



Council and staff are committed to ensuring fiscal responsibility by ensuring a tax increase of no higher than three per cent per year during this term of Council (2014-2018). The 2016 Budget included an incremental levy requirement that results in a tax rate increase of 2.9 per cent. This target was achieved by identifying innovative and efficient ways to deliver service, by ensuring that user fees, such as those for development applications, are covering costs appropriately, and ensuring the right resources are aligned with the City's Service Excellence Strategy Map. Work will continue in 2017 and 2018 to ensure that the three per cent target is met or exceeded while continuing to provide a standard of service excellence.

Meet Council Tax Rate Targets (no greater than three per cent)

LEGEND: ✓ Completed ● On Track ▲ Issue Identified ● On Hold/Not Started

STATUS	ACTIVITIES
●	Development Engineering, Development Planning, Building Permits and Inspection Services Fee Review
●	Office of Municipal Partnership
●	Solid Waste User Fee Review

KEY ACCOMPLISHMENTS

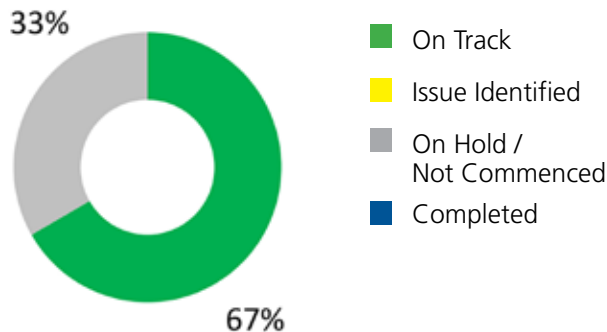
- Raised \$76,000 in partnership funding for Vaughan 25 celebrations
- Completed Development Engineering Fee Review

ISSUES

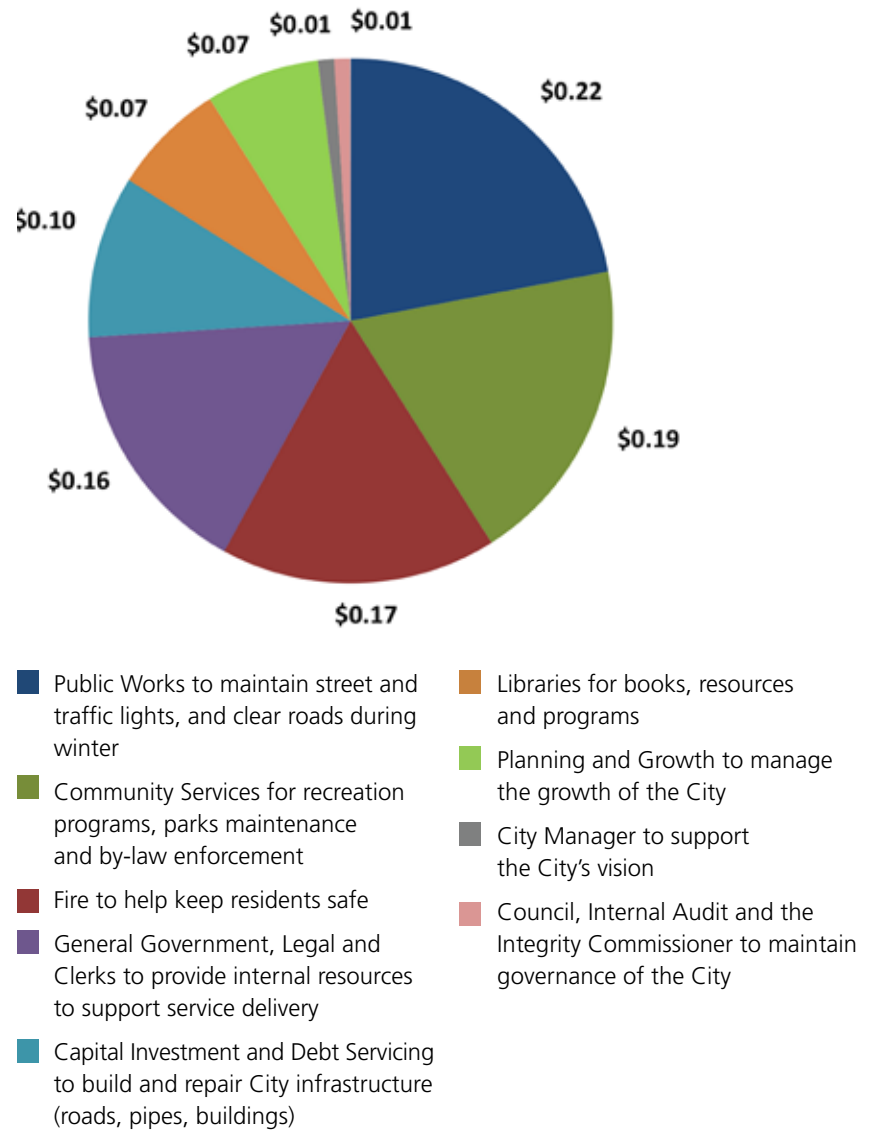
- Full Cost Accounting Study for solid waste user fee review is being conducted by the Region and needs to be completed prior to the City undertaking the Solid Waste User Fee Review. No further reporting will take place for this activity in 2017.

