

2014 Budget and 2015-17 Financial Plan

Fiscal Sustainability Always A Priority

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Ontario**

For the Fiscal Year Beginning

January 1, 2013

Executive Director

Message from the Committee Chair



Ward 1 Councillor
Marilyn Lafrate

CHAIR OF THE FINANCE,
ADMINISTRATION &
AUDIT COMMITTEE

I am very proud to have served as the Chair of the Finance, Administration and Audit Committee for the past two years. Forward progress has been achieved on a number of important programs and initiatives and I would like to thank all members for their hard work and contributions.

The budget process is a challenging annual exercise that this committee takes very seriously. We are all committed to providing the best services for our residents and businesses. By working together, we have been able to demonstrate financial leadership and discipline.

The City's 2014 Operating and Capital budgets were unanimously passed on Feb. 18, 2014, subsequently, the Water & WasteWater budgets were approved on April, 29 2014. Once again, we were able to keep our property tax increase to one of the lowest in the GTA. The residential tax increase for the City of Vaughan in 2014 is 2.5 per cent which represents an additional \$31 per year on the average residential property assessed at \$551,000. This is slightly lower than last year's increase of 2.69 per cent.

The 2014 budget focuses on a range of capital projects such as road rehabilitation and watermain replacement, park development, street and walkway lighting improvements, design of the Vellore Village South Library, construction of the Civic Centre Resource Library, and infrastructure improvements at various community centres. Other highlights include the addition of firefighters at Station 7-5 in the community of Woodbridge.

For the first time, the 2014 process allowed us to analyze the budget in three categories of maintaining service levels, improving service levels and new service levels. This allowed for a more comprehensive assessment of what is needed now and what will be required in the future. Long-term financial planning with the 2015-2017 Plan allows us to prioritize and offers residents the opportunity to see where the City is going and how future services will be affected.

The 2014 budget reflects strong financial leadership and includes a range of projects that will continue to enhance the quality of life for our residents. I am extremely proud of the responsible and realistic plan that strikes a balance between the services residents need, city-building initiatives and low tax rates.

This past year also took us to a new level in community engagement. The budget website content was enhanced and improved and two educational videos were created and posted on YouTube. Live Twitter coverage was provided at the Nov. 12 public meeting, and on Jan. 16 an hour-long Ask the Budget Expert session was held on Twitter with Finance and Corporate Communications. All of these initiatives helped us to reach more of our residents and involve them in the budget process.

I would like to thank all Members of Council for their hard work and support and also recognize the efforts of City staff, in particular, the Finance Commission for their contributions and dedication to service excellence.

Executive Summary

CITY OF VAUGHAN SENIOR MANAGEMENT TEAM:



Interim City Manager
Barbara Cribbett



Commissioner of
Planning
John Mackenzie



Commissioner of
Finance & City Treasurer
John Henry



Commissioner of Legal &
Administration Services
MaryLee Farrugia



Commissioner of Strategic
& Corporate Services
Joseph Pittari



Commissioner of
Engineering & Public Works
Paul Jankowski

Message from the City Manager

Every day our dedicated employees demonstrate the City of Vaughan's commitment to service, organizational and staff excellence. I am incredibly proud of the successes we have achieved this year, including our fitness and health programs receiving the Heart Wise designation, Vaughan Celebrates Concerts in the Park and Vaughan Celebrates WinterFest being recognized as two of the top 100 festivals and events in Ontario, our business mission to Israel earning an award of excellence from the Economic Development Council of Ontario, and our Corporate Communications department winning three 2014 APEX Awards of Excellence for achieving communications excellence. These are just a few examples of the accomplishments that continue to make Vaughan a world-class city.

This is an exciting time in Vaughan as there are a number of key initiatives underway, including the development of the Vaughan Metropolitan Centre, construction of the Civic Centre Resource Library, ground breaking of the Mackenzie Vaughan Hospital and continued progress on the Toronto-York Spadina Subway Extension. These achievements could not have been possible without strong financial leadership and discipline which ensure our residents receive value for their tax dollars. All of this, as well as the organizational accomplishments we're making every day, helps us to improve efficiency, maintain transparency and be financially responsible.

I am pleased to share the 2014 Budget Book with our residents and businesses. It provides an overview of the City's operating budget, Vaughan Healthcare Centre Precinct Plan - Development Levy, water and wastewater services budgets, and capital budget. It also includes information on the City's strategic plan, financial policies, departmental business plans and our community's growth. I look forward to what happens next as we work together to create a great future for Vaughan.

Barbara Cribbett,
Interim City Manager

Executive Summary

SHAPING THE FUTURE

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. Over the next decade, the City of Vaughan is expected to undergo a tremendous transformation fuelled by sustained high growth rates, provincially driven intensification, infrastructure renewal pressures, and a number of vision based master plans reflecting important community needs.

Recognizing these challenges, the City has responded by introducing or expanding a number of initiatives related to longer term financial planning. The concept of multi-year planning and prioritization is at the heart of the budget process. This future oriented focus provides greater certainty about the direction of City services, finances, and tax levels. This is a very strategic approach intended to generate discussion on where the City's future resources should be focused to best support the Community. The primary benefits of these initiatives are numerous and include:

- ✓ Develop an achievable and resourced plan
- ✓ Ensure resource allocation is guided by the City's vision and strategic themes
- ✓ Better communicate the City's direction and focus

In addition, Public consultation and input are critically important elements of the budget process and essential to validate the needs of the community and balance them within available resources. Overall, six public committee meetings were held to develop the City's financial Plan. Despite unusually low assessment growth figures and other pressures, opportunities were leveraged to manage the tax rate increase such as Power Stream dividends, reserve planning, corporate adjustments and modifying the Additional Resource Requests (ARR). Tough choices were required to balance "Maintaining Services", "City Building Initiatives" and "Keeping Tax Rates Low". The final recommendation is a blend of all three ideals with a weighted focus on maintaining service levels. In some situations the result is not optimal, but necessary to minimize tax pressures on the community and demonstrate respect for the tax payer's dollar. The above situation further supports the need to continue multi-year business planning in order to stimulate discussions on how to address future challenges.

ECONOMIC CONTEXT

According to the TD Economics April 8, 2013 report, the Canadian economy is forecasted to improve. Below is a brief summary from that report.

"The report is clearly indicative of the struggles faced by the Canadian economy in the latter half of 2012. The increasingly positive outlook speaks volumes about where the Canadian economy is headed this year. Indeed, TD Economics anticipates an acceleration of growth this year. While there have been some bumps along the road, we expect the US economic recovery to gain momentum in the months ahead which, in turn, should drive a stronger export profile

Executive Summary

here in Canada. Combined with continued resilience in the domestic economy, real GDP growth in Canada should accelerate to the 2-3% range on a quarterly annualized basis by the second half of 2013. For the Bank of Canada, the moderate growth profile and well-anchored inflation expectations imply little reason to move off the sidelines in the near term. We continue to expect interest rates to remain on hold until the end of next year.”

The above information is relatively global and is intended to provide a general economic context, which may change over time and may not reflect Vaughan’s micro economic situation.

OPERATING BUDGET HIGHLIGHTS

The City has always considered increasing taxes as a last resort.

The City has followed a very thorough process to minimize any tax increase while maintaining levels of service and meeting regulatory requirements. Very tight budget guidelines approved by Council, were issued to all departments limiting increases to established commitments and pre-defined external pressures. It is important to note, the guidelines do not allow “across the board” increases or increases for new staffing.

In addition to the strict budget guidelines, a number of additional resource requests were put forward by departments to maintain service levels, comply with regulatory requirements and implement new initiatives. Council and Senior Management spent a significant amount of time reviewing, prioritizing and optimizing the budgets in order to develop a realistic and responsible financial plan. Reducing requests was difficult for decision makers, who were frequently faced with the dilemma of choosing between “building a progressive City” and “keeping tax rates low”. In the end, the process resulted in a blend of ideals. The resulting outcome of above efforts is illustrated below.

Approved			Recognized		
2014			2015		
Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
2.50%	3.92	\$31	6.70%	11.04	\$85

2016			2017		
Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
4.41%	7.98	\$60	4.22%	8.23	\$60

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Major Additional Resource Request (ARR) Highlights & Elements			
2014	2015	2016	2017
Community Safety STN 7-5 10 Firefighters District Fire Chiefs	Training Officer Emergency Planner	STN 7-6 10 Firefighters District Fire Chiefs Fire Prevention Inspector	STN 7-6 10 Firefighters
Community And Library Services Fr. Ermano CC - Facility Operator Park Maintenance Forestry Arborist Playground Safety Surface Training Building & Facilities Maintenance and Repairs Hard Surface & Court Repairs	Civic Centre Resource Library Park Maintenance	Block 11 CC - Facility Operator Park Maintenance Carville PT Facility Operator Vellore Village South Library Avondale Park (North Maple) Attendants Oakbank Pond Maintenance	Block 40/41/42 CC Staff Park Maintenance Block 11 CC - Staff Increase grass cutting frequency
City Building Initiatives VOP 2010 Resourcing Plan VMC Implementation Resourcing Plan Asset Management Business Development Officer Economic Development Coordinator Transportation Engineer	New Vaughan Vision Strategic Plan Electric Vehicle Feasibility Program Pilot EDMS Staffing Real Estate - Acquisitions Business Development & Attraction	Citizen Public Engagement Survey Property Tax System - sys. maintenance Arts & Culture Marketing Material	Business Change Consultants Open to Youth Pilot Project Diversity & Inclusivity Signage and Communication Program

Through prudent policies, tight budget guidelines and strong leadership, the City has provided residents tremendous value by offering some of the lowest property tax rates in York Region and the Greater Toronto Area, while providing high quality services to the community. Following is a comparison of GTA tax increases over the past 4 years.

Municipality	2014	2013	2012	2011	Average
Caledon	4.98%	5.70%	5.24%	10.40%	6.6%
Mississauga	6.10%	7.00%	7.40%	5.80%	6.6%
King	2.59%	3.42%	8.90%	5.66%	5.1%
Oakville	2.11%	3.01%	6.55%	5.93%	4.4%
Brampton	2.90%	4.90%	4.90%	4.10%	4.2%
Newmarket	2.72%	3.74%	3.95%	5.89%	4.1%
Barrie	2.03%	3.30%	3.60%	6.50%	3.9%
Milton	3.63%	3.00%	3.60%	4.86%	3.8%
Aurora	3.75%	3.42%	4.77%	1.94%	3.5%
Burlington	3.50%	4.46%	3.29%	0.90%	3.0%
Vaughan	2.50%	2.69%	2.95%	1.95%	2.5%
Richmond Hill	2.04%	2.50%	2.45%	2.95%	2.5%
Markham	2.49%	1.50%	1.50%	0.00%	1.4%
Average	3.18%	3.74%	4.55%	4.38%	4.0%

Other Topics of Interest

Public Service Renewal (PSR) – PSR is viewed as a process to further evolve the corporate culture to continuously seek and support opportunities for positive change resulting in service excellence. The breadth of opportunities extends beyond workforce and workplace renewal expanding to include opportunities for improvement in general. Through the program review process, PSR has been seen as an opportunity to improve efficiencies, reduce red tape, streamline the levels of bureaucracy and address capacity issues.

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Ice Storm –The December 2013 ice storm is expected to have a significant financial impact to the 2014 operations. No costs related to the storm clean-up have been included in the budget. It is anticipated that the Ontario Ice Storm Assistance Program will help mitigate some of these costs with direct financial compensation. The only known exception to the provincial funding will be the replacement of trees damaged during the ice storm. A separate staff report to Council is expected in 2014 to present a tree replacement strategy.

Vaughan Holdings Inc. (VHI) Special Dividend – A special dividend of \$3.6M was declared by VHI and incorporated into the 2014-17 Budget and Plan, to fund two complex and integrated City wide initiatives: 1) Official Plan Review: Secondary Plans and 2) Vaughan Metropolitan Centre Development Implementation.

VAUGHAN HEALTHCARE CENTRE PRECINCT PLAN (VHCPP) - DEVELOPMENT LEVY

The need for a hospital in Vaughan is widely recognized and is a key priority for Vaughan Council. The City has taken steps to bring a much-needed hospital and other health care resources to Vaughan. Construction of the new Mackenzie Vaughan Hospital is planned for the fall of 2015 and it will take approximately 3 years to build. The new hospital is scheduled to be fully operational by 2018/2019.

In April of 2013, the Ontario Government announced it is investing an additional \$49.7 million for planning and design of Mackenzie Health's new Mackenzie Vaughan Hospital.

"Today's announcement is a testament to what can be achieved through focus, discipline and determination. It is an example of what can be achieved when government and communities work together. Our positive and constructive approach continues to bear fruit. The City of Vaughan, the Region of York, Mackenzie Health and the Province of Ontario, all share one common goal, and that is to bring the Mackenzie Vaughan Hospital to life. Today, we are one step closer to that goal." — Maurizio Bevilacqua, Mayor, City of Vaughan



Mayor and Members of Council at City Hall after the province announced a \$49.7 million planning grant to Mackenzie Health in support of the planning and design of the Mackenzie Vaughan Hospital.

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The Government of Ontario requires the local community to support the development of a hospital through financial contributions. In 2009, the City of Vaughan approved an \$80m funding strategy to support the realization of the Vaughan Healthcare Centre Precinct Plan, which is envisioned to provide a hospital and network of healthcare related services and amenities. The approved strategy is based on a dedicated Healthcare Centre Precinct Plan - Development Levy, which was phased in over five years, ending in 2013. For 2014, no further tax increase for this purpose was required. On average the Healthcare Centre Precinct Plan - Development Levy is approximately \$60 for the average home assessed at \$551k.

To date a location has been secured and the City is moving forward in the spring of 2014 to prepare the area for development, which includes putting necessary municipal infrastructure in place to support the new hospital site.

Infrastructure Ontario and the Ministry of Health and Long-Term Care are working with Mackenzie Health to construct the new facility. Infrastructure Ontario and Mackenzie Health are in the early stages of a process to select a team to design, build, finance and maintain a new state-of-the-art hospital. A request for proposals is planned to be issued in the fall of 2014.

