



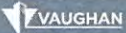

C 11
COMMUNICATION
FAA - JAN 23 (15)
ITEM - 1

**SMT Commission Based
Presentations – City Manager
& Recreation & Culture**
2015-2018 Financial Plan



Agenda

- Commission Service Statement
- Services Provided
- Draft 2015 Budget 2016-18 Plan
- Budget Pressures
- Options and Implications
- 2015 Capital Budget Summary

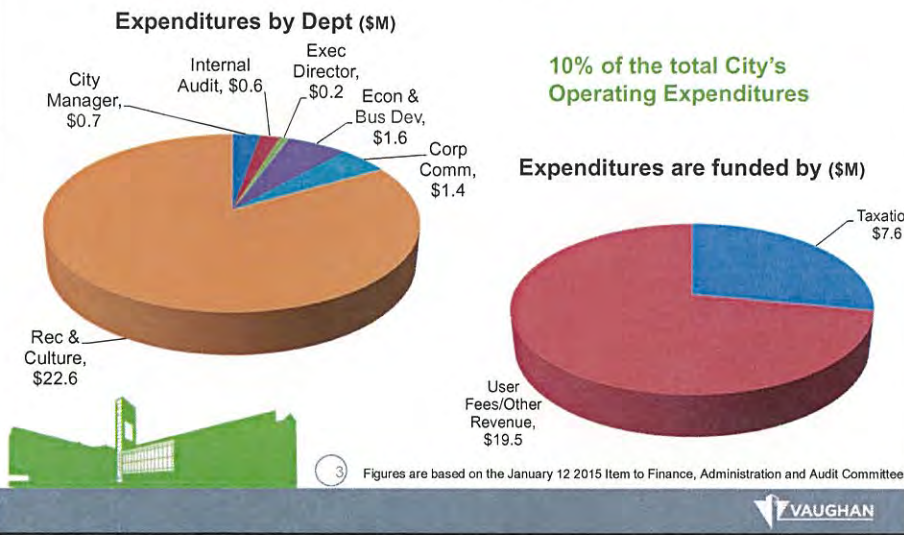


Commission Service Statement-

To deliver, with the Senior Management Team, on Council's commitment to Citizens First Through Service Excellence, in an environment of innovation, fairness, respect, inclusivity, integrity, transparency and accountability.



Commission 2015 Operating Budget



Services Provided

Internal Audit:

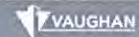
Internal Audit is an independent, objective assurance and advisory activity designed to add value and improve the City's operations by assessing risk and suggesting effective controls.

Executive Director:

The Executive Director provides senior management level advice, information, support and assistance to the City Manager, leads special projects (including, Vaughan Metropolitan Centre), as well as leading two departments -Economic Development and Corporate Communications.



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Services Provided

Corporate Communications:

There are four core services:

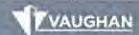
- **E Communications:** social media, website, multi-media
- **Media Relations:** Issues/news tracking, media releases, key message development
- **Marketing and Advertising:** Branding, corporate advertising, photography management, creative design
- **Strategic communications:** internal communications, protocols, mayor and council communications, key project support

Economic Development:

The City of Vaughan's Economic Development Department's service offerings are **focused on attracting, nurturing and growing** the economic activity across the City.



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Services Provided

Recreation and Culture:

The Recreation & Culture Department is committed to providing quality recreation activities, community space, cultural programs and events in an accessible, equitable and efficient manner. The Department strives to provide a variety of basic, value-added, and premium recreational and cultural programs that promote health, wellness and active living for all ages.



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee



Commission Summary

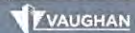


	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Status Quo Pressures	0.4	0.24	0.0	-0.02	0.2	0.08	-0.1	-0.07
Growth Pressures	0.1	0.08	0.2	0.10	0.3	0.13	0.0	0.02
New Initiative Pressures	0.1	0.03	0.0	0.00	0.3	0.14	-0.1	-0.03
Incremental Levy Requirement	0.6	0.35	0.1	0.08	0.7	0.35	-0.2	-0.07
Total Incremental for the City	11.7	7.14	13.4	7.58	9.6	4.93	11.1	5.35



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Status Quo Pressures

	2015		2016		2017		2018	
	\$ M	%	\$ M	%	\$ M	%	\$ M	%
Salary progressions and economic adjustments	0.5	0.30	0.2	0.11	0.4	0.21	0.1	0.05
Negotiated contract price increases, utilities, other	0.0	-0.03	0.0	0.02	0.0	0.02	0.0	0.01
New user fees and user fee price increases	-0.1	-0.03	-0.3	-0.15	-0.3	-0.15	-0.3	-0.13
Total Status Quo Pressures	0.4	0.24	0.0	-0.02	0.2	0.08	-0.1	-0.07



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Commission – Fees and Other Non-Tax Revenue

- Currently undertaking a User Fee Study and an Older Adult Study
- Innovation Reserve Fund request to create Office of Municipal Partnerships



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Commission – Recreation Recovery Ratio

Recovery Ratio	
(\$'000)	
2015 Department	
Revenues	18,994
Expenses	20,524
Subsidy/(Surplus)	1,530
2015 Dept Budget Recovery Ratio	93%
2016 Dept Budget Recovery Ratio	93%
2017 Dept Budget Recovery Ratio	98%
2018 Dept Budget Recovery Ratio	97%
2015 Full Cost Estimate (ABC Model)	43,264
Subsidy/(Surplus)	24,270
2015 Full Cost Recovery Ratio	44%
2016 Full Cost Recovery Ratio	43%
2017 Full Cost Recovery Ratio	43%
2018 Full Cost Recovery Ratio	43%