Key Performance Measures

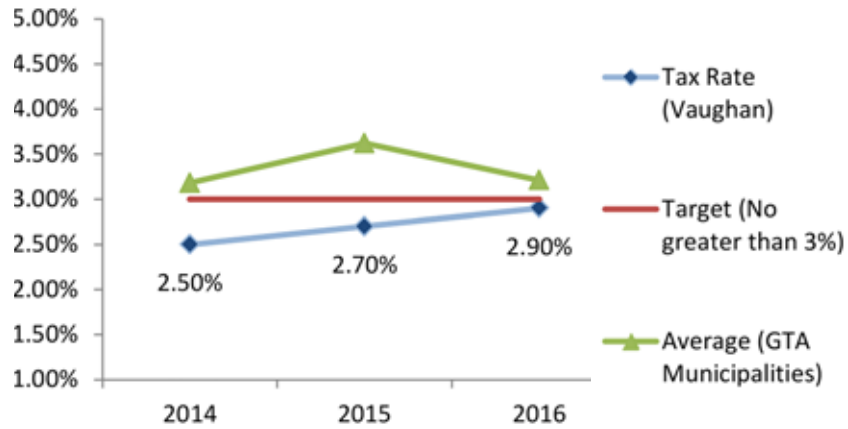
Activity Status:



Where Your Tax Dollar Is Spent



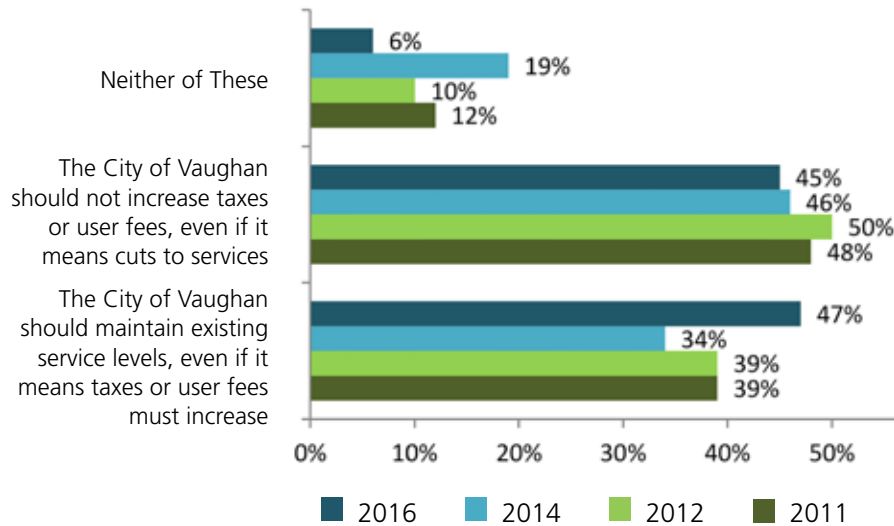
City of Vaughan Tax Rate



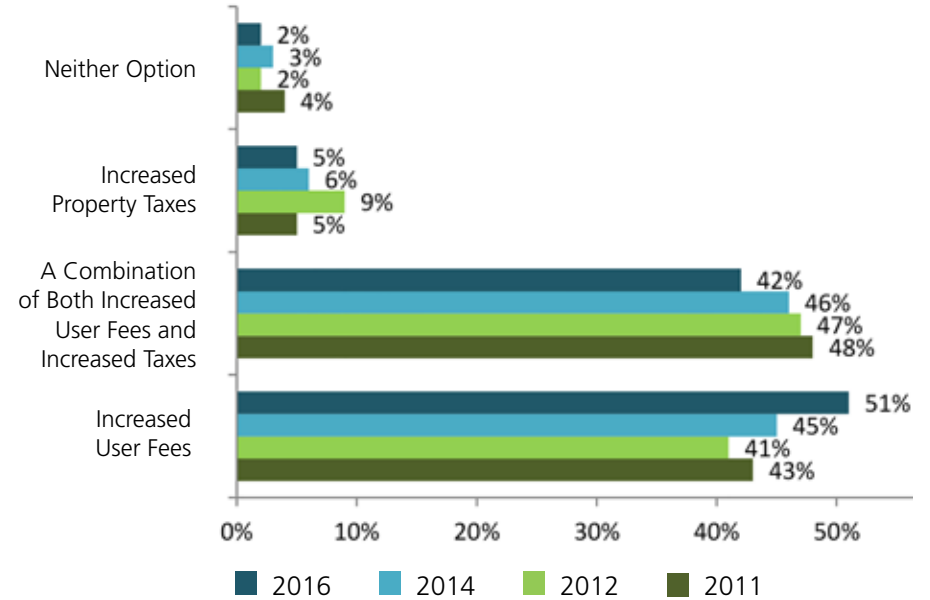
Value for Tax Dollars



Perceptions Around Taxation and Services



Preferred Action to Maintain Service Levels



HOW IS THE CITY DOING?

The activities supporting this priority continue to be on track. A Full Cost Accounting Study is being conducted by the Region and needs to be completed prior to the City's project starting and will not be reported on for 2017 (Solid Waste User Fee Review).

The City of Vaughan has a long-standing dedication to financial management through progressive best practices and prudent financial policies. This includes the implementation of fiscal performance indicators, multi-year budgets and a number of financial policies designed to guide the municipality towards financial sustainability. It is important to understand the City's current financial health and the external factors that impact the City's delivery of programs and services.

The City of Vaughan has consistently met Council's tax rate target of no increase greater than three per cent per year. Over the last five years, the City has averaged a 2.75 per cent tax rate increase, well below the GTA average of 3.66 per cent per year. Over the upcoming year, City Staff will also be undertaking an update to the Development Charge Background Study and By-Law which will ensure the appropriate collection of Development Charges to offset the cost of growth across the City. In addition to this, the City is taking steps to ensure the long-term financial sustainability of the City by developing principles and policies that can guide decision-making. A Long Range Fiscal Model will also be prepared to assist in the development of future budgets and to identify and manage pressures from the timing of growth and development within the City.

After a significant decline in 2014, the proportion of residents who believe they receive good value for their tax dollars has rebounded and is now at the highest level recorded during the collection of data through the Citizen Satisfaction Surveys. The 2016 results indicated that 85 per cent agree

that they receive at least fairly good value for their tax dollars. This is up 13 per cent from 2014. The proportion that say "very good value" is up seven per cent to 19 per cent. This is higher than the national norm (85 per cent vs 80 per cent).

For each tax dollar collected for the City of Vaughan, the largest share - \$0.22 - is committed to Public Works for the maintenance of City roads, streetlights, traffic lights and to keep the roads clear of snow during the winter. \$0.19 of every dollar provides for the provision of recreation programs, the maintenance of City parks and ongoing by-law enforcement. Vaughan Fire and Rescue Service, which works tirelessly for the safety of residents and the community, makes up \$0.17 for every dollar collected from City taxation.

There was an increase of 13 per cent since the 2014 Citizen Survey (34 per cent) in the proportion of residents (47 per cent in 2016) who prefer that the City of Vaughan should maintain existing service levels even if it means an increase in taxes or user fees. Among those who believe the City should maintain current service levels, attitudes are divided as to how to pay for the cost increases. Fifty-one per cent (now at the highest level recorded) favour an increase in user fees, while 42 per cent (now at the lowest recorded) prefer a combination of increased user fees and property taxes. As in the past, few (only five per cent) opt for increased property taxes as a means of maintaining service levels.