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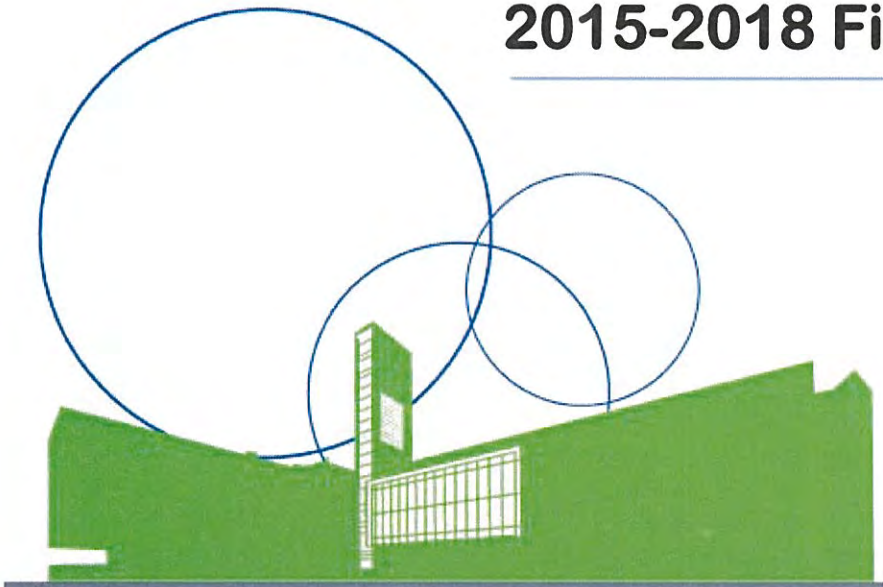
COMMUNICATION
FAA - FEB 2/15
ITEM - 1

Status Update:

2015-2018 Financial Plan



VAUGHAN

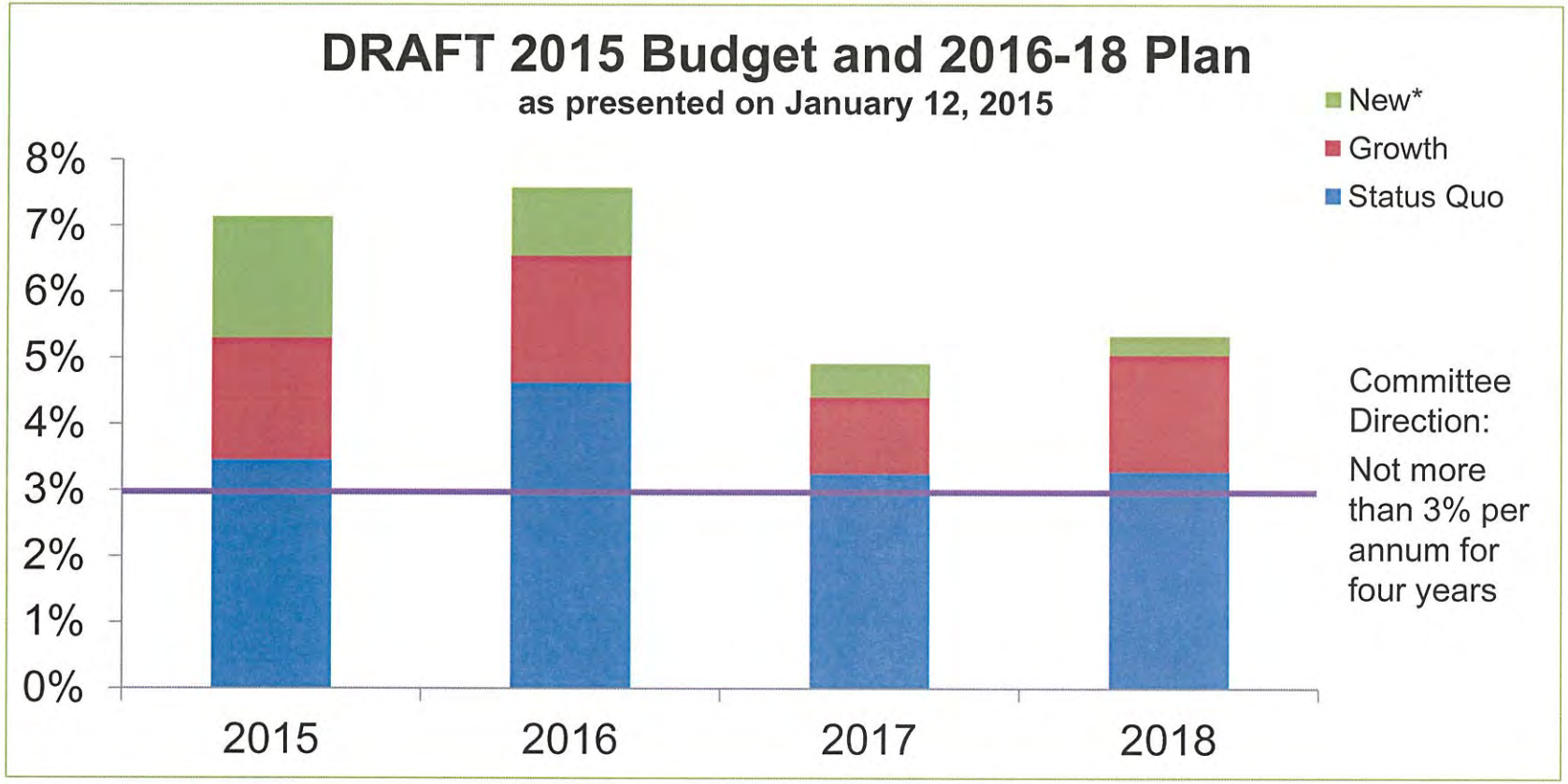
Agenda

- Direction sought from the Committee
- Overview
- Options for Meeting Fiscal Targets
- Next Steps

Direction Sought from the Committee

- Which potential service adjustments are to be incorporated in the 2015 Budget and 2016-2018 Plan
- Which capital projects listed in Attachment 2 are to be deferred to achieve operating savings in the 2015 Budget and 2016-2018 Plan
- Whether the other unquantified options merit further review for potential inclusion in the 2015 Budget and 2016-2018 Plan or consideration during the next budget cycle

Overview: The Fiscal Challenge



* Includes the incremental cost of tree replacement

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Options to Reduce or Eliminate Programs/Services

Commission/ Category	Budget Lever	2015 $M	2015 %	2016 $M	2016 %	2017 $M	2017 %	2018 $M	2018 %	Total $M
Public Works	Longer park grass cutting intervals	0.90	*0.55*	0.90	*0.52*	0.90	*0.50*	0.90	*0.47*	2.70
Public Works	Reduce winter sidewalk maintenance	0.11	*0.07*	1.10	*0.64*	1.10	*0.61*	1.10	*0.58*	2.31
Public Works	Eliminate Windrow	0.00	*0.00*	0.12	*0.07*	1.20	*0.66*	1.20	*0.63*	1.33
Public Works	Reduce shrub bed contract	0.25	*0.15*	0.25	*0.15*	0.25	*0.14*	0.25	*0.13*	0.75
Public Works	Eliminate condo waste collection	0.08	*0.05*	0.15	*0.09*	0.15	*0.08*	0.15	*0.08*	0.38
Public Works	Eliminate Public Works newsletter	0.04	*0.02*	0.04	*0.02*	0.04	*0.02*	0.04	*0.02*	0.12
Public Works	Reduce boulevard grass cutting	0.04	*0.02*	0.04	*0.02*	0.04	*0.02*	0.04	*0.02*	0.11
Public Works	Reduce horticulture displays	0.02	*0.01*	0.02	*0.01*	0.02	*0.01*	0.02	*0.01*	0.05

Reference: Attachment 1

Options to Reduce or Eliminate Programs/Services

Commission/ Category	Budget Lever	2015		2016		2017		2018		Total
		$M	%	$M	%	$M	%	$M	%	$M
Strategic & Corporate Services	New service delivery models: savings	0.50	*0.31*	0.50	*0.29*	0.50	*0.28*	0.50	*0.26*	1.50
City Manager	Eliminate Vacant Commissioner	0.30	*0.18*	0.30	*0.17*	0.30	*0.17*	0.30	*0.16*	0.90
Strategic & Corporate Services	Fleet Operational review: savings	0.15	*0.09*	0.15	*0.09*	0.15	*0.08*	0.15	*0.08*	0.45
Strategic & Corporate Services	Crossing Guards	0.10	*0.06*	0.10	*0.06*	0.10	*0.06*	0.10	*0.05*	0.30
Legal & Administrative Services:	Eliminate public education/outreach	0.00	*0.00*	0.00	*0.00*	0.14	*0.08*	-0.01	*-0.01*	0.14
Strategic & Corporate Services	New RFP for cafeteria services	0.00	*0.00*	0.05	*0.03*	0.05	*0.03*	0.05	*0.03*	0.10

Options to Reduce or Eliminate Programs/Services

Commission / Category	Budget Lever	2015 $M	2016 $M	2017 $M	2018 $M
Strategic & Corporate Services	Eliminate golf/ski programs	TBD	TBD	TBD	TBD
Legal & Administrative Services	Parks & Community Patrol - reduction in community presence	TBD	TBD	TBD	TBD
Legal & Administrative Services	Archival Services of Local Artifacts	TBD	TBD	TBD	TBD
Legal & Administrative Services	Events & Council Security	TBD	TBD	TBD	TBD
Legal & Administrative Services	Courier Services	TBD	TBD	TBD	TBD
Legal & Administrative Services	Animal Shelter	TBD	TBD	TBD	TBD

Reference: Attachment 1

Growth-related Investments Deferred – Capital Related Operational Costs

Commission / Category	Budget Lever	2015 $M	2015 %	2016 $M	2016 %	2017 $M	2017 %	2018 $M	2018 %	Total $M
	Block 11 – Carville Community Centre, Library & District Park									
Strategic & Corporate Services	B&F-Carrville Library	0.00	*0.00*	0.00	*0.00*	1.32	*0.73*	0.75	*0.40*	2.07
City Manager	Block 11 Community Centre - 5 ARRs (Recreation)	0.00	*0.00*	0.00	*0.00*	0.79	*0.44*	0.04	*0.02*	0.83
Vaughan Public Libraries	Carrville Library (Block 11)	0.01	*0.00*	0.10	*0.06*	0.66	*0.37*	0.03	*0.02*	0.80
	Block 11 Total	**0.01**	***0.00***	**0.10**	***0.06***	**2.77**	***1.54***	**0.82**	***0.43***	

- Construction at Block 11 facilities is slated to begin this year.

Reference: Attachment 2

Growth-related Investments Deferred – Capital Related Operational Costs

Commission / Category	Budget Lever	2015		2016		2017		2018		Total
		$M	%	$M	%	$M	%	$M	%	$M
Fire	Fire Stn 7-4	0.00	*0.00*	0.85	*0.49*	1.18	*0.65*	0.62	*0.32*	2.65
Fire	Fire Stn 7-6	0.00	*0.00*	0.00	*0.00*	0.14	*0.08*	0.60	*0.32*	0.74
Vaughan Public Libraries	Vellore Village - South	0.10	*0.06*	0.61	*0.35*	0.03	*0.01*	0.03	*0.01*	0.76
Vaughan Public Libraries	Vellore Village - North	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.01	*0.00*	0.01
Vaughan Public Libraries	Civic Centre Resource Library - full gapping	1.03	*0.63*	-1.03	*-0.60*	0.00	*0.00*	0.00	*0.00*	0.00

Reference: Attachment 2

Growth-related Investments Deferred – Capital Related Operational Costs

Commission/ Category	Budget Lever	2015		2016		2017		2018		Total
		$M	%	$M	%	$M	%	$M	%	$M
Planning	Riverside Park - Tennis Court Design & Construction	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.01	*0.01*	0.01
Planning	Rimwood Park – Fencing	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.00
Planning	Block 18 District Park Development	0.00	*0.00*	0.05	*0.03*	-0.05	*-0.03*	0.00	*0.00*	0.00
Planning	Bathurst Estate Park - Tennis Lighting	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.01	*0.01*	0.01
Planning	Block 40 Neighbourhood Park Design & Construction	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.09	*0.05*	0.09
Planning	Block 47 Neighbourhood Park Design & Construction	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.10	*0.05*	0.10
Planning	Civic Centre - Public Square Design	0.00	*0.00*	0.00	*0.00*	0.02	*0.01*	0.00	*0.00*	0.02

Reference: Attachment 2

Growth-related Investments Deferred – Capital Related Operational Costs

Commission / Category	Budget Lever	2015 $M	2015 %	2016 $M	2016 %	2017 $M	2017 %	2018 $M	2018 %	Total $M
Planning	Frank Robson Park - Ball Diamond Irrigation System	0.00	*0.00*	0.00	*0.00*	0.01	*0.00*	0.00	*0.00*	0.01
Planning	Vaughan Grove Sports Park - OSA Sports Lighting	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.04	*0.02*	0.04
Planning	Block 40 District Park Construction	0.26	*0.16*	0.26	*0.15*	0.00	*0.00*	0.00	*0.00*	0.00
Planning	Rosemount Community Centre/City Playhouse - Ball Diamond Fence	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.00	*0.00*	0.00
Planning	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	0.00	0.00	0.00	0.00	0.04	0.02	0.00	0.00	0.04
Planning	Block 40 Urban Square Design and Construction	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.02	0.04