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Options to Reduce the Status Quo

- Discontinue funding for vacant Community Services Commissioner position (\$300,000 including office costs)
- Consider alternative delivery model for economic development services used by other municipalities
- Recreation and Culture - Options for increasing revenue to improve cost recovery ratios



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Growth Related Pressures – (Discretionary)

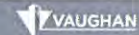


	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Implementation of Previous Decisions:								
New infrastructure operating (ARRs)								
Aboriginal Facilitation & Coordination Support (Cult.)	0.0	0.00	0.0	0.00	0.0	0.02	0.0	-0.01
Additional funding for Special Events (Cult.)	0.0	0.00	0.0	0.00	0.0	0.02	0.0	0.00
Arts & Culture Marketing Material (Cult.)	0.0	0.00	0.1	0.03	0.0	0.00	0.0	0.00
Block 11 Community Centre - 5 ARR	0.0	0.00	0.0	0.00	0.8	0.41	0.0	0.02
Subtotal	0.0	0.00	0.1	0.03	0.8	0.44	0.0	0.00
Maintain/Growth:								
Program and service volume (ARRs)								
Client Services Specialist (Rec.)	0.1	0.05	0.0	0.00	0.0	0.00	0.0	0.00
Communications Specialist (Corp. Comm.)	0.1	0.06	0.0	0.00	0.0	0.01	0.0	0.01
Customer Service Administration Clerk (Rec.)	0.0	0.01	0.0	0.00	0.0	0.00	0.0	0.00
Events Coordinator (Cult.)	0.0	0.00	0.1	0.07	0.0	0.00	0.0	0.00
User fee and service charge volume	-0.1	-0.04	0.0	0.00	-0.6	-0.32	0.0	0.00
Subtotal	0.1	0.08	0.1	0.07	-0.6	-0.30	0.0	0.01
Growth-Related Incremental Costs	0.1	0.08	0.2	0.10	0.3	0.13	0.0	0.02



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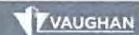
Options to Reduce Growth Related Pressures

- Delay Block 11 Community Centre – better align with growth-related revenues
- Alternative Form of Ownership and Programming Delivery for VMC Community Centre & Library



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New Initiatives

	2015		2016		2017		2018	
	\$ M	%	\$ M	%	\$ M	%	\$ M	%
Supporting Transformation								
Professional Services and Risk Management Support (Audit)	0.1	0.03	0.0	0.00	0.0	0.00	0.0	0.00
Diversity & Inclusivity Signage and Communication Program (Cult.)	0.0	0.00	0.0	0.00	0.1	0.04	-0.1	-0.03
New/Enhanced Services								
Corporate Liaison Coordinator (Rec.)	0.0	0.00	0.0	0.00	0.1	0.05	0.0	0.00
Open to Youth Pilot Project (Cult.)	0.0	0.00	0.0	0.00	0.1	0.04	0.0	0.00
Total New Initiatives	0.1	0.03	0.0	0.00	0.3	0.14	-0.1	-0.03



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Impacts of Not Proceeding with New Initiatives

- Audit – reduced ability to take on unplanned audit work & Risk Management initiation delayed
- Culture – delay in providing extended hours for youth activities and communication plans promoting diversity and inclusivity
- Recreation – delay in resources that will coordinate and optimize community uses of City Hall



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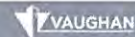


Innovation Reserve | Municipal Sponsorship Program

**Creating New Opportunities To
Avoid This...**



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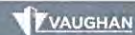


Innovation Reserve | Municipal Sponsorship Program

- Best practices identify that a centralized office will result in the greatest opportunity for success
- Funds will be used to create and staff an “Office of Partnerships” (two positions)
- Assist in generating Non-Taxation revenue such as Naming Rights, Signage, Event Sponsorship
- Base Request \$917,000 – (repayment total of \$1.01MM: includes 10% interest)/Payback schedule eight years
- Expectation is that by year 5 annual net new revenue will be \$500,000 or greater.
- Report coming to FAA Committee Feb 2 (7 p.m.)

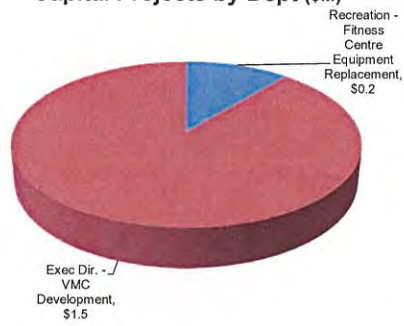


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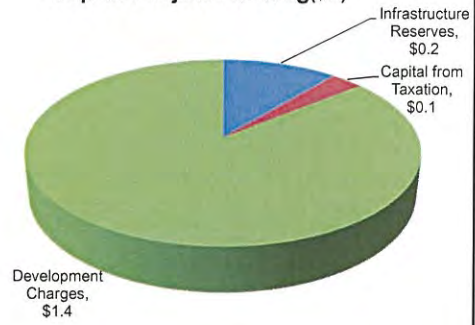
Commission 2015 Capital Budget -

Capital Projects by Dept (\$M)



0.2% of the total City's Capital Expenditures

Capital Project Funding(\$M)



18 Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee