%	\$1,846,321
Fleet Equipment - Growth Related						
Tractors, Loaders & Back Hoes	\$591,451	\$21,718	\$613,169	\$283,781	46%	\$329,388
Total Fleet Equipment - Growth Related	\$591,451	\$21,718	\$613,169	\$283,781	46%	\$329,388
Forestry						
EAB Implementation Strategy	\$2,784,948	\$142,551	\$2,927,499	\$2,517,618	86%	\$409,881
Urban Forestry Mangement	\$63,860		\$63,860	\$1,860	3%	\$62,000
Total Forestry	\$2,848,808	\$142,551	\$2,991,359	\$2,519,478	84%	\$471,881
Surface Treatment Program						
Surface Treatment Program	\$1,940,377	(\$35,393)	\$1,904,984	\$373,796	20%	\$1,531,188
Total Surface Treatment Program	\$1,940,377	(\$35,393)	\$1,904,984	\$373,796	20%	\$1,531,188
Total Operations	\$7,587,905	\$340,237	\$7,928,142	\$3,749,364	47%	\$4,178,778
Total Community Services	\$111,256,652	\$3,553,953	\$114,810,605	\$76,836,279	67%	\$37,974,326
Total Active	\$111,256,652	\$3,553,953	\$114,810,605	\$76,836,279	67%	\$37,974,326
Completed Pending Warranty						
Community Services						
Parks Growth						
Community Park South Sherwood - Willmott	\$2,528,195	(\$277,009)	\$2,251,186	\$2,248,276	100%	\$2,910
New Trail Development (2012 & 2015)	\$1,016,592	(\$230,387)	\$786,205	\$781,263	99%	\$4,942
Total Parks Growth	\$3,544,787	(\$507,396)	\$3,037,391	\$3,029,539	100%	\$7,852
Parks Redevelopment						
Wakefield Park Redevelopment	\$281,941	(\$52,828)	\$229,113	\$227,697	99%	\$1,416
Total Parks Redevelopment	\$281,941	(\$52,828)	\$229,113	\$227,697	99%	\$1,416
Total Community Services	\$3,826,728	(\$560,224)	\$3,266,504	\$3,257,237	100%	\$9,267
Total Completed Pending Warranty	\$3,826,728	(\$560,224)	\$3,266,504	\$3,257,237	100%	\$9,267
Total Community Services	\$115,083,380	\$2,993,729	\$118,077,109	\$80,093,516	68%	\$37,983,593
Total Community Services	\$115,083,380	\$2,993,729	\$118,077,109	\$80,093,516	68%	\$37,983,593

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Development Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Development Services						
Active						
Infrastructure Management						
Urban Roads Redevelopment						
Bronte Street (Main St to Steeles Ave)	\$33,434,927	(\$5,167,726)	\$28,267,201	\$9,182,096	32%	\$19,085,105
Nipissing Road Redevelopment	\$4,238,589	(\$30,860)	\$4,207,729	\$245,744	6%	\$3,961,985
Victoria Street (Bronte St to James St)	\$986,010		\$986,010	\$40,752	4%	\$945,258
Elizabeth Street (Victoria St to Main St)	\$1,487,606		\$1,487,606	\$63,100	4%	\$1,424,506
Commercial Street (Main to Sydney)	\$1,414,813	(\$64,806)	\$1,350,007	\$750,297	56%	\$599,710
Bronte Street (Heslop to S. of Main)	\$2,725,394	\$17,662	\$2,743,056	\$1,846,903	67%	\$896,153
Jasper Street Reconstruction	\$624,546	\$16,202	\$640,748	\$88,422	14%	\$552,326
Asphalt Overlay Program	\$21,320,909	\$653,412	\$21,974,321	\$10,822,953	49%	\$11,151,368
Total Urban Roads Redevelopment	\$66,232,794	(\$4,576,116)	\$61,656,678	\$23,040,267	37%	\$38,616,411
Urban Roads Growth						
Bronte St (Britannia to Louis St Laurent)	\$8,337,888	(\$3,370,493)	\$4,967,395	\$4,922,001	99%	\$45,394
Main St (Scott Blvd (incl. CNR Crossing) to Bronte St)	\$10,640,063	\$4,249,112	\$14,889,175	\$6,591,890	44%	\$8,297,285
Main Street (James Snow Pkwy to 5th Line)	\$19,775,152	(\$3,173,120)	\$16,602,032	\$8,579,896	52%	\$8,022,136
Louis St Laurent (Tremaine Rd to Bronte St)	\$7,164,200	(\$405,355)	\$6,758,845	\$6,750,773	100%	\$8,072
Thompson Road (Britannia to Louis St Laurent)	\$13,809,509	\$979,402	\$14,788,911	\$1,542,464	10%	\$13,246,447
5th Line (Hwy 401 to Derry Road)	\$26,876,854	(\$7,747,992)	\$19,128,862	\$4,222,964	22%	\$14,905,898
Louis St Laurent (Yates to 4th Line) formerly to Thompson Rd	\$14,208,877	(\$3,704,346)	\$10,504,531	\$10,365,033	99%	\$139,498
Louis St Laurent (Yates to James Snow Parkway) Design	\$5,494,082	(\$2,360,934)	\$3,133,148	\$2,212,987	71%	\$920,161
Louis St Laurent (James Snow Parkway to Fifth Line)		\$429,737	\$429,737	\$33,690	8%	\$396,047
Total Urban Roads Growth	\$106,306,625	(\$15,103,988)	\$91,202,637	\$45,221,697	50%	\$45,980,940
Rural Roads Redevelopment						
Campbell Ave (Glenda Jane Dr./Canyon Rd-Campbellville Rd.)	\$1,589,706	\$190,726	\$1,780,432	\$349,433	20%	\$1,430,999
Expanded Asphalt Program	\$5,703,836	(\$553,616)	\$5,150,220	\$2,192,333	43%	\$2,957,887
Appleby Line	\$1,001,032	\$245,507	\$1,246,539	\$275,560	22%	\$970,979
Total Rural Roads Redevelopment	\$8,294,574	(\$117,383)	\$8,177,191	\$2,817,326	34%	\$5,359,865
Active Transportation - Growth						
Boyne Limestone Trails	\$304,793		\$304,793	\$5,136	2%	\$299,657
Boyne Pedestrian Railway Crossing	\$405,600	\$27,431	\$433,031	\$162,147	37%	\$270,884
Boyne Multiuse Asphalt Trails	\$62,827		\$62,827	\$120		\$62,707
Total Active Transportation - Growth	\$773,220	\$27,431	\$800,651	\$167,403	21%	\$633,248
Bridges/Culverts Redevelopment						
Bridge/Culvert Rehabilitation Needs	\$1,857,054	\$68,466	\$1,925,520	\$958,286	50%	\$967,234
Sixth Line Bridges (Structures 21 and 23) Construction	\$1,024,572	\$173,338	\$1,197,910	\$1,183,501	99%	\$14,409
Second Line Nassagaweya Bridge (Structure No. 63)	\$88,323		\$88,323	\$17,695	20%	\$70,628
Campbellville Road Bridge (Structure No. 72)	\$553,677	\$74,552	\$628,229	\$613,581	98%	\$14,648
Kelso Road Bridge (Structure 74)	\$150,538		\$150,538			\$150,538
6TH Line Nassagaweya Culverts (Structures 113 and 118)	\$1,636,309		\$1,636,309	\$107,486	7%	\$1,528,823
Total Bridges/Culverts Redevelopment	\$5,310,473	\$316,356	\$5,626,829	\$2,880,549	51%	\$2,746,280
Bridges/Culverts Growth						
Main Street Grade Separation		\$391,400	\$391,400	\$374,124	96%	\$17,276

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Development Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Total Bridges/Culverts Growth		\$391,400	\$391,400	\$374,124	96%	\$17,276
Storm Water Management Rehabilitation						
Stormwater Pond Maintenance	\$798,554		\$798,554	\$24,015	3%	\$774,539
Mill Pond Rehabilitation	\$809,390		\$809,390			\$809,390
Storm Sewer Network Study	\$340,564		\$340,564	\$72,251	21%	\$268,313
Storm Sewer Network Program	\$203,694		\$203,694			\$203,694
Total Storm Water Management Rehabilitation	\$2,152,202		\$2,152,202	\$96,265	4%	\$2,055,937
Traffic						
Traffic Infrastructure	\$213,811	\$135,126	\$348,937	\$225,776	65%	\$123,161
Traffic Services Safety Review	\$234,156		\$234,156	\$43,427	19%	\$190,729
Pedestrian Crossover (PXO) Program	\$291,025		\$291,025	\$135,555	47%	\$155,470
New Traffic Signals	\$673,429		\$673,429	\$296,874	44%	\$376,555
Preemption Traffic Control System	\$238,245		\$238,245	\$15,820	7%	\$222,425
Signal Interconnect Program	\$351,854		\$351,854	\$154,288	44%	\$197,566
Traffic Signals Replacement (Main St and Ontario St)	\$266,909		\$266,909	\$147,222	55%	\$119,687
Transport Canada Rail Regulations	\$740,206		\$740,206	\$378,267	51%	\$361,939
Preemption Traffic Control Equipment Replacement	\$99,529		\$99,529	\$71,952	72%	\$27,577
Total Traffic	\$3,109,164	\$135,126	\$3,244,290	\$1,469,182	45%	\$1,775,108
Streetlighting						
Street Lighting	\$188,730		\$188,730	\$13,994	7%	\$174,736
Street Light / Pole / Underground Power Renewal	\$122,825		\$122,825	\$70,357	57%	\$52,468
Street Light LED Replacement	\$5,191,552	(\$2,147,673)	\$3,043,879	\$2,537,190	83%	\$506,689
Total Streetlighting	\$5,503,107	(\$2,147,673)	\$3,355,434	\$2,621,541	78%	\$733,893
Parking						
Downtown Parking Study	\$80,000	(\$4,101)	\$75,899	\$61,399	81%	\$14,500
Total Parking	\$80,000	(\$4,101)	\$75,899	\$61,399	81%	\$14,500
Total Infrastructure Management	\$197,762,159	(\$21,078,948)	\$176,683,211	\$78,749,753	45%	\$97,933,458
Development Engineering						
Storm Water Management Growth						
SWM Boyne	\$366,481		\$366,481	\$85,685	23%	\$280,796
SWM Derry Green (BP2)	\$219,970		\$219,970	\$28,152	13%	\$191,818
SWM Sherwood	\$217,100		\$217,100	\$3,372	2%	\$213,728
SWM Agerton/Trafalgar	\$121,963		\$121,963			\$121,963
Total Storm Water Management Growth	\$925,514		\$925,514	\$117,209	13%	\$808,305
Total Development Engineering	\$925,514		\$925,514	\$117,209	13%	\$808,305
Planning and Development						
Planning						
Official Plan Review	\$448,081		\$448,081	\$69,446	15%	\$378,635
Urban Design Guidelines	\$225,053		\$225,053	\$72,991	32%	\$152,062
Milton Heights OMB	\$203,500	\$1,591,902	\$1,795,402	\$1,759,183	98%	\$36,219
MEV Secondary Planning/Site Specific Zoning	\$550,417	\$695,736	\$1,246,153	\$1,136,658	91%	\$109,495
Proposed CN Intermodal Facility	\$253,500	\$325,000	\$578,500	\$138,344	24%	\$440,156
Urban Residential Secondary Plan Phase 4	\$1,442,652	\$1,528,882	\$2,971,534	\$2,271,254	76%	\$700,280
Sustainable Halton Subwatershed Study	\$2,230,000	\$256,446	\$2,486,446	\$2,195,823	88%	\$290,623

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Development Services

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Sustainable Halton Land Base Analysis	\$242,888	\$399,662	\$642,550	\$322,585	50%	\$319,965
Britannia E/W - Secondary Plan	\$2,389,887	\$706,883	\$3,096,770	\$570,925	18%	\$2,525,845
Official Plan Amendment - North Porta Employment Lands		\$99,910	\$99,910	\$15,949	16%	\$83,961
Total Planning	\$7,985,978	\$5,604,421	\$13,590,399	\$8,553,159	63%	\$5,037,240
Total Planning and Development	\$7,985,978	\$5,604,421	\$13,590,399	\$8,553,159	63%	\$5,037,240
Total Active	\$206,673,651	(\$15,474,528)	\$191,199,123	\$87,420,121	46%	\$103,779,002
Completed Pending Warranty						
Infrastructure Management						
Storm Water Management Rehabilitation						
Storm Water Management Rehabilitation	\$2,114,260	(\$1,611,856)	\$502,404	\$463,032	92%	\$39,372
Total Storm Water Management Rehabilitation	\$2,114,260	(\$1,611,856)	\$502,404	\$463,032	92%	\$39,372
Urban Roads Redevelopment						
Asphalt Overlay Program (19)	\$3,459,512	(\$60,957)	\$3,398,555	\$3,352,003	99%	\$46,552
Wheelabrator Way - Including Culvert Replacement	\$1,698,327	\$1,057,773	\$2,756,100	\$2,685,380	97%	\$70,720
Main Street (Bronte to James)	\$567,901	(\$41,445)	\$526,456	\$435,167	83%	\$91,289
Martin Street (Main St to Steeles ave)	\$1,001,660	(\$75,963)	\$925,697	\$743,964	80%	\$181,733
Total Urban Roads Redevelopment	\$6,727,400	\$879,408	\$7,606,808	\$7,216,514	95%	\$390,294
Urban Roads Growth						
Louis St Laurent (RR25 to Yates Drive)	\$6,758,925	\$172,836	\$6,931,761	\$6,516,023	94%	\$415,738
Total Urban Roads Growth	\$6,758,925	\$172,836	\$6,931,761	\$6,516,023	94%	\$415,738
Rural Roads Redevelopment						
Expanded Asphalt Program (18)	\$2,190,957	(\$747,115)	\$1,443,842	\$1,368,142	95%	\$75,700
Expanded Asphalt Program (19)	\$2,134,322	(\$443,221)	\$1,691,101	\$1,583,781	94%	\$107,320
First Line (Britannia to Lower Base Line) Rehabilitation	\$1,252,350	(\$76,440)	\$1,175,910	\$1,066,206	91%	\$109,704
Bell School Line (Derry Rd to Britannia Rd)	\$1,377,844	\$133,098	\$1,510,942	\$1,322,064	87%	\$188,878
Total Rural Roads Redevelopment	\$6,955,473	(\$1,133,678)	\$5,821,795	\$5,340,192	92%	\$481,603
Bridges/Culverts Redevelopment						
Fifth Line Bridge - 1.9 km South of Britannia (Structure No. 26)	\$213,297	(\$71,050)	\$142,247	\$139,572	98%	\$2,675
Bridge/Culvert Rehabilitation Needs	\$1,037,915	(\$151,197)	\$886,718	\$809,823	91%	\$76,895
Fourth Line Bridge - 2.9 km South of Derry Rd. (Structure No. 64)	\$188,571	(\$82,804)	\$105,767	\$99,574	94%	\$6,193
First Line Nassagaweya Bridge - North of 25 SR (Structure No. 61)	\$188,063	(\$66,927)	\$121,136	\$115,403	95%	\$5,733
Reid Side Road Culverts Replacement	\$326,220	\$35,069	\$361,289	\$341,618	95%	\$19,671
Total Bridges/Culverts Redevelopment	\$1,954,066	(\$336,909)	\$1,617,157	\$1,505,990	93%	\$111,167
Total Infrastructure Management	\$24,510,124	(\$2,030,199)	\$22,479,925	\$21,041,750	94%	\$1,438,175
Total Completed Pending Warranty	\$24,510,124	(\$2,030,199)	\$22,479,925	\$21,041,750	94%	\$1,438,175
Total Development Services	\$231,183,775	(\$17,504,726)	\$213,679,049	\$108,461,872	51%	\$105,217,177
Total Development Services	\$231,183,775	(\$17,504,726)	\$213,679,049	\$108,461,872	51%	\$105,217,177

TOWN OF MILTON
CAPITAL FINANCIAL STATEMENT

March 2021

Library

	APPROVED BUDGET	BUDGET ADJUSTMENTS	REVISED BUDGET	LTD ACTUALS	% SPENT	VARIANCE LTD
Library						
Active						
Library						
Library						
Automation Replacement	\$170,123		\$170,123	\$33,270	20%	\$136,853
Collection - Replacement	\$802,307		\$802,307	\$334,284	42%	\$468,023
New Branch Equipment	\$60,660	\$251,328	\$311,988	\$258,618	83%	\$53,370
Library Services Master Plan	\$47,277		\$47,277	\$25,763	54%	\$21,514
Collection - New	\$1,881,805		\$1,881,805	\$556,497	30%	\$1,325,308
Shelving - New	\$116,942	\$192,582	\$309,524	\$287,371	93%	\$22,153
Library Service Delivery Strategy Implementation	\$840,377		\$840,377			\$840,377
E-Services Implementation		\$77,250	\$77,250			\$77,250
Total Library	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848
Total Library	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848
Total Active	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848
Total Library	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848
Total Library	\$3,919,491	\$521,160	\$4,440,651	\$1,495,803	34%	\$2,944,848

**TOWN OF MILTON - SUMMARY
OPERATING FINANCIAL STATEMENT**

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
MAYOR AND COUNCIL	206,273	213,181	621,434		621,434	(408,253)	34%
EXECUTIVE SERVICES	2,029,675	2,130,969	13,722,744		13,722,744	(11,591,775)	16%
CORPORATE SERVICES	2,866,833	3,279,134	10,318,312		10,318,312	(7,039,178)	32%
GENERAL GOVERNMENT	(30,622,208)	(32,897,886)	(57,893,201)		(57,893,201)	24,995,315	57%
COMMUNITY SERVICES	4,480,477	5,278,214	29,545,254		29,545,254	(24,267,040)	18%
DEVELOPMENT SERVICES	(418,438)	(1,581,131)	3,685,456		3,685,456	(5,266,587)	(43%)
LIBRARY	(1,436,646)	(1,570,404)				(1,570,404)	
HOSPITAL EXPANSION	1,494,007	1,513,971				1,513,971	
BIA	(71,137)	(68,980)				(68,980)	
Total TOWN OF MILTON	(21,471,164)	(23,702,932)				(23,702,932)	

Note: Figures include rounding and may result in minor variances to the departmental financial statements.

TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
March 2021

MAYOR AND COUNCIL

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
MAYOR AND COUNCIL							
MAYOR AND COUNCIL							
EXPENDITURES							
Salaries and Benefits	182,044	177,987	543,369		543,369	365,382	33%
Administrative	25,002	33,040	58,004		58,004	24,964	57%
Financial			5,000		5,000	5,000	
Purchased Goods	99	166	701		701	535	24%
Purchased Services	1,694	4,360	30,263		30,263	25,903	14%
Total EXPENDITURES	208,839	215,553	637,337		637,337	421,784	34%
REVENUE							
Financing Revenue			(5,000)		(5,000)	(5,000)	
Recoveries and Donations	(2,567)	(2,372)	(10,903)		(10,903)	(8,531)	22%
Total REVENUE	(2,567)	(2,372)	(15,903)		(15,903)	(13,531)	15%
Total MAYOR AND COUNCIL	206,272	213,181	621,434		621,434	408,253	34%
Total MAYOR AND COUNCIL	206,272	213,181	621,434		621,434	408,253	34%
Total MAYOR AND COUNCIL	206,272	213,181	621,434		621,434	408,253	34%

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EXECUTIVE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
EXECUTIVE SERVICES							
OFFICE OF THE CAO							
EXPENDITURES							
Salaries and Benefits	98,259	113,238	563,895		563,895	450,657	20%
Administrative	5,139	4,317	19,195		19,195	14,878	22%
Purchased Goods	4,897	4,497	5,507		5,507	1,010	82%
Purchased Services	14,727	299	370,291		370,291	369,992	
Total EXPENDITURES	123,022	122,351	958,888		958,888	836,537	13%
REVENUE							
Financing Revenue			(16,144)		(16,144)	(16,144)	
User Fees and Service Charges	(952)		(45,500)		(45,500)	(45,500)	
Total REVENUE	(952)		(61,644)		(61,644)	(61,644)	
Total OFFICE OF THE CAO	122,070	122,351	897,244		897,244	774,893	14%
STRATEGIC INITIATIVES AND ECONOMIC DEVELOPMENT							
EXPENDITURES							
Salaries and Benefits	102,454	109,678	751,703		751,703	642,025	15%
Administrative	4,883	404	23,923		23,923	23,519	2%
Financial	296	21	1,858		1,858	1,837	1%
Transfers to Own Funds	3,805	8,827	26,867		26,867	18,040	33%
Purchased Goods	243	50	14,233		14,233	14,183	
Purchased Services	7,867	12,915	220,813		220,813	207,898	6%
Reallocated Expenses	152	295	2,402		2,402	2,107	12%
Total EXPENDITURES	119,700	132,190	1,041,799		1,041,799	909,609	13%
REVENUE							
Financing Revenue	(8,009)		(33,816)		(33,816)	(33,816)	
Recoveries and Donations		(25,000)	(40,000)		(40,000)	(15,000)	63%
User Fees and Service Charges	(22,276)	(21,074)	(116,309)		(116,309)	(95,235)	18%
Total REVENUE	(30,285)	(46,074)	(190,125)		(190,125)	(144,051)	24%
Total STRATEGIC INITIATIVES AND ECONOMIC DEVELOPMENT	89,415	86,116	851,674		851,674	765,558	10%
FIRE							
EXPENDITURES							
Salaries and Benefits	1,768,495	1,899,079	10,698,360		10,698,360	8,799,281	18%
Administrative	19,284	6,726	66,921		66,921	60,195	10%
Financial	1,387	460	1,427		1,427	967	32%
Transfers to Own Funds			1,002,668		1,002,668	1,002,668	
Purchased Goods	8,848	7,964	115,048		115,048	107,084	7%
Purchased Services	10,913	12,156	242,135		242,135	229,979	5%
Fleet Expenses	32,497	21,273	156,180		156,180	134,907	14%

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	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Reallocated Expenses			453		453	453	
Total EXPENDITURES	1,841,424	1,947,658	12,283,192		12,283,192	10,335,534	16%
REVENUE							
Financing Revenue			(10,024)		(10,024)	(10,024)	
Grants			(2,500)		(2,500)	(2,500)	
Recoveries and Donations	(10,829)	938	(142,000)		(142,000)	(142,938)	(1%)
User Fees and Service Charges	(12,410)	(26,092)	(154,847)		(154,847)	(128,755)	17%
Total REVENUE	(23,239)	(25,154)	(309,371)		(309,371)	(284,217)	8%
Total FIRE	1,818,185	1,922,504	11,973,821		11,973,821	10,051,317	16%
Total EXECUTIVE SERVICES	2,029,670	2,130,971	13,722,739		13,722,739	11,591,768	16%
Total EXECUTIVE SERVICES	2,029,670	2,130,971	13,722,739		13,722,739	11,591,768	16%

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CORPORATE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
CORPORATE SERVICES							
FINANCE							
EXPENDITURES							
Salaries and Benefits	910,412	1,012,986	4,851,099		4,851,099	3,838,113	21%
Administrative	9,956	5,812	60,807		60,807	54,995	10%
Financial	709	1,880	4,108		4,108	2,228	46%
Purchased Goods	11,250	3,639	47,143		47,143	43,504	8%
Purchased Services	40,178	52,450	186,884		186,884	134,434	28%
Total EXPENDITURES	972,505	1,076,767	5,150,041		5,150,041	4,073,274	21%
REVENUE							
Financing Revenue	(11,540)	(5,880)	(2,521,511)		(2,521,511)	(2,515,631)	
User Fees and Service Charges	(157,609)	(148,099)	(805,173)		(805,173)	(657,074)	18%
Reallocated Revenue			(279,464)		(279,464)	(279,464)	
Total REVENUE	(169,149)	(153,979)	(3,606,148)		(3,606,148)	(3,452,169)	4%
Total FINANCE	803,356	922,788	1,543,893		1,543,893	621,105	60%
INFORMATION TECHNOLOGY							
EXPENDITURES							
Salaries and Benefits	487,061	496,256	2,717,893		2,717,893	2,221,637	18%
Administrative	357		30,085		30,085	30,085	
Purchased Goods	757,569	949,006	1,497,574		1,497,574	548,568	63%
Purchased Services	249,357	388,284	1,212,891		1,212,891	824,607	32%
Total EXPENDITURES	1,494,344	1,833,546	5,458,443		5,458,443	3,624,897	34%
REVENUE							
Financing Revenue	(20,761)	(15,170)	(219,689)		(219,689)	(204,519)	7%
User Fees and Service Charges	(20)		(100)		(100)	(100)	
Reallocated Revenue			(115,886)		(115,886)	(115,886)	
Total REVENUE	(20,781)	(15,170)	(335,675)		(335,675)	(320,505)	5%
Total INFORMATION TECHNOLOGY	1,473,563	1,818,376	5,122,768		5,122,768	3,304,392	35%
HUMAN RESOURCES							
EXPENDITURES							
Salaries and Benefits	173,523	203,163	1,124,432		1,124,432	921,269	18%
Administrative	42,854	19,726	261,751		261,751	242,025	8%
Purchased Goods	2,076	11,306	66,857		66,857	55,551	17%
Purchased Services	24,507	9,180	185,568		185,568	176,388	5%
Total EXPENDITURES	242,960	243,375	1,638,608		1,638,608	1,395,233	15%
REVENUE							
Financing Revenue			(150,939)		(150,939)	(150,939)	
Reallocated Revenue	(30,567)	(27,599)	(144,482)		(144,482)	(116,883)	19%

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CORPORATE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Total REVENUE	(30,567)	(27,599)	(295,421)		(295,421)	(267,822)	9%
Total HUMAN RESOURCES	212,393	215,776	1,343,187		1,343,187	1,127,411	16%
LEGISLATIVE & LEGAL SERVICES							
EXPENDITURES							
Salaries and Benefits	479,105	483,153	2,670,748		2,670,748	2,187,595	18%
Administrative	19,286	12,292	54,544		54,544	42,252	23%
Financial	2,226	3,222	28,834		28,834	25,612	11%
Purchased Goods	10,389	152	20,891		20,891	20,739	1%
Purchased Services	67,148	106,023	649,846		649,846	543,823	16%
Reallocated Expenses	25,176	25,774	103,095		103,095	77,321	25%
Total EXPENDITURES	603,330	630,616	3,527,958		3,527,958	2,897,342	18%
REVENUE							
Financing Revenue			(133,736)		(133,736)	(133,736)	
Recoveries and Donations		(137,000)	(21,500)		(21,500)	115,500	637%
User Fees and Service Charges	(345,856)	(346,325)	(1,899,779)		(1,899,779)	(1,553,454)	18%
Total REVENUE	(345,856)	(483,325)	(2,055,015)		(2,055,015)	(1,571,690)	24%
Total LEGISLATIVE & LEGAL SERVICES	257,474	147,291	1,472,943		1,472,943	1,325,652	10%
STRATEGIC COMMUNICATIONS							
EXPENDITURES							
Salaries and Benefits	108,384	160,774	926,116		926,116	765,342	17%
Administrative	1,275	11,602	18,937		18,937	7,335	61%
Purchased Goods	213	158	8,000		8,000	7,842	2%
Purchased Services	10,176	2,368	74,440		74,440	72,072	3%
Total EXPENDITURES	120,048	174,902	1,027,493		1,027,493	852,591	17%
REVENUE							
Financing Revenue			(191,972)		(191,972)	(191,972)	
Total REVENUE			(191,972)		(191,972)	(191,972)	
Total STRATEGIC COMMUNICATIONS	120,048	174,902	835,521		835,521	660,619	21%
Total CORPORATE SERVICES	2,866,834	3,279,133	10,318,312		10,318,312	7,039,179	32%
Total CORPORATE SERVICES	2,866,834	3,279,133	10,318,312		10,318,312	7,039,179	32%

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GENERAL GOVERNMENT

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
GENERAL GOVERNMENT							
GENERAL GOVERNMENT							
EXPENDITURES							
Salaries and Benefits	370,925						
Administrative	25,899	2,110	120,000		120,000	117,890	2%
Financial	537,009	740,297	3,451,561		3,451,561	2,711,264	21%
Transfers to Own Funds	444,741	702,154	32,164,195		32,164,195	31,462,041	2%
Purchased Goods	1,167						
Purchased Services	33,166	97,589	274,365		274,365	176,776	36%
Reallocated Expenses	1,697						
Total EXPENDITURES	1,414,604	1,542,150	36,010,121		36,010,121	34,467,971	4%
REVENUE							
External Revenue Transferred to Reser	(452,329)	(481,684)	(7,694,070)		(7,694,070)	(7,212,386)	6%
Financing Revenue	(519,010)	(57,182)	(8,509,188)		(8,509,188)	(8,452,006)	1%
Taxation	(30,514,344)	(33,297,658)	(71,907,021)		(71,907,021)	(38,609,363)	46%
Payments In Lieu			(950,890)		(950,890)	(950,890)	
Grants		22,477				(22,477)	
Recoveries and Donations	(10)						
User Fees and Service Charges	(492,386)	(570,795)	(2,910,378)		(2,910,378)	(2,339,583)	20%
Reallocated Revenue	(58,732)	(55,195)	(1,931,774)		(1,931,774)	(1,876,579)	3%
Total REVENUE	(32,036,811)	(34,440,037)	(93,903,321)		(93,903,321)	(59,463,284)	37%
Total GENERAL GOVERNMENT	(30,622,207)	(32,897,887)	(57,893,200)		(57,893,200)	(24,995,313)	57%
Total GENERAL GOVERNMENT	(30,622,207)	(32,897,887)	(57,893,200)		(57,893,200)	(24,995,313)	57%
Total GENERAL GOVERNMENT	(30,622,207)	(32,897,887)	(57,893,200)		(57,893,200)	(24,995,313)	57%

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COMMUNITY SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
COMMUNITY SERVICES							
RECREATION AND CULTURE FACILITIES							
EXPENDITURES							
Salaries and Benefits	1,248,091	808,821	5,197,869		5,197,869	4,389,048	16%
Administrative	4,180	485	39,963		39,963	39,478	1%
Financial	32,607	101,622	386,334		386,334	284,712	26%
Transfers to Own Funds			1,772,757		1,772,757	1,772,757	
Purchased Goods	167,467	15,073	758,827		758,827	743,754	2%
Purchased Services	904,755	450,708	5,483,158		5,483,158	5,032,450	8%
Reallocated Expenses	4,389	14,798	172,483		172,483	157,685	9%
Total EXPENDITURES	2,361,489	1,391,507	13,811,391		13,811,391	12,419,884	10%
REVENUE							
Financing Revenue	(134,772)	(166,033)	(632,677)		(632,677)	(466,644)	26%
Grants	(21,475)	(18,325)	(910,117)		(910,117)	(891,792)	2%
Recoveries and Donations	(9,948)	(813)	(68,551)		(68,551)	(67,738)	1%
User Fees and Service Charges	(1,972,428)	(316,646)	(5,139,748)		(5,139,748)	(4,823,102)	6%
Reallocated Revenue	(374)		(423,651)		(423,651)	(423,651)	
Total REVENUE	(2,138,997)	(501,817)	(7,174,744)		(7,174,744)	(6,672,927)	7%
Total RECREATION AND CULTURE F	222,492	889,690	6,636,647		6,636,647	5,746,957	13%
ADMINISTRATION AND CIVIC FACILITIES							
EXPENDITURES							
Salaries and Benefits	630,444	681,135	2,622,884		2,622,884	1,941,749	26%
Administrative	13,364	6,671	40,374		40,374	33,703	17%
Financial	(9,394)		59,893		59,893	59,893	
Transfers to Own Funds	133,346	81,812	304,406		304,406	222,594	27%
Purchased Goods	15,058	6,658	63,600		63,600	56,942	10%
Purchased Services	118,711	129,640	1,004,862		1,004,862	875,222	13%
Reallocated Expenses	5,873	7,405	68,795		68,795	61,390	11%
Total EXPENDITURES	907,402	913,321	4,164,814		4,164,814	3,251,493	22%
REVENUE							
Financing Revenue	(347,044)	(279,879)	(1,377,877)		(1,377,877)	(1,097,998)	20%
Recoveries and Donations	(6,564)	(6,399)	(21,114)		(21,114)	(14,715)	30%
User Fees and Service Charges	(61,127)	(71,541)	(294,686)		(294,686)	(223,145)	24%
Total REVENUE	(414,735)	(357,819)	(1,693,677)		(1,693,677)	(1,335,858)	21%
Total ADMINISTRATION AND CIVIC FA	492,667	555,502	2,471,137		2,471,137	1,915,635	22%
PROGRAMS							
EXPENDITURES							
Salaries and Benefits	820,254	362,287	3,455,180		3,455,180	3,092,893	10%

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COMMUNITY SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Administrative	8,734	2,154	45,609		45,609	43,455	5%
Financial	13,780	9,606	329,855		329,855	320,249	3%
Transfers to Own Funds			3,350		3,350	3,350	
Purchased Goods	23,879	1,185	187,930		187,930	186,745	1%
Purchased Services	295,057	4,043	656,805		656,805	652,762	1%
Reallocated Expenses			30,750		30,750	30,750	
Total EXPENDITURES	1,161,704	379,275	4,709,479		4,709,479	4,330,204	8%
REVENUE							
Financing Revenue	(9,331)		(323,640)		(323,640)	(323,640)	
Grants	(4,800)	(41,767)	(48,000)		(48,000)	(6,233)	87%
Recoveries and Donations	(16,102)		(382,180)		(382,180)	(382,180)	
User Fees and Service Charges	(814,414)	(46,788)	(2,355,246)		(2,355,246)	(2,308,458)	2%
Total REVENUE	(844,647)	(88,555)	(3,109,066)		(3,109,066)	(3,020,511)	3%
Total PROGRAMS	317,057	290,720	1,600,413		1,600,413	1,309,693	18%
OPERATIONS							
EXPENDITURES							
Salaries and Benefits	1,586,205	1,672,139	6,803,928		6,803,928	5,131,789	25%
Administrative	3,038	347	43,304		43,304	42,957	1%
Transfers to Own Funds			1,658,785		1,658,785	1,658,785	
Purchased Goods	537,798	515,101	1,805,768		1,805,768	1,290,667	29%
Purchased Services	1,490,503	1,301,677	7,791,845		7,791,845	6,490,168	17%
Fleet Expenses	226,603	195,871	1,011,430		1,011,430	815,559	19%
Reallocated Expenses	1,023,060	1,106,511	3,642,412		3,642,412	2,535,901	30%
Total EXPENDITURES	4,867,207	4,791,646	22,757,472		22,757,472	17,965,826	21%
REVENUE							
Financing Revenue			(241,749)		(241,749)	(241,749)	
Recoveries and Donations	(387,155)	(919,478)	(3,359,174)		(3,359,174)	(2,439,696)	27%
User Fees and Service Charges	(93,656)	7,788	(1,074,710)		(1,074,710)	(1,082,498)	(1%)
Reallocated Revenue	(1,124,463)	(1,214,870)	(4,051,502)		(4,051,502)	(2,836,632)	30%
Total REVENUE	(1,605,274)	(2,126,560)	(8,727,135)		(8,727,135)	(6,600,575)	24%
Total OPERATIONS	3,261,933	2,665,086	14,030,337		14,030,337	11,365,251	19%
TRANSIT							
EXPENDITURES							
Salaries and Benefits	56,555	58,444	268,962		268,962	210,518	22%
Administrative	1,078	5,906	9,904		9,904	3,998	60%
Financial			300		300	300	
Transfers to Own Funds			1,376,578		1,376,578	1,376,578	
Purchased Goods	2,466	3,557	13,778		13,778	10,221	26%

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COMMUNITY SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Purchased Services	200,209	686,971	4,403,857		4,403,857	3,716,886	16%
Fleet Expenses	95,915	136,812	1,285,900		1,285,900	1,149,088	11%
Reallocated Expenses	59,005	54,073	66,826		66,826	12,753	81%
Total EXPENDITURES	415,228	945,763	7,426,105		7,426,105	6,480,342	13%
REVENUE							
Financing Revenue			(1,276,772)		(1,276,772)	(1,276,772)	
Recoveries and Donations			(308,525)		(308,525)	(308,525)	
User Fees and Service Charges	(228,906)	(68,543)	(1,034,089)		(1,034,089)	(965,546)	7%
Total REVENUE	(228,906)	(68,543)	(2,619,386)		(2,619,386)	(2,550,843)	3%
Total TRANSIT	186,322	877,220	4,806,719		4,806,719	3,929,499	18%
Total COMMUNITY SERVICES	4,480,471	5,278,218	29,545,253		29,545,253	24,267,035	18%
Total COMMUNITY SERVICES	4,480,471	5,278,218	29,545,253		29,545,253	24,267,035	18%

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DEVELOPMENT SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
DEVELOPMENT SERVICES							
PLANNING SERVICES							
EXPENDITURES							
Salaries and Benefits	414,538	456,032	2,171,136		2,171,136	1,715,104	21%
Administrative	449	1,028	52,279		52,279	51,251	2%
Purchased Services	2,814	9,923	52,077		52,077	42,154	19%
Total EXPENDITURES	417,801	466,983	2,275,492		2,275,492	1,808,509	21%
REVENUE							
Financing Revenue	(113,333)	(134,673)	(597,936)		(597,936)	(463,263)	23%
Recoveries and Donations	(1,999)	(5,030)	(43,850)		(43,850)	(38,820)	11%
User Fees and Service Charges	(801,588)	(890,541)	(1,204,006)		(1,204,006)	(313,465)	74%
Total REVENUE	(916,920)	(1,030,244)	(1,845,792)		(1,845,792)	(815,548)	56%
Total PLANNING SERVICES	(499,119)	(563,261)	429,700		429,700	992,961	(131%)
BUILDING SERVICES							
EXPENDITURES							
Salaries and Benefits	648,034	658,768	3,749,847		3,749,847	3,091,079	18%
Administrative	15,148	10,602	137,504		137,504	126,902	8%
Financial	(2)						
Transfers to Own Funds			3,530,215		3,530,215	3,530,215	
Purchased Goods	2,350	330	16,095		16,095	15,765	2%
Purchased Services	1,461	1,107	36,537		36,537	35,430	3%
Reallocated Expenses	39,101	48,739	2,270,419		2,270,419	2,221,680	2%
Total EXPENDITURES	706,092	719,546	9,740,617		9,740,617	9,021,071	7%
REVENUE							
Financing Revenue			(8,916)		(8,916)	(8,916)	
User Fees and Service Charges	(1,195,655)	(2,242,642)	(9,731,699)		(9,731,699)	(7,489,057)	23%
Total REVENUE	(1,195,655)	(2,242,642)	(9,740,615)		(9,740,615)	(7,497,973)	23%
Total BUILDING SERVICES	(489,563)	(1,523,096)	2		2	1,523,098	(76,154,800%)
INFRASTRUCTURE MANAGEMENT							
EXPENDITURES							
Salaries and Benefits	406,872	416,047	2,055,459		2,055,459	1,639,412	20%
Administrative	4,127	2,858	33,267		33,267	30,409	9%
Financial			41,095		41,095	41,095	
Purchased Goods	48,184	6,381	35,730		35,730	29,349	18%
Purchased Services	153,674	239,075	1,912,899		1,912,899	1,673,824	12%
Reallocated Expenses	105	2,532	7,926		7,926	5,394	32%
Total EXPENDITURES	612,962	666,893	4,086,376		4,086,376	3,419,483	16%
REVENUE							

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DEVELOPMENT SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Financing Revenue	(164,316)	(185,307)	(1,041,773)		(1,041,773)	(856,466)	18%
Recoveries and Donations	(50,877)	(6,051)	(12,657)		(12,657)	(6,606)	48%
User Fees and Service Charges	(10,900)	(24,325)	(291,923)		(291,923)	(267,598)	8%
Total REVENUE	(226,093)	(215,683)	(1,346,353)		(1,346,353)	(1,130,670)	16%
Total INFRASTRUCTURE MANAGEMEN	386,869	451,210	2,740,023		2,740,023	2,288,813	16%
DEVELOPMENT ENGINEERING							
EXPENDITURES							
Salaries and Benefits	331,555	292,548	1,874,373		1,874,373	1,581,825	16%
Administrative	4,893	1,696	22,253		22,253	20,557	8%
Purchased Goods			1,036		1,036	1,036	
Purchased Services	(6,538)	12,085	214,351		214,351	202,266	6%
Total EXPENDITURES	329,910	306,329	2,112,013		2,112,013	1,805,684	15%
REVENUE							
Financing Revenue	(13,449)	(4,423)	(101,601)		(101,601)	(97,178)	4%
Recoveries and Donations		158	(84,420)		(84,420)	(84,578)	
User Fees and Service Charges	(254,016)	(310,035)	(1,642,940)		(1,642,940)	(1,332,905)	19%
Reallocated Revenue	(38,578)	(48,258)	(229,797)		(229,797)	(181,539)	21%
Total REVENUE	(306,043)	(362,558)	(2,058,758)		(2,058,758)	(1,696,200)	18%
Total DEVELOPMENT ENGINEERING	23,867	(56,229)	53,255		53,255	109,484	(106%)
ADMINISTRATION							
EXPENDITURES							
Salaries and Benefits	144,132	95,403	425,931		425,931	330,528	22%
Administrative	2,882	1,393	16,599		16,599	15,206	8%
Purchased Goods	6,224	1,192	47,950		47,950	46,758	2%
Purchased Services	9,940	33,192	69,470		69,470	36,278	48%
Total EXPENDITURES	163,178	131,180	559,950		559,950	428,770	23%
REVENUE							
Financing Revenue	(3,669)	(16,191)	(97,470)		(97,470)	(81,279)	17%
Recoveries and Donations		(609)				609	
User Fees and Service Charges		(4,131)				4,131	
Total REVENUE	(3,669)	(20,931)	(97,470)		(97,470)	(76,539)	21%
Total ADMINISTRATION	159,509	110,249	462,480		462,480	352,231	24%
Total DEVELOPMENT SERVICES	(418,437)	(1,581,127)	3,685,460		3,685,460	5,266,587	(43%)
Total DEVELOPMENT SERVICES	(418,437)	(1,581,127)	3,685,460		3,685,460	5,266,587	(43%)

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LIBRARY

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
LIBRARY							
LIBRARY							
EXPENDITURES							
Salaries and Benefits	745,968	691,180	3,700,064		3,700,064	3,008,884	19%
Administrative	6,223	10,334	36,315		36,315	25,981	28%
Financial	1,464	1,053	5,728		5,728	4,675	18%
Transfers to Own Funds			604,003		604,003	604,003	
Purchased Goods	63,282	79,428	283,606		283,606	204,178	28%
Purchased Services	61,246	120,671	460,602		460,602	339,931	26%
Reallocated Expenses			386,926		386,926	386,926	
Total EXPENDITURES	878,183	902,666	5,477,244		5,477,244	4,574,578	16%
REVENUE							
Financing Revenue			(167,903)		(167,903)	(167,903)	
Taxation	(2,277,574)	(2,440,637)	(5,039,861)		(5,039,861)	(2,599,224)	48%
Grants			(57,554)		(57,554)	(57,554)	
Recoveries and Donations	(4,934)	(22,524)	(14,596)		(14,596)	7,928	154%
User Fees and Service Charges	(32,323)	(9,907)	(197,328)		(197,328)	(187,421)	5%
Total REVENUE	(2,314,831)	(2,473,068)	(5,477,242)		(5,477,242)	(3,004,174)	45%
Total LIBRARY	(1,436,648)	(1,570,402)	2		2	1,570,404	(78,520,100%)
Total LIBRARY	(1,436,648)	(1,570,402)	2		2	1,570,404	(78,520,100%)
Total LIBRARY	(1,436,648)	(1,570,402)	2		2	1,570,404	(78,520,100%)

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HOSPITAL EXPANSION

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
HOSPITAL EXPANSION							
HOSPITAL EXPANSION							
EXPENDITURES							
Financial	1,494,008	1,513,971	2,503,090		2,503,090	989,119	60%
Total EXPENDITURES	1,494,008	1,513,971	2,503,090		2,503,090	989,119	60%
REVENUE							
Financing Revenue			(2,503,090)		(2,503,090)	(2,503,090)	
Total REVENUE			(2,503,090)		(2,503,090)	(2,503,090)	
Total HOSPITAL EXPANSION	1,494,008	1,513,971				(1,513,971)	
Total HOSPITAL EXPANSION	1,494,008	1,513,971				(1,513,971)	
Total HOSPITAL EXPANSION	1,494,008	1,513,971				(1,513,971)	

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BIA

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
BIA							
BIA							
EXPENDITURES							
Salaries and Benefits	26,342	33,362	141,125		141,125	107,763	24%
Administrative		45				(45)	
Financial	2,570		3,500		3,500	3,500	
Purchased Goods	278	134	7,500		7,500	7,366	2%
Purchased Services	13,336	9,884	140,394		140,394	130,510	7%
Reallocated Expenses	3,000	3,000	3,500		3,500	500	86%
Total EXPENDITURES	45,526	46,425	296,019		296,019	249,594	16%
REVENUE							
Financing Revenue			(39,132)		(39,132)	(39,132)	
Taxation	(116,463)	(115,404)	(238,637)		(238,637)	(123,233)	48%
Recoveries and Donations			(500)		(500)	(500)	
User Fees and Service Charges	(200)		(500)		(500)	(500)	
Reallocated Revenue			(17,250)		(17,250)	(17,250)	
Total REVENUE	(116,663)	(115,404)	(296,019)		(296,019)	(180,615)	39%
Total BIA	(71,137)	(68,979)				68,979	
Total BIA	(71,137)	(68,979)				68,979	
Total BIA	(71,137)	(68,979)				68,979	