Reference: Attachment 2

Growth-related Investments Deferred – Capital Related Operational Costs

Commission / Category	Budget Lever	2015		2016		2017		2018		Total
		$M	%	$M	%	$M	%	$M	%	$M
Planning	Block 30 VMC Park Design and Construction	0.00	0.00	0.00	0.00	0.09	0.05	0.00	0.00	0.09
Planning	Concord Thornhill Regional Park -Washroom and Change Room	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.01	0.01
Planning	Block 61 Neighbourhood Park Design and Construction	0.00	0.00	0.00	0.00	-0.07	-0.04	0.07	0.04	0.00
Planning	Matthew Park - Shade Structure	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.01	0.01
Planning	Block 59 District Park-Design and Construction	0.00	0.00	0.39	0.22	-0.39	-0.21	0.00	0.00	0.00
Planning	McNaughton Park-Soccer Field Fencing Extension	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.01
Planning	WVEA Block 59 Sports Field-Design and Construction	0.00	0.00	0.00	0.00	0.20	0.11	0.00	0.00	0.20

Options to Increase Existing User Fees or Introduce New Fees

Commission/ Category	Budget Lever	Implementation Timeline	2015 $M	2015 %	2016 $M	2016 %	2017 $M	2017 %	2018 $M	2018 %
Strategic & Corporate Services	Review current rental recovery	Short-term	0.05	*0.03*	0.10	*0.06*	0.10	*0.06*	0.10	*0.05*
Vaughan Public Libraries	Non-core program revenues	Short-term	TBD		TBD		TBD		TBD	
Vaughan Public Libraries	Increase other revenues	Short-term	TBD		TBD		TBD		TBD	
Legal & Administrative Services	Increase fines: enforcement not compliance (e.g. parking tickets)	Short-term	TBD		TBD		TBD		TBD	
Strategic & Corporate Services	Recreation fees to include building & facilities cost in cost of programs	Short-term	TBD		TBD		TBD		TBD	
Planning	Q1-15 new fees by-law for Building Standards	Short-term	TBD		TBD		TBD		TBD	
Planning	Development Engineering fee review could impact Planning	Short-term	TBD		TBD		TBD		TBD	
City Manager	Recreation User Fee Study and Older Adult Study	Short-term	TBD		TBD		TBD		TBD	

Reference: Attachment 4

Options to Increase Existing User Fees or Introduce New Fees

Commission/ Category	Budget Lever	Implementation Timeline	2015 $M	2015 %	2016 $M	2016 %	2017 $M	2017 %	2018 $M	2018 %
Legal & Administrative Services	Increase user fees	Medium-term	TBD		TBD		TBD		TBD	
Legal & Administrative Services	New user fees (e.g. parking permits, CIL for industrial/employment lands)	Medium-term	TBD		TBD		TBD		TBD	
Strategic & Corporate Services	Review service level agreements	Medium-term	TBD		TBD		TBD		TBD	
Strategic & Corporate Services	Offer corporate services/expertise to other organizations	Medium-term	TBD		TBD		TBD		TBD	
Fire	New By-laws (Life Safety, Fire Investigation Fees)	Medium-term	TBD		TBD		TBD		TBD	
Fire	Expand Dispatch Services	Medium-term	TBD		TBD		TBD		TBD	
City Manager	Recreation Other options to improve cost recovery ratios	Medium-term	TBD		TBD		TBD		TBD	

Options to Increase Existing User Fees or Introduce New Fees

Commission/ Category	Budget Lever	Implementation Timeline	2015 $M	2015 %	2016 $M	2016 %	2017 $M	2017 %	2018 $M	2018 %
Strategic & Corporate Services	Build a four storey administrative building and lease office space	Long-term	TBD		TBD		TBD		TBD	
City Manager	Economic Development - Office of Partnerships	Long-term	TBD		TBD		TBD		TBD	

Options for Innovative Service Delivery

Commission/ Category	Budget Lever	Implementation Timeline	2015 $M	2016 $M	2017 $M	2018 $M
Legal & Administrative Services	Print strategy	Short-term	TBD	TBD	TBD	TBD
Strategic & Corporate Services	Enhancing ITM service contracts	Short-term	TBD	TBD	TBD	TBD
Legal & Administrative Services	Expand on-line services	Medium-term	TBD	TBD	TBD	TBD
Legal & Administrative Services	Introduce service kiosks	Medium-term	TBD	TBD	TBD	TBD
Legal & Administrative Services	Consolidate licensing functions in By-law & Compliance and Clerk's Office	Medium-term	TBD	TBD	TBD	TBD
Strategic & Corporate Services	Expansion/Integration of Access Vaughan and other departments	Medium-term	TBD	TBD	TBD	TBD
City Manager	Economic Development Services delivery	Medium-term	TBD	TBD	TBD	TBD
City Manager	Alternative form of ownership/ program delivery for VMC Community Centre/Library	Long-term	TBD	TBD	TBD	TBD

Reference: Attachment 5