WATER AND WASTEWATER/STORM SERVICES HIGHLIGHTS

The Water & WasteWater/Storm Operations Budget provides for the delivery of clean potable water and wastewater/storm services that includes infrastructure maintenance, administration, financing, overhead costs and most importantly funding future infrastructure requirements. Water and wastewater/storm services are reported separately as they are entirely rate supported and self-funding. The 2014 water and wastewater/storm budgets were approved on April 29, 2014. The budgets include an annual rate increase of 5.85% for water and an 11.50% increase for wastewater for a combined increase of 8.85%. The annual residential impact on the average household consumption of 300 cubic meters of water is \$75.27 or \$6.27 per month. Nearly three quarters of this increase, approximately \$54, is a result of water costs passed through by the Region of York and other levels of government. The largest component of the consumption rate is the purchase of potable water and waste water treatment services provided by the Region of York.

The rate increase is the result of:

- The Regional increase of 7.5% for the cost of potable water and the increase of 12% for wastewater services. This increase is based on Regional water and wastewater reserve adequacy study.
- The impact of inflationary pressures.
- The net increase in maintenance, administration, additional staffing resources and other expenditures.
- The required increase in the contribution to the water and wastewater reserves.

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The 2014 budgeted transfer from water operations to the water reserve is \$5.7M. These funds will provide for the future requirements of the water infrastructure. The forecasted capital drawdown on the reserve in 2014 for water related infrastructure needs is expected to be \$4.2M. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.3M. The budgeted reserve balance at the end of 2014 is projected to be \$33.8M after committed projects. These funds will provide for future infrastructure requirements to ensure safe drinking water systems, as required under the new Municipal Drinking water License Program.

The 2014 budgeted transfer from wastewater/storm operations to the reserve is \$6.0M. The capital drawdown on the reserve in 2014 for wastewater related infrastructure needs is \$.3M. Committed capital projects not yet begun or completed total \$2.7M. The budgeted reserve balance at the end of 2014 is projected to be \$41.0M after committed projects. These funds will provide for future infrastructure requirements to ensure the system is financially sustainable, as required by SDWA.

CAPITAL BUDGET HIGHLIGHTS

In the preparation of the 2014 Capital Budget a number of issues were taken into consideration. The pressures of maintaining existing infrastructure and growth requirements were balanced against available funding, the impact on future operating budgets and the staff resources to undertake and manage the capital projects. Capital projects were prioritized and funding availability based on established policies; level of discretionary reserves, individual reserve targets, debt limitations, the requirement for funds to be on hand, etc. After significant preparation and deliberation the process resulted in the following capital plan summary and community priorities.

		Recognized		
	2014	2015	2016	2017
Capital Budget	\$51.7M	\$75.1M	\$129.7M	\$153.9M
# of Projects	222	150	106	129
% Related to Renewal	55%	57%	71%	43%

Executive Summary

Major Capital Project Highlights & Elements			
2014 Budget	2015 Plan	2016 Plan	2017 Plan
Vellore Village Library	Vellore Village Library	Vellore Village Library	
Civic Centre Library	Black Creek Renewal	Black Creek Renewal	Black Creek Renewal
Road Rehabilitation & Watermain Replacement	Road Rehabilitation & Watermain Replacement	Road Rehabilitation & Watermain Replacement	Road Rehabilitation & Watermain Replacement
Library Resource Materials	Library Resource Materials	Library Resource Materials	Library Resource Materials
Corporate Asset Management	CP Railway Ped Crossing	CP Railway Ped Crossing	CP Railway Ped Crossing
Major Mac. Sidewalk/Streetlight	Carville CC & Library	Carville CC & Library	Carville CC & Library
Kirby Road EA	North Maple Regional Park	North Maple Regional Park	North Maple Regional Park
Sonoma Heights Community Park - Ball Diamond Lighting	Concord West Streetscape	Concord West Streetscape	Concord West Streetscape
Maple Reservoir Park - Senior Soccer Field Lighting	Electronic Document Management System	Electronic Document Management System	Electronic Document Management System
Al Palladini CC Roof Replacement	Reposition Fire Stn 7-4	Reposition Fire Stn 7-4	Replace 7955 Aerial 55 FT
Culvert Replacement - Merino Road	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	New West Yard	New West Yard
Yorkhill District Park - Playground Redevelopment	Replace 7966 Rescue Truck	Replace Aerial 7968 - Smeal 32m	Vellore Village Community Centre - Soccer Field Redevelopment
Torii Park - Tennis Court Reconstruction	York Hill Park - Tennis Court Replacement	Replace 7972 Pumper	LeParc Park - Tennis Court Reconstruction
Calvary Church Sports Fields - Soccer Field Redevelopment	Al Palladini CC Refrigeration Plant Equipment Replacement	Replace 7971 Pumper	Rosedale Park North - Tennis Court Reconstruction
Traffic Data Collection Inventory		Replace HAZ MAT 7942	Maple Library Renovations

Funding Sources and Department Allocation

The Capital Plan is funded from a variety of sources and allocated to many departments. As illustrated the capital budget is almost split evenly between infrastructure renewal and growth development projects. Furthermore, the majority of capital projects are community service based and relate to community centres, libraries, roads, parks, etc. Illustrated below is the Capital Budget and Plan funding sources and Capital Expenses by department.

Proposed Capital Budget by Funding Source (\$m)

	2014	2015	2016	2017	4YR Total	
Development Charges	10.24	33.25	63.85	52.10	159.44	39%
Infrastructure Reserve	16.05	14.52	18.34	12.94	61.85	15%
Gas Tax	10.95	8.29	7.90	6.95	34.09	8%
Transfer from Taxation	6.36	6.32	8.00	6.95	27.63	7%
Debenture Financing	6.52	12.33	31.05	74.88	124.78	30%
Other Reserves	1.63	0.39	0.57	0.04	2.64	1%
Grand Total	51.74	75.11	129.71	153.87	410.43	

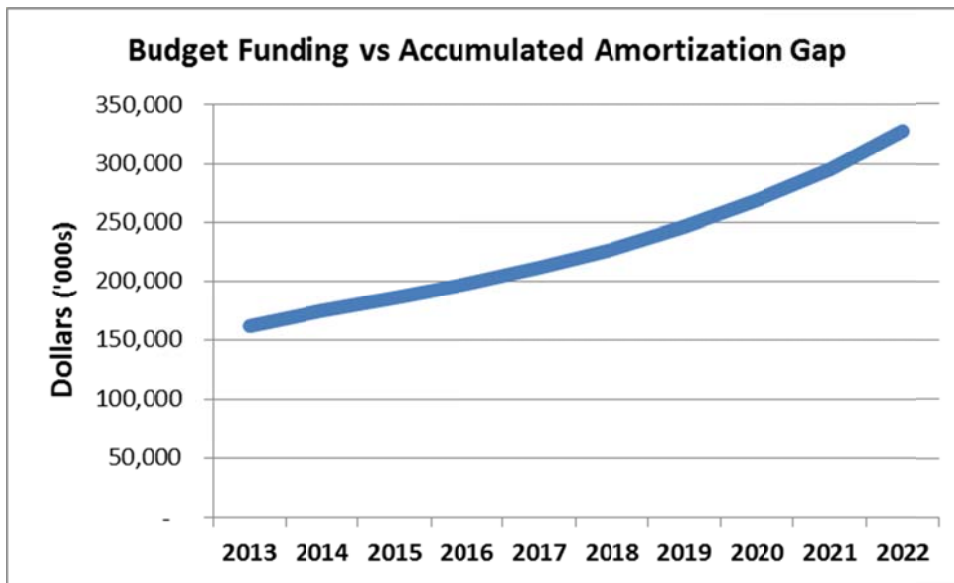
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Proposed Capital Budget by Department (\$m)

	2014	2015	2016	2017	4YR Total	
Engineering Services	21.57	18.85	21.82	21.41	83.65	20.4%
Public Works	3.31	3.75	20.02	47.77	74.86	18.2%
Development Transportation Engineering	2.45	16.72	25.63	22.49	67.28	16.4%
Building & Facilities	3.40	5.12	34.28	20.97	63.78	15.5%
Park Development	7.96	17.35	8.85	26.94	61.09	14.9%
Libraries	4.96	2.81	6.60	7.98	22.35	5.4%
Fire & Rescue Services	0.37	3.93	8.12	0.90	13.32	3.2%
Park & Forestry Operations	2.10	2.23	1.54	1.51	7.38	1.8%
Information Technology Management	1.21	1.94	1.66	1.60	6.39	1.6%
Fleet	2.52	1.41	0.80	1.32	6.06	1.5%
Real Estate	0.27	0.27	0.27	0.27	1.07	0.3%
Development Planning	0.38	0.25	0.00	0.13	0.76	0.2%
Recreation	0.20	0.27	0.13	0.13	0.72	0.2%
Building Standards	0.54	0.00	0.00	0.00	0.54	0.1%
ByLaw & Compliance	0.24	0.11	0.00	0.00	0.36	0.1%
Human Resources	0.11	0.00	0.00	0.10	0.22	0.1%
Emergency Planning	0.00	0.00	0.00	0.20	0.20	0.0%
Finance	0.00	0.00	0.00	0.15	0.15	0.0%
Economic & Business Development	0.10	0.00	0.00	0.00	0.10	0.0%
Access Vaughan	0.05	0.05	0.00	0.00	0.10	0.0%
Environmental Sustainability	0.00	0.05	0.00	0.00	0.05	0.0%
Grand Total	51.74	75.11	129.71	153.87	410.43	

The Infrastructure Renewal Challenge - The future condition and state of municipal infrastructure is an important factor in maintaining the community's overall quality of life and economic health. A prevailing challenge facing the City is its ability to sustain its community infrastructure network. The City continues to grow at an unparalleled pace, adding new facilities, parks, and transportation networks on an annual basis, which are primarily funded by the development industry, leaving the City to finance future replacement costs from its limited tax base. As the City continues to develop and mature this situation will grow. Consequently, it is vital to secure new funding to protect and sustain the Community's foundation. Moving forward, the City has implemented a consolidated reserve policy, instituted asset renewal contribution policies, developed a Financial Master Plan, developed corporate asset management strategy and is in the beginning stages of implementing this strategy.

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Demonstrating Financial Stability

As a result of the City's longstanding dedication to financial management, through progressive best practices and prudent policies, the City is in a stronger financial position than most municipalities. Over time, the City has developed a series of guiding financial policies and targets to assist in developing the Capital Budget, which have a positive impact on the financial stability of the City of Vaughan. They are as follows:

Policy	Estimated @ December 31st					Target
	2013	2014	2015	2016	2017	
Discretionary Reserve Ratio	73%	67%	63%	58%	63%	>50% of own source revenues
Working Capital Ratio	10%	10%	9%	9%	9%	>10% of own source revenues
Debt Level Ratio*	6%	6%	6%	6%	5%	<10% of own source revenues

Note - *Includes commitments for OSA and Vaughan Sports Complex equating to approximately 0.5% of the ratio

As illustrated above, the City is either meeting or exceeding these targets. Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. Working capital funds provide in-year cash flow requirements. This ratio is relatively stable over the 4 year-term, but does illustrate a slight decline as a result of contributions being surplus based, which are not forecasted. The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. The City's policy limits debt to a maximum of 10% of total City revenue, which is significantly lower than the Province's 25% maximum. This ratio is relatively stable over the capital plan.

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CONCLUSION & CITY BUDGET SUMMARY

The 2014 budget process was very successful and represents a responsible balance of various competing interests for limited resources. Overall, the budget maintains levels of services and in some instances enhances services, while serving an ever increasing population. The budget provides funding necessary for maintaining an expanding network of roads, parks and other infrastructure. The increasing cost of providing services such as fire and rescue, snow removal, waste collection, recreation programs as well as supporting Vaughan's strategic vision and various initiatives. This balance is being achieved while ensuring the City is financially sustainable.

It is also important to note only 27.4% percent of the property tax bill is allocated to the City to fund fire and rescue services, libraries, road maintenance, snow clearing, waste collection, parks, recreational services and other programs. The remaining 71.3% percent of the property tax bill is collected for the Province and the Region of York.

The 2014 total property tax bill for the average home in Vaughan valued at \$551,000 is \$4,662. It is important to note, that although York Region's property tax rate increase is only 1.54%, its contribution to the overall increase represents 52% or \$34. This is largely because almost half of the Property Tax bill is allocated to the Region of York. Overall, the average total property tax bill in Vaughan will increase by \$65 or 1.42%. Vaughan's local portion amounts to \$31 or 0.67% of the total property tax bill.

Vaughan's Property Tax Bill Split:

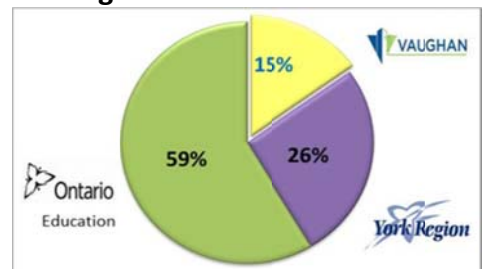
Property Tax Bill	2013 Property Tax	Est. Increase		Est. 2014 Property Tax	
		%	\$		
City of Vaughan	\$ 1,228	2.50%	\$ 31	\$ 1,259	27.0%
Hospital Levy	60	0.00%	-	60	1.3%
Region of York	2,238	1.54%	34	2,272	48.7%
Provincial (Education)	1,071	0.00%	-	1,071	23.0%
Total Tax Bill	\$ 4,597	1.42%	\$ 65	\$ 4,662	100.0%

* 2014 Estimated Property Taxes are based on the avg. home value of \$551k

Average Residential Tax Bill:

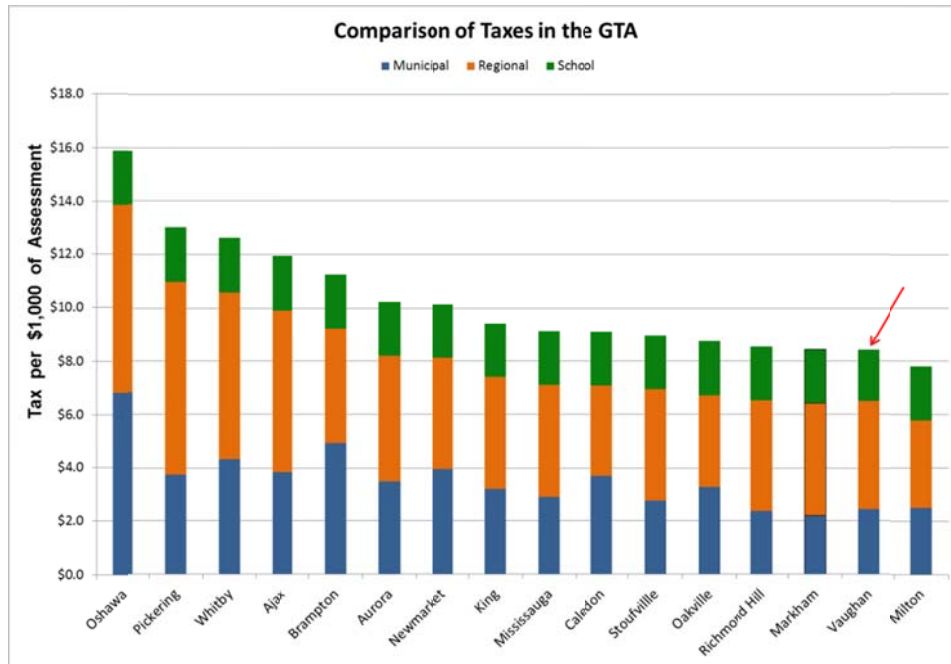


Average Commercial Tax Bill:



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Our residents receive value for their property tax dollars and we have consistently had one of the lowest tax increases together with one of the lowest property tax rates in York Region. As the chart below shows, we remain one of the most affordable municipalities in the Greater Toronto Area. Vaughan continues to provide our residents with high levels of service through sound policies and strong management practices with regard to our City's finances.



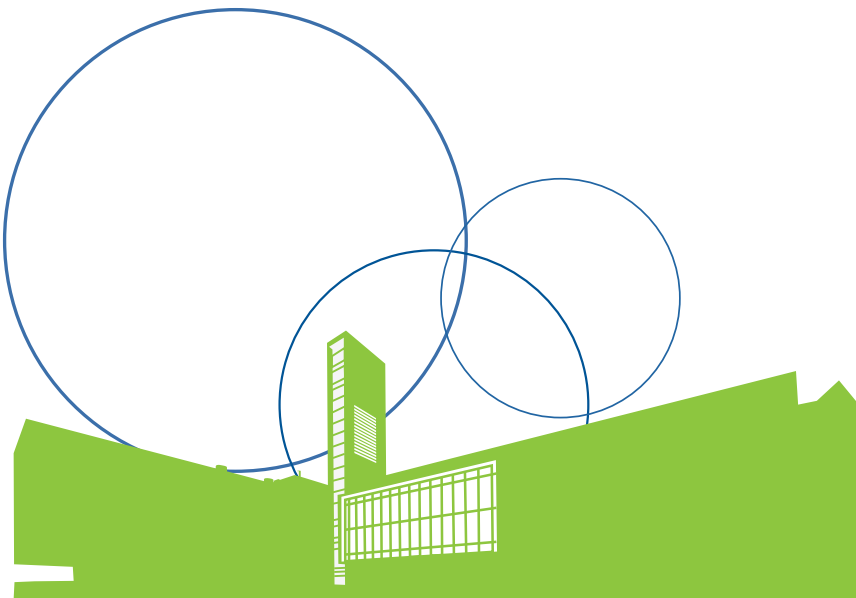
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Budget Component	2014 Operating Budget				2014 Capital Budget	2014 Budget Total
	City Operations	Hospital Levy	Water & Wastewater Services	Total		
REVENUES:						
Taxation	163,827,234	7,094,339		170,921,573		170,921,573
Fees/Service Charges	39,502,380		111,212,120	150,714,500		150,714,500
Transfers from Resvs & Resv Funds	21,891,749			21,891,749		21,891,749
Corporate	23,672,678			23,672,678		23,672,678
Grant/Payment in Lieu	2,645,200			2,645,200		2,645,200
Prior Year Surplus Carry forward	2,500,000			2,500,000		2,500,000
Local Improvements			233,780	233,780		233,780
Federal/Provincial Funding					11,972,216	11,972,216
Development & Special Area Charges					10,243,140	10,243,140
Transfer from Operating					6,355,819	6,355,819
Long Term Debt					6,516,490	6,516,490
Other Financing					16,653,368	16,653,368
TOTAL REVENUES	254,039,241	7,094,339	111,445,900	372,579,480	51,741,033	424,320,513
EXPENDITURES:						
Engineering Services & Public Works	40,979,092			40,979,092	27,328,852	68,307,944
Community Services	62,931,928			62,931,928	16,176,861	79,108,789
Fire & Rescue Services	40,807,877			40,807,877	369,100	41,176,977
Legal & Administrative Services	19,236,847			19,236,847	510,950	19,747,797
Vaughan Public Library	14,284,355			14,284,355	4,962,520	19,246,875
Corporate & Strategic Services	15,571,733			15,571,733	1,369,000	16,940,733
Planning	13,083,876			13,083,876	920,750	14,004,626
Debenture Payments	14,029,554		437,445	14,466,999		14,466,999
Finance & Corporate Services	8,193,302			8,193,302		8,193,302
Capital from Taxation Transfer	6,364,084			6,364,084		6,364,084
Corporate & Elections trsfrs to Capital	11,731,537	7,094,339		18,825,876		18,825,876
Contingency	577,269			577,269		577,269
Council	1,524,230			1,524,230		1,524,230
Office of the City Manager	4,093,914			4,093,914	103,000	4,196,914
City Auditor	429,643			429,643		429,643
Office of the Integrity Commissioner	200,000			200,000		200,000
Water & Wastewater Purchases			81,309,210	81,309,210		81,309,210
Wastewater Expenses			17,922,450	17,922,450		17,922,450
Transfer to Water & Wastewater Resvs			11,776,795	11,776,795		11,776,795
TOTAL EXPENDITURES	254,039,241	7,094,339	111,445,900	372,579,480	51,741,033	424,320,513
NET BUDGET	0	0	0	0	0	0

Note: The above figures are based on budget contributions and exclude amortization of assets and post-retirement benefits.

Vaughan Community History & Profile

2014



163 YEARS OF INCREDIBLE HISTORY

Vaughan Yesterday

Vaughan's cultural history dates back thousands of years to when First Nations occupied many sites along the tributaries of the Humber and Don Rivers. By the 14th century, First Nations communities were actively engaged in farming thousands of hectares of land in Vaughan and the material record of these communities continues to be discovered and documented. The City's boundaries fall within the recognized traditional territories of the Williams Treaty First Nations, Mississaugas of the New Credit First Nation, Huron-Wendat First Nation, Six Nations of the Grand River Territory and Kawartha Nishnawbe First Nation. These First Nations communities maintain an active interest in Vaughan today.

Established in 1850, the Township of Vaughan was named after Benjamin Vaughan, a British diplomat and co-negotiator of the Treaty of Paris that signaled the end of the American Revolutionary War. In the late 18th and 19th centuries, European immigrants began to settle and occupy lands in Vaughan. This led to the founding of the historic villages of Maple, Thornhill, Woodbridge and Kleinburg/Nashville, which served as centres for a largely rural area. These villages followed the patterns of First Nations settlement along streams and trails. The Village of Thornhill, for example, was conveniently founded on the Don River for mill power and on a former First Nations trail now known as Yonge Street. Twentieth century developments in the City have also added to the cultural heritage resources of the community.

In less than forty years, Vaughan has undergone a significant transformation. The collection of primarily rural villages from Woodbridge, Kleinburg/Nashville,

Maple and Thornhill, along with other small settlements and the surrounding countryside, were incorporated in 1974 to create the Town of Vaughan.

With the expansion of water and sewer services in the 1970s, the City was quickly transformed from a series of agricultural villages in the rural countryside of Greater Toronto to one of the largest and most rapidly growing suburban municipalities in Canada.

Vaughan Today

The population of Vaughan grew from 15,000 in 1971 to over 100,000 in 1991, when it was incorporated as a City. In the 1990s, population growth continued at an incredibly fast pace and Vaughan also became a major centre of economic activity and employment growth. This pace of growth has continued into the 21st century. Since 1991, Vaughan has grown by 159 per cent.

99
different
languages

are spoken by
Vaughan residents.



A GROWING POPULATION CENTRE

The City of Vaughan is a cosmopolitan urban centre with a population of 315,006.¹ When compared to the top twenty largest municipalities in Canada, Vaughan ranked second in terms of population growth between 2006 and 2011. Provincial and regional experts predict that by 2031 the city will have grown to 416,600 residents and 266,100 jobs.¹

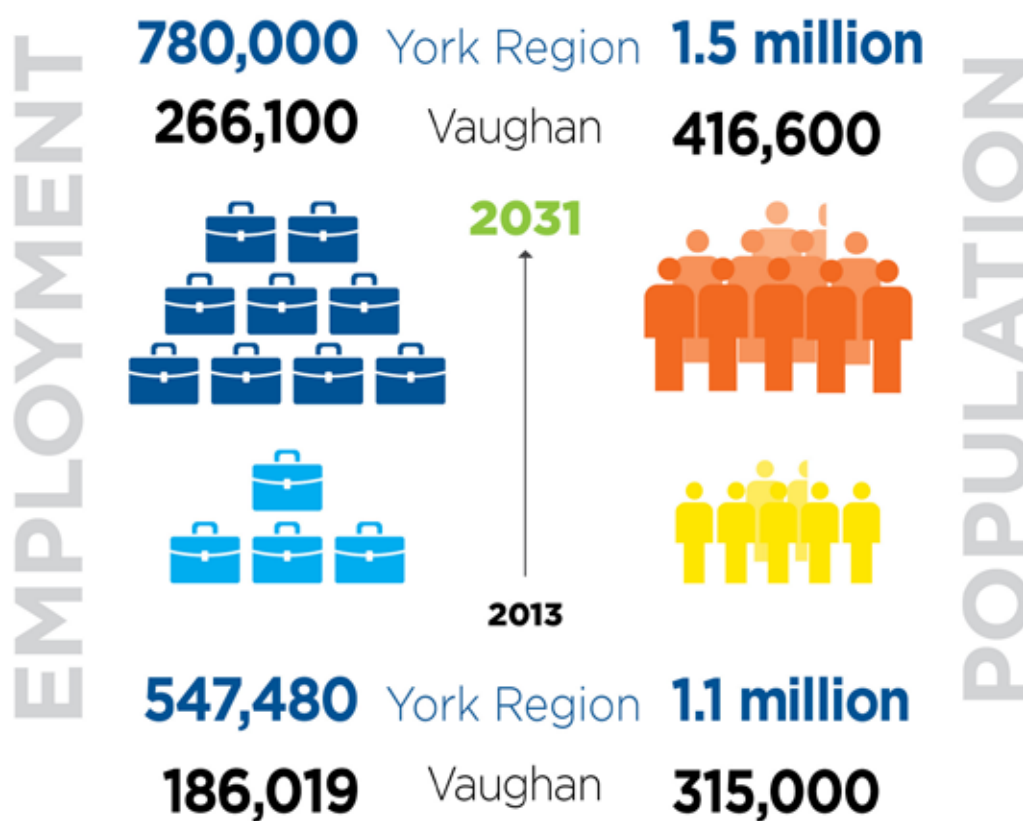
As Canada's 17th largest municipality, Vaughan is a city that welcomes all individuals from a variety of backgrounds. An impressive 45 per cent of the population is comprised of immigrants, compared with a provincial average of 28 per cent. Visible minorities

account for 27 per cent of the population, and more than 99 languages are spoken at home, in schools, and in workplaces.²

Family Characteristics

The 2011 Census presents a portrait of Vaughan as a young and family-oriented community. Vaughan's population has a median age of 37.9 years compared to 40.4 years for the Province. The Census enumeration showed 80,835 families living in the City, a 21.3 per cent increase from 2006. In that same period, Vaughan also experienced an increase of 23.8 per cent in the number of private dwellings, now totaling 86,063.

Projected Growth

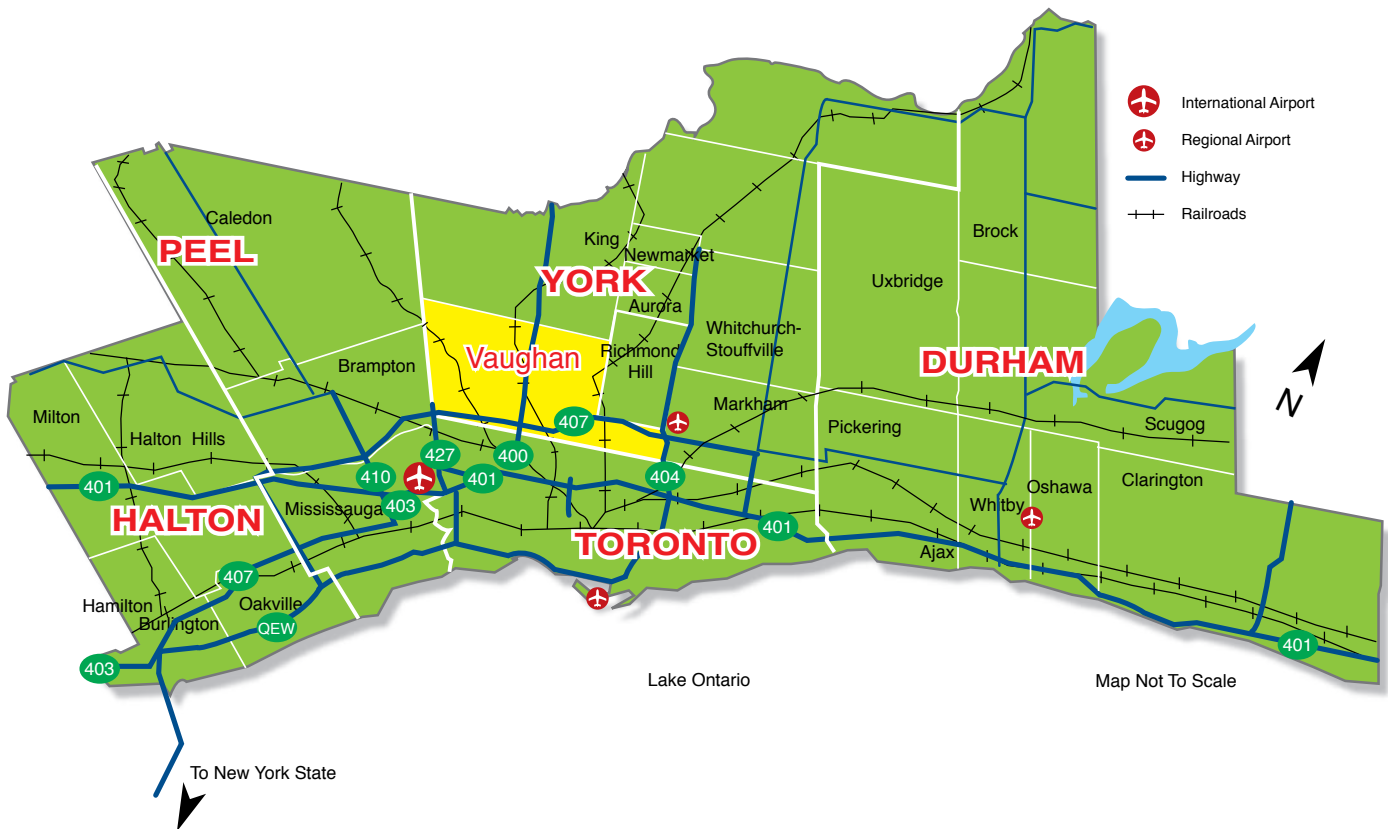


CONNECTED AND STRATEGIC LOCATION

The City of Vaughan is part of the Region of York and its central location offers excellent accessibility – 155 million consumers within one-day's drive. Pearson International, Canada's busiest airport is within a short ten-minute drive.

With direct connections to the Port of Vancouver, CP Intermodal handles all rail-shipped goods from the Pacific Rim bound for Ontario and Eastern Canada through its Vaughan terminal. Vaughan is also home to CN's largest classification yards, with direct rail connections to continental USA through its Chicago hub. Amongst GTA municipalities, Vaughan has one of the largest supplies of employment lands.

Greenfield sites are abundant both in the Vaughan Enterprise Zone and the Highway 400 North Corridor. Vaughan's locational and transportation advantages offer numerous investment opportunities.



ROBUST AND DIVERSE ECONOMY

VAUGHAN QUICK FACTS	
Area	273.52 Sq.Km
Population (York Region Estimate, 2013)	315,006
Communities	Concord, Kleinburg, Maple, Thornhill, Woodbridge, Carrville, Vellore
Businesses	more than 10,000
Competitive Taxes, Services & Utilities:	
• development charges (March 2014)	Industrial/Office: \$247.41/m ² Retail: \$447.36/m ²
• property taxes (2014)*	Commercial occupied: 1.792039% Industrial occupied: 2.085068%
• sewer rates (May 2014)*	\$1.68781/m ³
• water rates (May 2014)*	\$1.4075/m ³
• electrical power information visit www.powerstream.ca	PowerStream – second largest electricity distribution company in Ontario
• natural gas information visit www.enbridge.ca	Enbridge - Canada's largest natural gas distribution company
Housing:	
• average price of a home, all types (January 2014)*	\$663,039
Economic Partnerships:	
• Changning District, Shanghai (China); Yiwu (China); Zibo (China); Milan (Italy); Rome (Italy)	5
International Partnerships:	
• Baguio, Philippines; Delia, Italy; Lanciano, Italy; Sora, Italy; Ramla, Israel; Sanjo, Japan; Yangzhou, China	7
Labour:	
• employment labour force (2013)	more than 186,000
• resident labour force (2011 Census)	158,990
• Greater Toronto Area labourshed workforce (2013)	3.3 million
Median Household Income, All Households (2011 Census)	\$93,816
Major Employment Sectors:	
• manufacturing, construction, retail, wholesale	56%
• arts, professional, scientific, technical, transport, other	44%
Technology	100% digital switching and state-of-the-art fibre optics
Weather - temperatures are given officially in degrees Celsius (C):	
• average warmest month of the year	July (26.9 °C)
• average coldest month of the year	February (-7.4 °C)

* Source: City of Vaughan, Economic Development Department, 2014; Statistics Canada, 2006 Census; York Region Employment Survey, 2013.

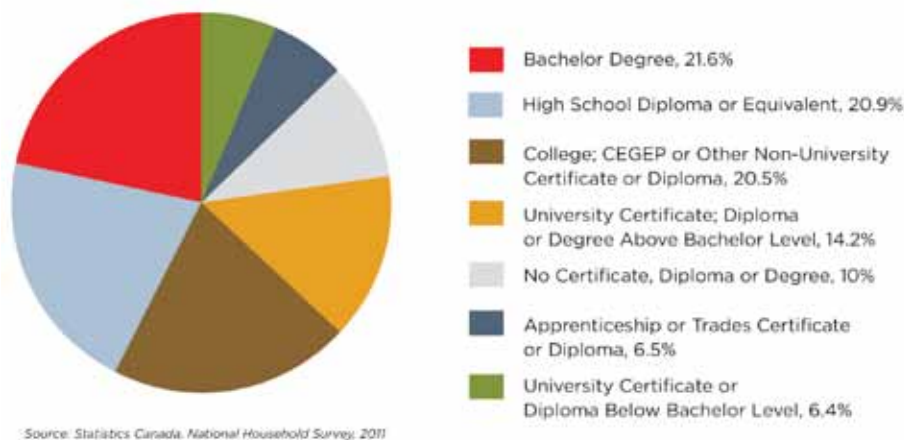
* TREB Market Watch, January 2014

THRIVING BUSINESS COMMUNITY

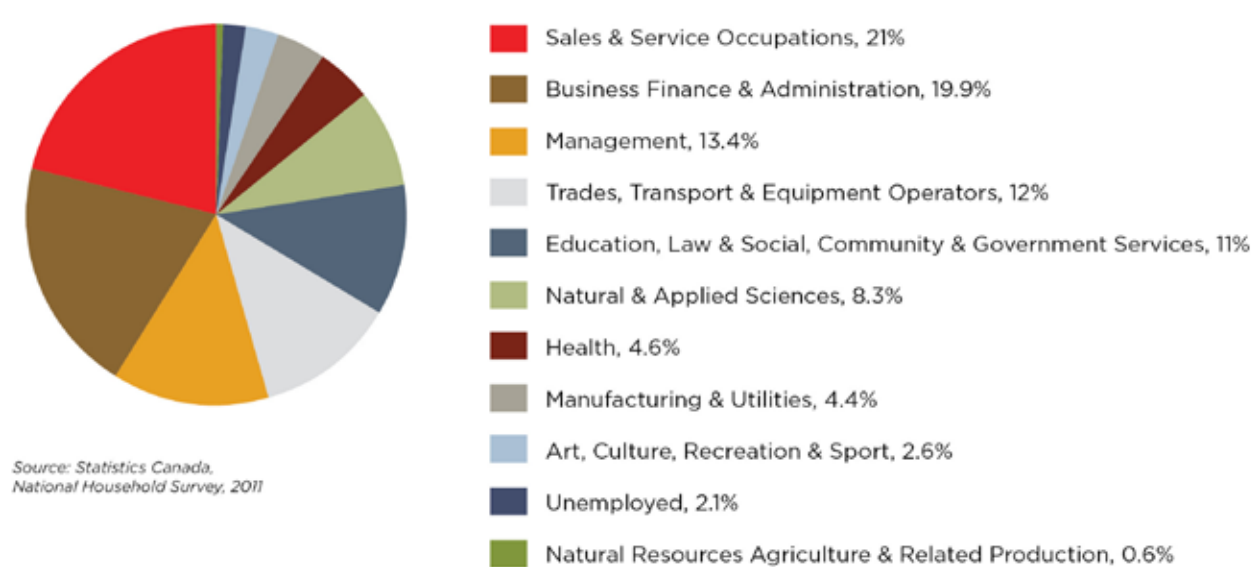
Immigration continues to play a key role in the growth of Vaughan and its economy. Vaughan’s workforce are young, multi-linguistic, well-educated, and skilled. With more than 10,000* businesses, the city’s diverse range of industries contributes to its continued prosperity, providing residents with a multitude of job and career opportunities.

From 2012 to 2013, Vaughan experienced a 5.5 per cent increase in employment growth and a three per cent increase in business growth. Manufacturing continues to be the largest sector, accounting for 23 per cent of employment. Over a 10-year period, the retail/personal services industry group posted the largest employment gains.

EDUCATIONAL ATTAINMENT



LABOUR FORCE BY EDUCATION

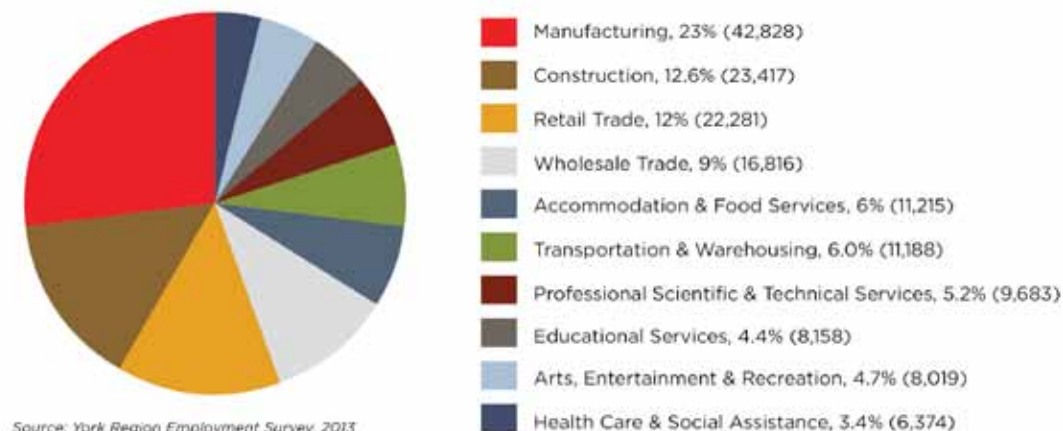


STRONG ENTREPRENEURIAL COMMUNITY AND STABLE ECONOMY

Vaughan's employment base consists mainly of small to medium-sized businesses. Businesses with under 20 employees account for 81 per cent of companies in the city. In terms of sectors, 23 per cent of workers are in

manufacturing, 12 per cent in construction, and six per cent in transportation and warehousing. Additionally, the city has a strong retail trade sector, representing 12 per cent of total employment*.

VAUGHAN EMPLOYMENT BY INDUSTRY, 2013



LARGE CORPORATE HEADQUARTERS IN VAUGHAN

COMPANY NAME	EMPLOYEE RANGE	COMPANY NAME	EMPLOYEE RANGE
Bondfield Construction	500+	Jones Apparel Group of Canada Inc.	100-499
Ganz	500+	Cardinal Health Canada	100-499
Vision Group of Companies	500+	Conair Consumer Products	100-499
Concord Confections	100-499	Longo's Brothers	100-499
St. Joseph Print Group	100-499	Miele Ltd.	100-499
Toro Aluminum	100-499	Bausch & Lomb Canada Inc.	100-499
Digital Security Controls	100-499	Consolidated Fastfrate Inc.	100-499
SmartCentres	100-499	Cousins-Currie, a Division of Silgan Plastics	100-499
RuggedCom (Siemens)	100-499	Optech	100-499
Cara Operations Ltd.	100-499	Assa Abloy Canada Inc.	50-99
Adidas Group	100-499	Unico Inc.	50-99

*Source: York Region Employment Survey, 2013

VAUGHAN IS A TOP TEN CITY TO INVEST IN ONTARIO

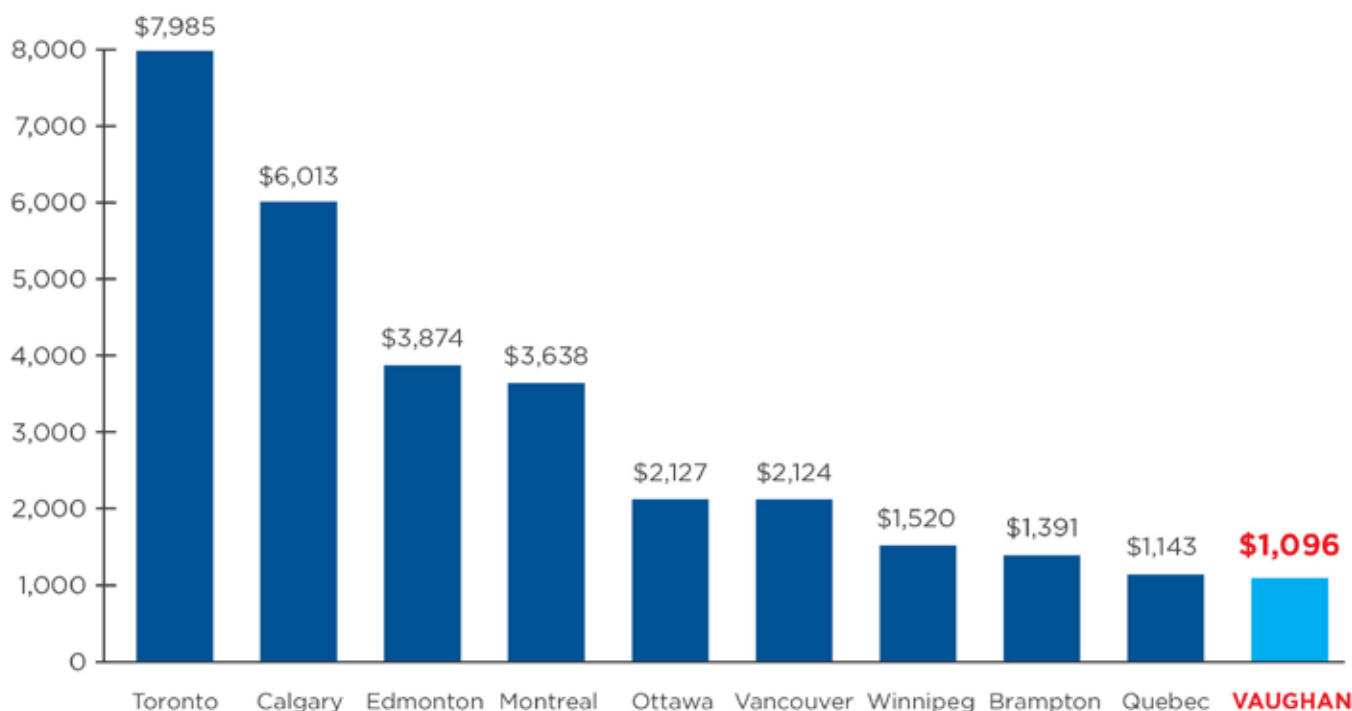
The 2013 annual value of construction activity in the City of Vaughan has surpassed the one billion dollar mark for the ninth time in 12 years, supporting Vaughan's position as one of Canada's fastest-growing cities. In addition to this, Vaughan is also one of Canada's top ten cities by total value of building construction activity in 2013, according to Statistics Canada.

The Real Estate Investment Network (REIN) released the 2014 edition of its Top Ontario Investment Towns report in June. The 140-page report analyzes the current and future prospects for real estate investment opportunities in the province over the next decade. The report ranked Vaughan seventh out of 11 cities, ahead of Durham Region (Whitby, Pickering, and Ajax), Toronto, Milton and Orillia.

The low commercial and industrial taxes combined with the access to multiple markets, both domestic and international, are sure to attract businesses to this growing city, according to the 2014 REIN Report. With the subway line under construction in the new downtown, the Vaughan Metropolitan Centre, will establish Vaughan as one of the most accessible cities in the Greater Toronto Region. This makes it attractive for both residential and business investments.

2013 TOP TEN CANADIAN CITIES (\$MILLIONS): Value of Building Permits

Vaughan ranks as one of Canada's top 10 cities by total value of building construction activity, according to Statistics Canada.



Source: Statistics Canada, Building Permits/Permis de bâtir, Publication 64-001-XWF, March 2014.
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LIVING WELL

Vaughan provides residents with excellent amenities. Welcoming neighbourhoods around the city offer a full range of housing options from executive-style homes to single family detached dwellings, townhouses, condominiums and row housing. These neighbourhoods are in close proximity to public and private educational institutions, employment areas, as well as places to shop, dine, play, and worship. Once fully developed, Vaughan's downtown - the Vaughan Metropolitan Centre, will offer residents and visitors a distinct urban atmosphere.

Getting around Vaughan and to other areas of the Greater Toronto Area (GTA) is made easy with public transit systems. Over the last few years significant investments have been made to allow ease of movement for commuters. Already \$2.6 billion has

been invested into an 8.6 km subway extension which will link Vaughan to downtown Toronto and York University by 2016. The new subway extension will terminate at the Vaughan Metropolitan Centre. In addition, a \$62 million provincially-funded rapid transit infrastructure plan along Highway 7 will connect Vaughan to other regional centres in the GTA.

With Vaughan poised to experience significant growth over the next 20 years, funding has been approved for a new billion dollar hospital. While plans are underway to fully define the size and scope of services to be offered, it is expected the hospital will have state-of-the-art emergency services, new modern surgical services and operating rooms, as well as advanced diagnostic imaging facilities.

ABSORBED SINGLE FAMILY DETACHED, JANUARY - DECEMBER 2013			
VAUGHAN		YORK REGION	
Average Price	Median Price	Average Price	Median Price
\$928,546	\$782,990	\$799,965	\$711,990

Source: Canada Mortgage and Housing Corporation, Housing Now, January 2014

AVERAGE HOUSING PRICES BY TYPE OF DWELLING, JANUARY 2014		
TYPE OF DWELLING	AVERAGE PRICE IN VAUGHAN	NUMBER OF SALES
All Home Types	\$663,039	170
Detached Houses	\$854,490	85
Semi-Detached Houses	\$541,353	17
Condominium Townhouse	\$454,667	3
Condominium Apartment	\$386,074	33
Link	\$568,500	3
Attached/row/townhouse	\$519,725	29

Source: Toronto Real Estate Board, Market Watch, January 2014

UNIQUE ATTRACTIONS AND EXCITING RECREATIONAL OPTIONS

Vaughan has a wealth of exciting recreational and shopping opportunities from small one-of-a-kind shops and specialty retail stores and outlet centres to large regional malls including Vaughan Mills and Promenade. Merlin Entertainment opened its first Legoland Discovery Centre in Canada, located at Vaughan Mills. There are more than 13.7 million consumers annually at Vaughan Mills.

Across the City Vaughan offers a diverse number of unique shops, restaurants, cafes and historic sites from Woodbridge's Market Lane and the historic villages of Maple and Thornhill to mainstreet Kleinburg.

Recreational and competitive sports enthusiasts have a home in Vaughan. The Sports Village and the City's ten

community centres and numerous parks offer facilities for recreation and sports such as baseball, soccer, tennis, swimming, skating, ice hockey and bocce.

Based in Vaughan, the McMichael Canadian Art Collection is a major public art gallery devoted solely to collecting Canadian art. Providing visitors with a distinctly Canadian experience, the gallery welcomes approximately 100,000 visitors annually.

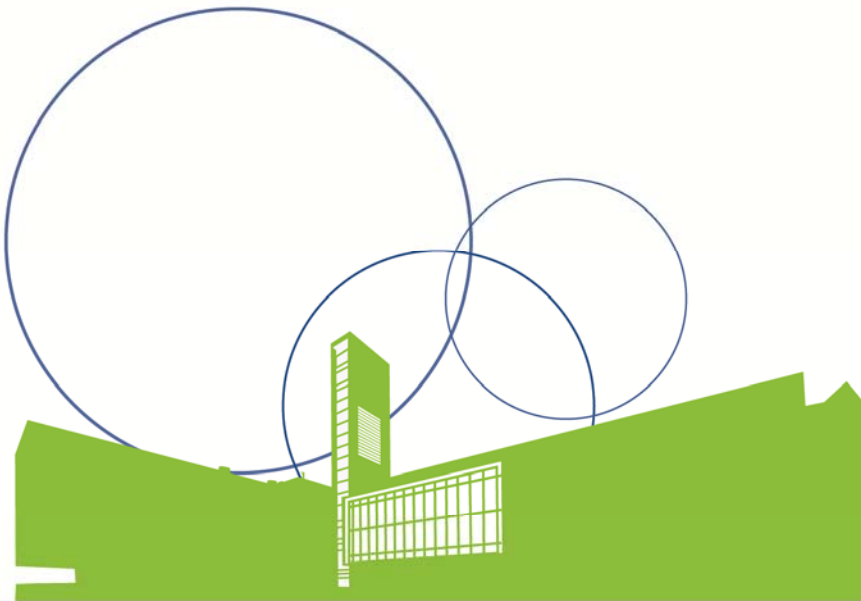
Vaughan is also home to Canada's Wonderland, the country's premier amusement park, welcoming more than three million visitors annually.

COMMUNITY ASSETS		
ASSETS	CURRENT CITY SUPPLY	PROJECTED ADDITIONS BY 2031
Active Parkland	582.1 hectares	334.4 hectares
Passive Parkland	530 hectares	Renew and revitalize space
Community Centres	10	3, including 1 in VMC
Arenas (Ice Pads)	10	2
Indoor Pools	12	2 locations
Gymnasium	13	4, including 1 in VMC
Outdoor Soccer & Sports Fields	212	38
Baseball Diamonds	79	Expand, convert or repurpose underutilized diamonds
Tennis Courts	126	25
Basketball Courts	84	15
Skateboard Parks	7	3 major and 5+ minor
Waterplay Facilities	17	13
Playgrounds	159	Playgrounds within 500m of all residences within urbanized neighbourhoods
Off-leash Dog Parks	1	3+
Outdoor Skating Rinks	5	4-5, including 1 in VMC
Library Facilities	8	6, including 1 in VMC

Source: City of Vaughan, Recreation & Culture, and Parks & Forestry Operations, 2014



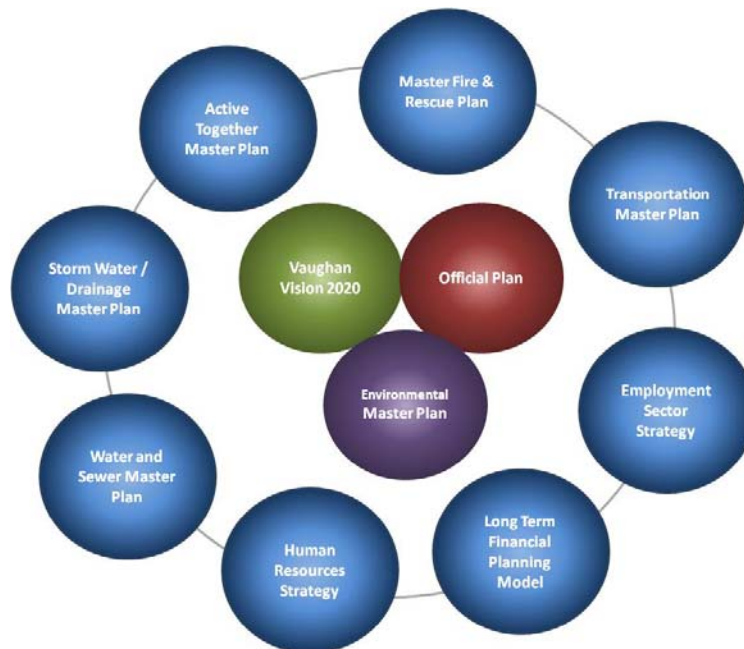
Vaughan Vision Corporate Planning Process & Financial Master Plan



Vaughan Vision, Corporate Planning and Financial Outcomes

Vaughan Vision and Master Plans

Vaughan Vision 2020 is the City's Strategic Plan. It outlines the vision, mission, values, goals, objectives and initiatives of the corporation. The City's Strategic Plan is supported by a variety of master plans, which provide policy guidance and recommended tactical measures regarding specific municipal areas. Below is an illustration of the City's vision and master plans:



The above master plans are in various stages of development and implementation. However, it is important to recognize that most of the above plans and associated strategic goals and initiatives will require City resources to successfully implement (e.g. operational, capital, personnel). While respecting the community's hard earned tax dollar, the City constantly struggles to balance the needs and wants of citizens, departments and Council against the City's available resources.

Corporate Planning Process

Understanding that resources are scarce, Vaughan has endeavored to take a more holistic and integrated approach to corporate planning, which focuses on the alignment between the strategic plan and resourcing decisions. The advantage of this process is that it works towards developing a realistic and achievable strategic plan. This alignment is further complimented by the City's movement towards multi-year financial planning.

The Corporate Planning Process is divided into four annual phases:

- **Planning** – Validating strategic priority and key initiatives based on a Corporate SWOT evaluation
- **Aligning** – Developing comprehensive business cases and plans for strategic initiatives, reviewing the priority and the City’s capacity to undertake initiatives. This information fuels the development of departmental business plans
- **Budget** – Preparing departmental operating and capital budgets
- **Review** – Evaluating and adopting the City’s budget, monitoring progress, and implementing strategic initiatives



Financial Master Plan

The 2012 Financial Master Plan (FMP) is yet another step in the City’s commitment to long-term financial management and builds on the significant work that has already been undertaken by the City over the past 15 plus years.

The FMP is focused on financial sustainability, which is defined as the enduring ability of the City to ensure that it can deliver the level and types of programs and services to the community, while proactively assessing and managing associated risks, at acceptable levels of taxation and fees. The FMP:

- Provides insight into the City’s financial health;
- Aids in determining the extent of financial challenges;
- Reconfirms the key financial goals that guide the City;

- Evaluates progress towards financial sustainability; and
- Provides recommendations to maintain financial sustainability.

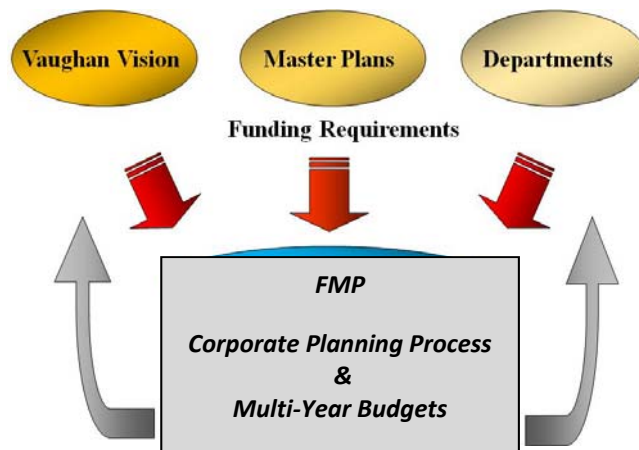
Numerous industry-recognized financial and socio-economic indicators and factors were reviewed to assess the City's financial health. This included trend analysis and analysis against best practice research, as well as against peer municipalities. The FMP is based on a financial health assessment and a sophisticated long-range financial planning model that was developed using a significant amount of data and numerous drivers, assumptions and analysis. Although complex by the activity's very nature, the "Financial Big Picture" was summarized and recognized the following future challenges:

- Costs Escalating Faster than Inflation
- Unprecedented Growth
- Higher Levels of Sophistication and Complexity
- Asset Renewal/Replacement Funding
- Inflexible Revenue Raising Tools
- Shifting Demographics

Financial sustainability must be a primary consideration in light of the above challenges. As a result of the Financial Master Planning effort, 22 recommendations were organized into four classifications: Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration. These recommendations are intended as high level principle actions the City should endorse and move towards. The highest priority items are illustrated below:

1. **Prioritization** (A Priority): It is recommended that the City continue to develop a prioritization framework that can be fully integrated into the City's strategic, corporate and departmental processes.
2. **Performance Measurement** (A Priority Underway): It is recommended that the City expand the use of performance measures for planning, accountability, budgeting, communication and management purposes.
3. **Asset Management Strategies** (A Priority Underway): To effectively maintain and manage the City's infrastructure and keep City assets in a state of good repair, it is recommended that the City implement life cycle costing, and develop and maintain an Asset Management framework, system and plan.
4. **Infrastructure Financing** (A Priority): Given the need and benefit of further infrastructure investment in order to protect, sustain, and maximize the use of Vaughan's infrastructure assets, in addition to continuing existing practices, six strategies were recommended and are being refined. The strategy presented to address the infrastructure gap will vary depending on the future decisions of Council.

The above financial plan and associated recommendations are intended to support the City in ultimately achieving its vision. The outcomes and recommendations of this strategic initiative will be leveraged in the corporate planning cycle to ensure greater clarity, alignment and integration of City initiatives.



The City's Strategic Plan and FMP are available on the City's website.

Prioritization Criteria

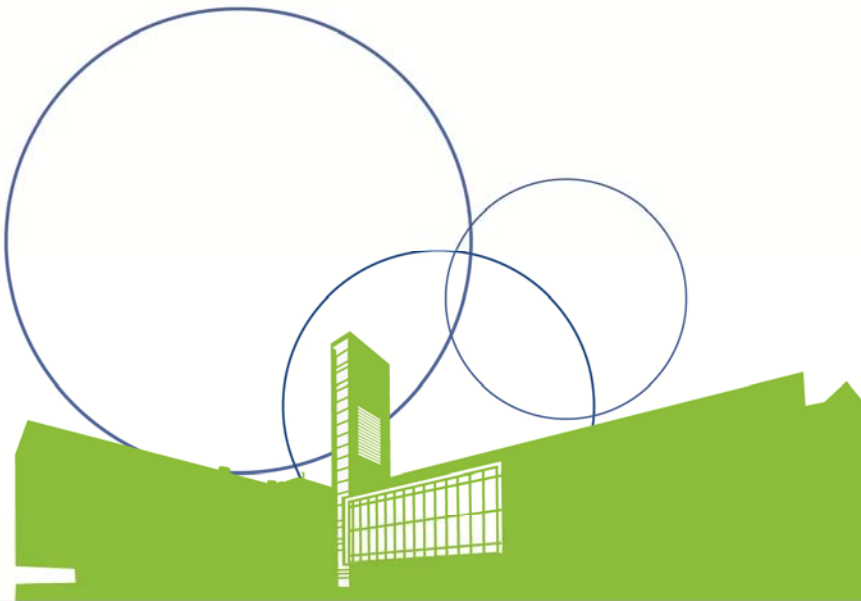
Level of Impact
Interdependencies
Municipal Risk Management
Corporate-Wide Implications
Financial Management

How large of an impact the initiative will have on the municipality
Timing of the initiative relative to other initiatives in the plan
Legal, intergovernmental relations
How the initiative will affect multiple departments
How much, from where, from whom?

Vaughan Vision 2020 Strategic Initiatives List

Initiative Ref. Number	Strategic Initiative	VV 2020 Link	Sponsor	Goal Date	Priority
1	Implement the Plan to build a dynamic VMC	Manage Growth & Economic Well-being	City Manager	Q4/15	High
2	Further Evolve Performance Measures and implement dashboard	Ensure a High Performing Organization	Commissioner of Strategic and Corporate Services	Q4/14	High
3	Develop and implement a Corporate Wide Asset Management System	Manage Corporate Assets	Commissioner of Engineering and Public Works	Q2/16	High
4	Continue to Implement Operational/Business Reviews for program areas	Ensure a High Performing Organization	Commissioner of Strategic and Corporate Services	Q4/15	High
5	Finalize VOP2010 as part of GMS	Plan and Manage Growth & Economic Well-being	Commissioner of Planning	Q4/14	High
6	Implement key links of the Transportation Master Plan	Plan and Manage Growth & Economic Well-being	Commissioner of Engineering & Public Works	Q2/14	High
7	Implement Corporate IT Strategy	Ensure a High Performing Organization	Commissioner of Strategic and Corporate Services	Q4/13	High
8	Review the Corporate Performance management process as part of a quality work environment and professional growth and development	Attract, Retain & Promote Skilled Staff	Commissioner of Strategic and Corporate Services	Q2/15	High
9	Identify and develop a leadership development program (internal succession planning)	Support the Professional Development of Staff	Commissioner of Strategic and Corporate Services	Q2/14	Low
10	Enable delivery for a hospital in Vaughan	Promote Community Safety, Health & Wellness	City Manager	Q2/15	High
11	Advocate with Government to continue to support the expansion of the GO System and transit	Plan and Manage Growth & Economic Well-being	Commissioner of Engineering & Public Works	Q2/15	High
12	Develop and implement an Integrated Risk Management System	Ensure a High Performing Organization	Commissioner of Legal and Administrative Services	Q2/14	High
13	Review, design and implement a communication strategy	Ensure a High Performing Organization	Executive Director City Manager's Office	Q3/13	Medium
14	Develop and implement a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City Initiatives	Ensure a High Performing Organization	Executive Director City Manager's Office	Q3/13	Medium

Budget Guidelines & Process



Budget Guidelines & Process

Budget Approach and Guidelines

For several years, the City's rigorous budgetary process has focused on containing costs and implementing best practices, with the goal of developing realistic and responsible financial plans. The 2013-2016 Budget Guidelines were built on those core values and successful business practices. Recognizing the challenges that lay ahead and building on the financial planning efforts, the budget guidelines continue to incorporate a future focus to provide citizens with more certainty about the direction of City services, finances, and tax levels. The budget guidelines consist of the following principles:

The Budget objective

"To balance the pressures of maintaining existing services and growth requirements against available future funding/City resources necessary to undertake and manage operations and corporate initiatives"

Managing our future

1. Resourcing our Vision "Corporate Planning Process"
2. Looking to the future with multi-year budgets
3. Managing operations through business planning

Managing tax increases

4. Exploring opportunities through public service renewal and operational reviews
5. Budget control through specific guidelines
6. A thorough multi-layer review process

In addition to the above, sections are provided regarding the following:

- Budget process highlights
- Continued process improvements
- Budget Timetable

Further details with respect to each of the actions are provided in the following sections.

1. RESOURCING OUR VISION "The Corporate Planning Process"

Building on last year's efforts, the Corporate Planning Process continues to integrate strategic planning and financial planning processes. The primary benefits of this step are numerous:

- ✓ To ensure an achievable and resourced strategic plan
- ✓ To ensure resource allocation is guided by the City's vision and strategic themes
- ✓ To better communicate the City's direction and focus

Budget Guidelines & Process

On April 23rd, 2013, Council reviewed the priority themes and initiatives and agreed the direction which had been set in 2012 is still valid. The rationale was that a number of priority strategic initiatives were not fully implemented and it was important to maintain a focus before adding new priority initiatives to the list. The priority strategic items for this year's budget process are:

- Develop a plan to build a dynamic Vaughan Metropolitan Centre (VMC)
Sponsor: City Manager
Owner: Commissioner of Planning
- Further evolve performance indicators
Sponsor: Commissioner of Corporate and Strategic Services
Owner: Senior Manager of Strategic Planning
- Develop and implement a corporate-wide asset management system
Sponsor: Commissioner of Engineering and Public Works
Owner: Director of Engineering Services
- Additional operational/business reviews
Sponsor: Commissioner of Corporate and Strategic Services
Owner: Director of Innovation & Continuous Improvement

In addition to the above items, there are 10 other initiatives with varying degrees of priority that will be incorporated into the budget resource prioritization process.

2. LOOKING TO THE FUTURE WITH MULTI-YEAR BUDGETS

The City will continue with its 4 year budget process. This action provides decision makers with added foresight and the ability to proactively grasp future opportunities, address future challenges, and reduce blind spots by understanding the longer-term financial implications of present and past decisions. This is a very strategic approach intended to generate discussion on where the City's future resources should be focused to best support the City's vision, operationalize strategies, generate public value and address pertinent challenges. It is also a critical component of the Corporate Planning Process discussed in the prior section.

Departments are well positioned for this task as a result of internal developments in business planning, master planning, long-range forecasting, budget automation etc. Multi-year budgeting should now become easier, as the initial forecast years have been substantially developed requiring a review and adjustment focus. It is recognized that assumptions, estimates and uncertainties are commonplace when predicting future budgets and these

Budget Guidelines & Process

factors may change as new information becomes available. For this reason, it is suggested that Council continue to only approve the current year budget and recognize future budget forecasts. With an established four year budget process, budget decisions should become easier and flow naturally as future requirements are discussed and adjusted over multiple processes before current year approval. Detailed below are the recognized levy forecasts presented as part of the 2013 budget.

Components	2014			2015			2016		
	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
Base Budget	2.15%	3.39	\$26	1.92%	3.26	\$25	3.15%	5.82	\$43
ARR	2.44%	3.83	\$30	3.77%	6.28	\$48	2.01%	3.50	\$27
Subtotal	4.59%	7.22	\$56	5.69%	9.54	\$73	5.16%	9.32	\$70
Capital Budget		66.56			69.29			105.20	

These figures are expected to change as estimates are refined based on new information. The 2017 levy forecasts will be determined during the 2014-2017 budget process.

3. MANAGING OPERATIONS THROUGH BUSINESS PLANNING

Business Plans will continue as part of the corporate planning process to help establish and reinforce connections between corporate priorities, operational plans and resources. Business plans will continue to align with the multi-year budgeting timeframe in order to align department objectives, measures and pressures. This information is vital to the budget process as it sets the stage to assess the departments' requirements and associated resource adequacy. For example, resource gaps might exist to maintain service levels, achieve operational objectives or deliver on corporate initiatives. This information also plays a critical role during budget deliberations by providing a platform to better understand department pressures and an objective basis for allocating funding.

The Senior Manager of Strategic Planning is leading the business planning process and assisting departments with business plan updates and refinements. The budget department portfolio analysts are providing a supporting role in this activity. Business Plan reviews were initiated earlier in the year to develop a more comprehensive planning process, including brainstorming of key business issues and aligning key business outcomes, objectives and initiatives.

EXPLORING OPPORTUNITIES THROUGH PUBLIC SERVICE RENEWAL AND OPERATIONAL REVIEWS

As previously mentioned in this report, the City of Vaughan is undergoing a tremendous transformation fueled by sustained high growth rates, increasing requirements, fiscal pressures, and citizens' rising expectations for better and faster services delivered at a lower cost. The City

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must anticipate and prepare for the evolving future needs of the City. To accomplish this, and continue with City's progress, opportunities must be explored to enhance capacity and deliver effective services. To assist in this regard two corporate initiatives, Public Service Renewal and Operational Reviews, have been implemented. The results of these initiatives will be incorporated with the budget process.

Public Service Renewal

Senior Management Team has been asked by the Mayor to review City operations focusing on excellence in the administration of the City. External consultants were hired by the City to coordinate and frame opportunities being developed by staff in pursuit of efficiencies, effectiveness and resource capacity in City Operations. In September, a report will be provided to Council and every effort will be made for the recommendations from this report to be included in the compilation of the 2014 Budget and 2015-2017 Plan.

Operational Reviews

The newly developed Innovation and Continuous Improvement Department will be the primary lead in conducting Operational Reviews. Although a formal plan is being developed, a few operational reviews are currently underway and any costs or associated benefits anticipated from implementing recommendations associated with these reviews will be reflected to the extent possible in the upcoming budget preparation.

Operational Reviews help ensure that program and service expectation (of all stakeholders, including residents, businesses, Council and regulators) are being addressed by programs that are effective (i.e., focused on delivering the right level of services) and efficient (i.e., supported by processes that do things right) and economic (i.e., utilize resources appropriately). Reviews provide opportunities to identify any gaps, issues or challenges in these areas and to develop realistic options for addressing them by considering changes to processes, organization (e.g., skills, capabilities, accountabilities) and technology utilizing a consistent approach in developing a case for change.

Operational reviews of programs are expected to provide recommendations relating to service delivery models, levels of service, impacts on residents, key processes, organizational structure, enabling technologies and identify program costs together with implementation approaches, risks and mitigation.

Innovation Reserve

To assist in this regard, a new funding tool was recently developed to provide upfront seed funding for value propositions with a longer-term financial savings. Projects savings will be leveraged to recover the initial investment, benefit the department, and potentially fund

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future projects. A business case including payback and recovery metrics will be required for requests of this nature. A process has been developed, but is expected to be refined overtime as this new tool evolves.

4. BUDGET CONTROL THROUGH SPECIFIC GUIDELINES

Specific Operating Budget Guidelines

The preparation of the operating budget will require a number of issues to be taken into consideration. Pressures associated to price increases, new initiatives, and growth requirements will need to be balanced against available funding. The objective of the City is to provide the lowest possible tax increase while maintaining the City's service levels and safeguarding assets. Below are actions in place to achieve this outcome.

- A. Controlling budget pressures
- B. Strict process to evaluate funding requests
- C. User fee reviews to reduce the tax burden
- D. Zero impact adjustments
- E. Exploring opportunities through operational reviews and public service renewal

There is no across the board cost increase for inflation and no automatic increase for new staffing. All new funding requests require business cases and thorough review.

A) Controlling budget pressures

- i. For the 2014-2017 budget process, all account budgets will remain at prior year budget levels with the exception of established commitments and pre-defined external pressures. This action will limit the base budget increase to the following items:

- Council approved employment agreements;
- Full year impact of prior year decisions;
- Council authorized recommendations;
- Supported external service contract commitments;
- Established utility & insurance increases, where justified;
- Debenture obligations;
- Defined corporate contingency items;
- Reserve contributions in accordance with approved policy.

Under these actions, departments are only permitted to include very specific increases, typically related to predetermined agreements, contracts or Council approvals.

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- ii. To ensure that all financial requests are captured and assessed within the approved budget process, all items containing an economic impact during the annual budget process are to be submitted to the Finance and Administration Committee for review and recommendation before Council consideration.

B) Strict process to evaluate funding requests

Under the above guidelines, departments are only permitted to include very specific predetermined increases in their budget. To the extent a department requires additional resources, a separate business case must be submitted detailing strategic links, costs & benefits, implications & consequences, success indicators, timelines, capital implications and project references, etc. These are referred to as **Additional Resource Requests (ARR)**. This action separates the Operating Budget into the following two classifications:

- Base Budget – Budget based on approved guidelines – Minimal tax increase.
- Additional Resource Requests – Essential funding requests not permitted through the base budget guidelines requiring Council review and approval. Council approval is specifically required for new staff resources, a change in service level, or new initiatives. Requests are limited to items with a gross cost in excess of \$10,000, which can have a net neutral or positive overall impact.

The objective of the above action is to separate basic operating obligations from items that may require further discussion and decisions.

Determining which resource requests move forward is a very difficult and challenging task as all departments are experiencing challenges associated with maintaining service levels, meeting legislative requirements, and implementing initiatives to move the City forward. Recognizing the value of requests greatly exceeds the amount of available limited resources; requests are evaluated and prioritized based on a blend of associated municipal value and risk criteria. The initial prioritization action is performed by a Director's Working Group (DWG) and further vetted by the Senior Management Team (SMT). This action integrates staff's experience and involvement, shares the challenges associated with prioritization and enhances corporate knowledge. A recommendation is provided to Committee and Council for consideration and only Council approved requests are included in the annual budget.

As a result of implementing multi-year budgets many requests are currently included in future year budgets or "recognized". To avoid confusion, these requests are to remain at the rating and year previously assigned by Senior Management, unless authorized by

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the Commissioner of Finance & City Treasurer and the City Manager.

C) User fee reviews to reduce the tax burden

Another opportunity to minimize tax pressures is to maximize revenue generation through user fees and service charges. Most of the City's fees/charges are based on existing studies and multi-year by-laws; therefore prior year budget guidelines focused only on the General User Fee By-law, which captures a variety of minor/miscellaneous items. However with the emergence of multi-year planning and varying by-law intervals/expiry dates, it is of great benefit to coordinate and consolidate the planning of these by-laws for review, update and budget approval under one common process and 4 year term (i.e. Planning, Engineering, Building standards, Licensing, Recreation, etc.). *NEW:* Every effort will be taken to incorporate Recreation Department fees into the General User Fee By-law.

It is important to emphasize that any reduction in a user fee or service charge cost recovery ratio will have a corresponding direct impact on the City's levy. Therefore to minimize any impact on the City's tax rate, it is important to sustain or improve revenue/cost relationships. In addition to adjusting base budget revenues for anticipated changes in activity, departments will be required to review user fees and service charges and perform the following:

- ❖ Increase fees and charges in relation to related annual cost increases
- ❖ Incorporate a net full cost benefit in fees set for external inter-municipal services
- ❖ Submit new user fees and service charges opportunities

As a default, it is anticipated that department user fees & service charges will increase at minimum, by the rate of inflation, in scheduled increments, unless justification for no increase is otherwise specified. The Statistics Canada Ontario core inflation rate increased 1% for the 12 month period ending March 2013. However, Bank of Canada predicts that there will be inflationary pressures in 2014. We recommend an increase of 1.5% to user fees and service charges. The above actions will be submitted for Senior Management review and Council approval.

D) Zero impact adjustments

Reclassifications and reallocations in non-labour related accounts are only permitted if they result in a zero impact on the budget. Furthermore, these adjustments are limited to better reflecting the true nature of the expense or more accurately aligning account budgets. There are no impacts associated with these adjustments and the intent is to

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refine departmental budgets. As part of the budget process, reallocations/reclassifications will be reported, demonstrating a neutral impact.

Specific Capital Budget Guidelines

The preparation of the Capital Budget will require a number of issues to be taken into consideration. The pressures of new initiatives, maintaining existing infrastructure, and growth requirements will need to be balanced against available funding, the impact on future operating budgets and the staff resources to undertake and manage the capital projects.

A prevailing theme throughout the years has repeatedly been the need to address the funding component for infrastructure renewal. The challenge of funding the significantly growing costs of infrastructure renewal is a paramount concern for most municipalities across Canada and stems from new construction being primarily funded by the development industry, leaving the municipalities across Ontario to fund future replacement costs from the municipality's limited tax base. The danger of not doing so could create a situation where the funding shortfall will continue to slowly build until a point in the future where a wave of facility, park, fire and other replacement projects come on board without available funding. Recently a number of corporate initiatives have been initiated to address the concern:

- Undertaking the development of an Asset Management Strategy
- Implemented Life Cycle asset contributions
- Realigned reserves to ensure asset funding equity

In November of 2012 Council adopted staff's recommendation to realign Infrastructure Reserve balances based on their associated proportion of future requirements. Future requirements were based on lifecycle replacement timing and estimate funding needs over the next 5 years. In so doing, the Parks and Vehicle Replacement Reserves received additional funding for other Infrastructure Reserves, helping to alleviate some of the funding challenges these reserves were facing in the short term. The funding shortfall still exists and will still continue to build.

A recent emerging theme is the mounting pressure associated with a number of value added corporate initiatives i.e. Vaughan Metropolitan Centre, Corporate Asset Management, City Hall Public Square, Enterprise Data Management System and a variety of master plan initiatives. All of these initiatives, although valid and warranted, compete for limited capital funding, not only with each other but also with existing requirements to maintain the City's services and assets.

Recognizing the above illustrated challenges, the objective of the guidelines is to build a responsible Capital Budget that allocates resources in a way that balances needs and aspirations of the present while meeting the requirements of longer term sustainability. The Capital Budget Guideline components are:

Budget Guidelines & Process

- A. Capital project definition
- B. Identifying funding sources
- C. Guiding decisions through policies
- D. Specific actions to manage Capital Budgets

A) Capital Project Definition:

- A gross cost exceeding \$20,000; and
- For the purpose of constructing, acquiring or improving lands, buildings, engineering services, machinery and equipment or furniture and fixtures. The project must be undertaken for the purpose of providing municipal services, have a lasting benefit beyond one year and/or extend the life of the asset. Projects should incorporate all costs associated with getting the project ready for its intended use (i.e. license costs, survey costs, etc). Expenditures for regular repair or maintenance designed to maintain an asset in its original state are not a capital expenditure; or
- A non-capital expenditure that is related to planning for growth (i.e. planning studies, master plans, etc); or
- In special circumstances, an item of operating nature intended to avoid or smooth significant short-term spikes in the general levy. These items are typically classified as transfers, but can be projects, and authorized by the Commissioner of Finance & City Treasurer.

B) Identifying Funding Sources

Capital projects are funded from the following five main sources:

Development/Special Area Charges Reserves: This funding source is based on legislation which imposes charges on new development in the City to pay for growth related net capital costs of servicing new development. The intent of the legislation is to maintain existing capital service levels and fund hard service growth requirements. On May 14th Council adopted the 2013 Development Charge Background Study. This study outlines capital initiatives to support future growth within the City and should therefore be used to assist departments with their Capital Project Planning. Development Charge Reserve collections are dependent on the economy and therefore future capital plans may require adjustments and could be different from the initial development charge document forecast.

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Discretionary Reserves: This funding source is derived from dedicated operating budget contributions or allocations of accumulated net revenue for a particular purpose. The City has established a number of reserves to help manage municipal finances and protect against the potential need to reduce service levels or raise taxes due to temporary shortfalls or unexpected expenditure increases. These reserves are broken into the following categories:

- Sustainability - to protect against risk and uncertainty (i.e. winter, tax rate stabilization, etc.)
- Infrastructure Renewal - to fund the future costs of infrastructure renewal
- Corporate Reserves - to administer future liabilities and operational requirements (i.e. election)
- Special Purpose – to administer funds for which there is a specific purpose (i.e. cemetery)

In November of 2012, Council adopted the *Consolidated Reserve Policy* (Policy#05.4.01). This policy provides reserve fund guidance and supports financial sustainability. As a result, new reserves were added, some definitions expanded, and other reserve merged.

Grants and Other Financing: This source of funding is provided by Federal/Provincial/Regional levels, specific contributions and bequests. Typically these funding sources have very prescribed requirements and criteria.

Debenture Financing: Debenture Funding is primarily utilized for the City's road and bridge replacement program, due to the overall substantial asset value and lengthy life cycles. Budgets are based on the "Pavement & Bridge Management Program Study".

Capital from Taxation: Projects identified from taxation funding are primarily non-growth related projects that have no other source of financing, such as technology replacement, new initiatives etc. In addition, the Development Charges Act 10% co-funding requirement for growth related soft services is also funded from this source.

C) Guiding Decisions through Policies

Over time, the City has developed a series of guiding financial policies and targets to assist in developing the Capital Budget, which have a positive impact on the financial stability of the City. They are listed as follows:

- A. A long standing City practice is "only capital projects with secured available funding sources are accepted", otherwise specific Council approval is required.

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- B. Discretionary reserve ratio > 50% own source revenue. Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health.
- C. Working capital ratio > 10% own source revenue. Working capital funds provide in-year cash flow requirements.
- D. Debt level ratio < 10% own source revenue. The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. Limited to a maximum of 10% of total own source revenue, which is significantly lower than the Province's 25% maximum.
- E. A 3% administration recovery charge will be applied to capital projects, with the exception of most grant funded projects. These funds are transferred to the Operating Budget and intended to generally offset internal project administration costs.
- F. The inclusion of the 1.76% HST component that is not recoverable should be included as part of the cost of the capital project. Some exceptions may exist, such as for permit-able parks for which no HST is included in the cost, and these will be dealt with on an as-need basis.
- G. NEW – A Contingency Matrix was recently developed to assist departments determine general project risk and a contingency budget amount. This will be shown as a separate cost for the capital project.
- H. The following guidelines relate to Development Charge projects:
 - 1) Positive reserve balances should not be placed into a pre-financing position, with exception for management studies incurred in advance of growth;
 - 2) Pre-financing should not be increased;
 - 3) Commit no more than 50% of revenues in the program year for any development charge service area that is pre-financed; and
 - 4) Development charges will be applied to the full extent permitted by legislation.

D) Specific Actions to Manage Capital Budgets

Actively Closing Projects

Continuing with past practice, staff together with departments will review all active projects to determine if projects can be closed. Any remaining project budget balance will be returned to the original funding source and made available during the 2014-2017 budget process.

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Increased Project Information

Each Capital Budget request includes project justification based on appropriate detail and referenced source information. Building on this effort, Capital Budget Project submissions will now incorporate the following additions:

- Project activity timelines (*to better communicate the timing of main project events & high-level est. cash flows*)
- Multi-year Capital and Operating detail (*to provide better full cost financial visibility*)
- Life-cycle detail (*to assist with asset reporting and the development of asset renewal plans*)
- Implications on other departments (*to generate resource capacity awareness*)
- Connections to related projects (*to highlight capital relationships and dependencies*)
- Illustrating contingency and standardizing the process (*to illustrate project risk*)

Leveraging Grant and Subsidy Funding

To support local municipal initiatives, Federal, Provincial, Regional and local agencies deliver grant programs, partnerships, and subsidies which focus primarily on the following categories:

- Environmental Sustainability
- Infrastructure
- Economic Development
- Culture

Competition for these resources is high and as such applicants are required to prepare detailed submissions consisting of project plans, budgets, timelines, justification, etc. Successful submissions may also be required to meet strict compliance reporting and conditions. To assist the City in developing external funding opportunities, the City's Grant Specialist will participate in the budget planning process and review capital submissions to uncover opportunities and assist departments through the application process. Since implementing the External Grant Procurement Policy and Procedures in June 2009 the City has been very successful in receiving over \$56M, which have assisted in reducing costs associated with projects that may have otherwise been cancelled, delayed or placed increased pressure on the budget.

Forecasting Reserve Balances

In line with multi-year budgeting, reserve balances will also be forecasted to provide future visibility regarding funding availability and potential challenges. To accomplish this action assumptions will be required regarding reserve revenue streams, especially

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those that are dependent on external factors i.e. development charges, etc. Therefore, forecasted capital revenue assumptions will be conservatively estimated and future capital plans may require adjustments to account for potential changes in information i.e. upswings or downward trends.

Capital Project Prioritization

The value of projects approved will not only depend on the amount of funds available in a particular funding source, but also the impact on the City's overall resources i.e. available capital and operating funding, available resourcing capacity, established financial policies, etc.

The criteria used to prioritize projects within a funding source include, but are not limited to consideration of the following:

- Pre-Budget approval obtained
- Funds required to complete previously approved projects
- Legal or Regulatory requirements (including financial commitments)
- Net revenue generating, cost savings or efficiency improvement projects
- Growth related projects
- Infrastructure repair projects
- Equipment replacement projects
- New service levels

Based on the above endorsed guidelines, each department will prioritize the capital projects within their dedicated funding sources. For funding sources with multiple department stakeholders (i.e. capital from taxation) prioritization will be conducted through the Directors' Working Group (DWG). Concurrently, capital budgeting staff will assess funding availability within policy guidelines and establish multi-year funding availability lines for each funding source. As mentioned above, consideration will also be given to operating budget and staff capacity implications, which could result in prioritization adjustments.

5. THOROUGH MULTI- LAYER REVIEW PROCESS

The budget process has a very thorough review process and the final budget will consist of many decisions resulting from a variety of review sessions and open public sessions. Illustrated below are the various layers of review that occur and areas involved within Vaughan's budget process.

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Departmental Review – Operating and Capital budget submissions were prepared by the respective department, which was reviewed and approved by the Commissioner before final submission to the appropriate budget department.

Budgeting Department Review - Budgeting department reviewed and analyzed the operating and capital submissions for adherence to the guidelines. Once all submissions were received, budgets were consolidated, a corporate review/analysis was conducted and the results were presented to the Senior Management Team.

Director's Working Group (DWG) – Representatives from across the City's departments evaluated and prioritized additional resource requests for SMT, Finance and Administration Committee, and Council consideration.

Senior Management Team (SMT) - The next step in the process is to present the draft operating and capital budgets to the Senior Management Team for review and recommendation. Senior Management is comprised of the City Manager and all five of the City's Commissioners. This is a one-to-two month process and is based on a moderate level of review. During this time, Senior Management assesses the operating and capital budget issues, prioritizes requests and formulates recommendations for the Finance and Administration Committee.

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Finance and Administration Committee – The Finance and Administration Committee is comprised of the Mayor and Members of Council. The budgets are presented to the Finance and Administration Committee in manageable sections. Typically, the Finance and Administration Committee performs a macro level review and focuses on department increases, capital programs and specific budget pressures. After considerable review and multiple requests for additional information, the Finance and Administration Committee either refers the budgets back to Senior Management Team for further consideration or recommends the budgets to Council for approval.

Council Review - All Members of Council, (Mayor, Regional Councillors and Local Councillors) will review and vote on the recommended operating and capital budgets resulting in either approved budgets or a referral back to Finance and Administration Committee for further consideration. Council initially approved the 2013 budget on February 11, 2013. Budget amendments were made in May 2013 for the water and wastewater 2013 budgets with information updated accordingly.

Budget Amendments – Amendments to any of the City's budgets are approved by Council. Public input with respect to a budget amendment is received and taken into consideration by Council. Notice of the intention to adopt or amend a budget is provided pursuant to [By-law 394-2002](#), which details the notice form, manner and timing, typically 8-14 days prior to the date of the Council meeting and advertised in local media and on the City's website.

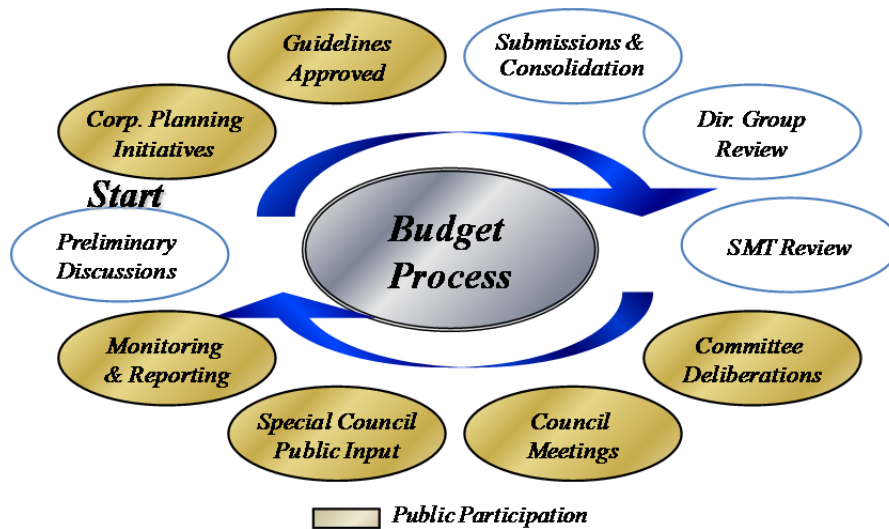
Budget Monitoring - Budget performance is monitored on a continuous basis for any significant or extraordinary variances. In instances where variances are discovered, departments are notified and if necessary SMT or Council is advised.

On a quarterly basis, actuals and results are compared to the budget and are formally presented to Council. All overruns, significant favourable positions and compliance issues are highlighted and brought to Council's attention. This is to ensure budget concerns are reported as they occur and not delayed until the end of the year. Departments were encouraged to take a proactive approach in the budget process and as a result were committed to staying within their allocated resources. In addition, this process has been complimented by the implementation of the capital project administration and reporting policy which includes a requirement to report on high profile projects beginning in 2014.

In addition, departments were provided with financial summaries on a monthly basis.

Public involvement - Throughout the budget process public involvement was a key element of building the budget. Illustrated below are the key touch points with the public.

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CONTINUED PROCESS IMPROVEMENTS

The Budget Department strives to continuously improve the budget process. A strong emphasis is placed on reviewing processes and creating refinements that add value by making the process easier and more informative. Many of these improvements lead to greater efficiencies and reporting, thereby allowing management and front line staff to focus more on core operations, planning, budget review and decision making. To that end, some of the more recent significant process improvements for the budget process include:

- In the fall of 2012, Vaughan presented its first Financial Master Plan; this document discussed the long-term financial pressures facing the City and provided a number of progressive recommendations.
- Integrated strategy & budgeting through the development of the Corporate Planning Process.
- Recently underwent a Reserve Policy Update, which resulted in a consolidated framework, improved guidance, development of new reserves to meet emerging needs and a realignment of balances to ensure equitable funding.
- In an effort to address the City's growing infrastructure gap, the City recently implemented a *Reserve Contribution Policy* for tangible capital assets intended to ensure the community's infrastructure remains sustainable, supporting the numerous programs and services offered.
- Developing prioritization models to assist in decision-making & initiating a Directors' Working Group in order to enhance staff involvement and leverage staff knowledge.

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- Consolidated City's quarterly reporting process into a single simplified report (Operating, Capital, and Water Waste Water). This action was intended for stakeholders to have a more fulsome and complete view of the City's financial results.
- The implementation of the capital project administration and reporting policy which includes a requirement to report on high profile projects beginning in 2014.

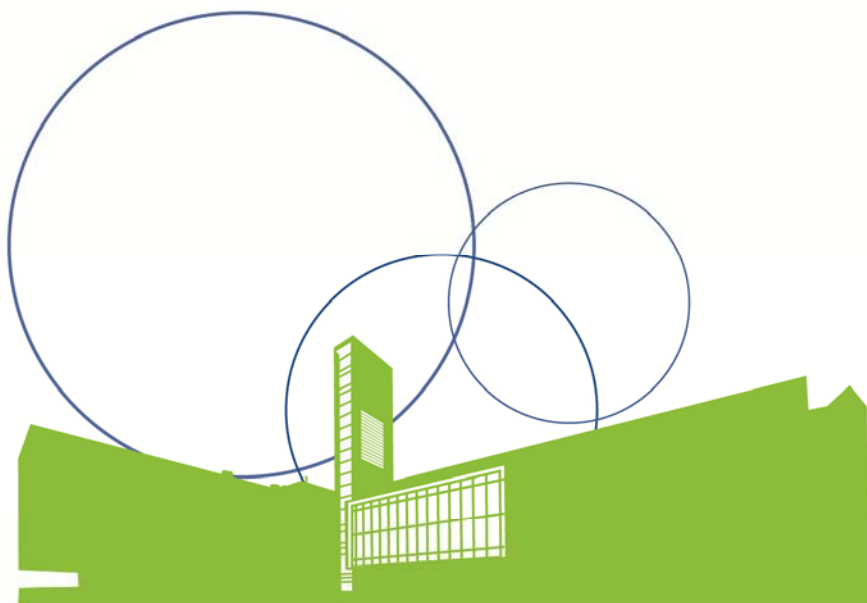
BUDGET TIMETABLE

The 2014-2017 Operating Budget and Business Planning timetable and guidelines were approved by Finance and Administration Committee on June 10, 2013 and approved by Council on June 25, 2013.

The goal for the 2014-2017 Operating Budget Process was to obtain Finance and Administration Committee recommendation and Council approval in January 2013. Public deliberations were slightly extended and final Council approval occurred on February 18, 2014. For your reference, a budget process timeline is provided below.

City of Vaughan 2014 - 2017 Budget Process Timetable	
Dates	Activity
June 10, 2013	Budget Guidelines
June 25th, 2013	Budget Instructions Issued To Depts.
June 28th, 2013	Business Plan Submissions to Strategic Planning Dept.
Aug. 2nd, 2013	Base Operating Budget Submissions
July – Aug. 2013	Senior Management Team (SMT) Preliminary 2014-2017 Budget Review
Aug. 12th-16th, 2013	Commissioner Review of Proposed ARRs
Aug. 23rd, 2013	Capital Project Submissions and Operating ARR's
Sept. 2013	- <i>Director Working Group (DWG) Prioritization</i> - <i>Submission Review, Analysis, & Consolidation</i>
Oct. 2013	SMT Deliberations
Early Nov. 2013	Draft Budget and Presentation Finalization
Nov. & Dec. 2013	Finance and Administration Committee Deliberations
Jan. 2014	Public Input Meeting/Council Approval (14 day notice req.)

Financial Policies



Financial Policies

Municipal Financial Management is complex and involves a number of interconnected topics. This complexity is compounded in a high growth municipality such as Vaughan and during a period of increasing regulations and legislation.

The following list of policies is an overview of the City's long-standing commitment to financial stewardship. It is not intended to document the day-to-day operations or every policy of the City's finance operations, but rather to identify some of the overarching policies that guide the municipality. The policies and processes summarized in this section have been developed over time, guided by Council's vision and strategic direction, and are in place to ensure the City is fiscally sound. The result to date is that the City of Vaughan is in a relatively strong financial position. This is in part demonstrated by the following:

- Strong reserve balances
- Vaughan's financial position per capita is one of the lowest in the province
- Sound investment portfolio
- Low debt (1/5th of the provincial limit)
- Excellent credit rating and access to short term borrowing
- One of the lowest tax rates in the GTA

Without sound financial management, tax increases would be much higher.

1. Accrual Basis of Accounting (Public Sector Accounting Board)

The City of Vaughan prepares its financial information in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA). Sources of financing and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measured; expenditures are the cost of goods and services and are recognized when acquired in the period whether or not payments have been made or invoices received.

The basis of budgeting differs from the basis of accounting, in that Ontario Regulation 284/09 permits municipalities to exclude costs associated with amortization, post-employment benefits costs and landfill closure/post-closure costs, provided their exclusion is reported to Council. This regulation is in place largely because the inclusion of these costs would generate an immediate and significant tax rate pressure. Going forward, Council will need to determine how to deal with these gaps and phase the impacts of these costs.

2. Balancing the Budget (*Municipal Act*)

This policy is mandated by the *Municipal Act* to prevent municipalities from engaging in deficit spending. The policy mandates that the City's annual budget will be balanced ensuring the total sum of funds to be collected will match the total amount to be spent.

Financial Policies

3. Financial Planning (Adopted 1996)

Deciding how to distribute limited financial resources effectively is a very important and challenging task. Financial planning consolidates the City's strategic initiatives, master plans, and general operational/capital requirements in a single process to provide key decision makers with clear visibility on future pressures, implications and funding requirements. This is a key financial management tool that greatly aids in providing Vaughan with a vision into the future, allowing Vaughan to react early to pressures.

In November 2012, Council was presented with the Financial Master Plan. As a result of the Financial Master Planning effort undertaken, 22 recommendations were developed and organized into four classifications: Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration. These recommendations are intended as high level principle actions the City should endorse and move towards.

4. Utilizing Prior Year Surpluses (Adopted 1994)

Prior year surplus is brought forward to assist in reducing the current year budget impact to a maximum of \$2.5 million. Any surplus amount in excess of this amount is evenly allocated to the Tax Rate Stabilization Reserve and Working Capital Reserve.

5. Consolidated Reserve Policy (Adopted November 29, 2012)

The City has established a number of reserves to help manage municipal finances and protect against the potential need to reduce service levels or raise taxes due to temporary revenue shortfalls or unexpected expenditure increases. The Consolidated Reserve Policy consists of two sections. The first section is the policy section, which provides an overview and guidance on general principles and topics that apply to all reserve funds. These topics include:

- Reserve fund classifications and types
- Guiding principles
- Reserve contributions
- Operating surplus and reserve balances exceeding target
- Interest
- Withdrawal/transfers
- Temporary reserve borrowing
- Reserve levels and targets
- Reserve development or policy amendments
- Monitoring and reporting
- Policy review

The second section, titled Policy Appendix, provides more detailed guidance related to specific reserve funds. Due to the number of reserve funds, it was necessary to organize reserves into categories and types. For each category and type, an overview was developed and, where possible, similar policy traits were consolidated and summarized. Where applicable, for each reserve the following detail was illustrated:

Financial Policies

- Purpose and intended use
- Annual withdrawals/transfers
- Reserve min/max targets
- Funding sources
- If required, specific reporting or guiding legislation references

6. Infrastructure Life Cycle Contributions (Adopted 2012)

Vaughan will continue to experience growth over the next number of years, and as a result of that growth, there will be significant new investments in infrastructure funded primarily by development charges. As Vaughan's infrastructure ages, continued investment is required to ensure the City's assets are maintained in a state of good repair. The future condition and state of municipal infrastructure is an important factor in assessing a community's overall quality of life and economic health. Consequently, it is vital to plan for this eventuality and to ensure the City can protect and sustain the foundation of our community. Given this current situation, it is increasingly important that new infrastructure coming on board does not compound the current infrastructure challenge.

Overall the philosophy presented is twofold:

- 1) When new infrastructure is approved, an annual contribution based on lifecycle replacement principles is added to the operating budget for replacement purposes.
- 2) An inflationary adjustment will be added annually to contributions based on historical costs to ensure contributions keep pace with future values.

7. One-time Funding Sources (General Practice)

One-time funding sources are matched to one-time costs to ensure operations continue to be funded by permanent and sustainable funding sources.

8. Cash Management - 50% discretionary reserve policy (Adopted 1995)

This policy requires that the total sum of discretionary reserve balances are maintained at minimum 50% of total City revenues in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health.

9. Investing City Funds (Adopted 2005)

The purpose of the investment policy is to establish and maintain guidelines for investing public funds. The goal of the policy is to earn high investment returns with maximum security and accessibility to funds. The policy incorporates specific guidance on the investment types and terms.

Financial Policies

10. Containing Debt (Adopted 1996)

The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. The Policy limits debt to a maximum of 10% of total City revenue, significantly lower than the Province's 25% maximum allowable rate.

11. Continuous Improvement (General Practice)

Another cornerstone of strong financial management is continuous improvement. As a municipality, we strive to continuously challenge ourselves to do more with less and improve the ways in which we provide community services. To this end, we aim to improve through the efforts of the Key Priorities and Initiatives Committee, Commission of Corporate and Strategic Services, and Innovative and Continuous Improvement Department initiatives.

12. Revenue Recovery Targets (Various policies)

In general, user charges are used to fund programs or services where specific individual benefits are received. The majority of revenue generating departments have conducted a number of in-depth studies, all resulting in the development of cost recovery policies, principles and targets endorsed by Council. These policies account for over 85% of all user charge revenues.

13. New Complement and Vacancy Filling Policy

All new complements require Council approval through the annual budget process.

14. Consolidated Purchasing Policy (Adopted October 30, 2012)

The purposes, goals and objectives of the Purchasing Policy and of the procurement procedures authorized herein are:

- To ensure fairness, objectivity, accountability and transparency in an efficient procurement process;
- To obtain high quality goods, services or construction at a cost that provides the best value to the City;
- To encourage competition among bidders; and,
- To take into account environmental and ethical considerations in purchasing decisions where possible by having regard for the City's Green and Ethical Procurement Policy.

15. Council Expenditure Policy (Adopted March 2010)

This policy guides the expenditures that support Councillors in performing their diverse roles and in representing their constituents. The approved Councillor budgets allow

Financial Policies

Councillors to administer their offices and represent the City at functions or events. This policy is intended to:

- Provide Councillors with the ability to allocate resources in the most efficient way to meet their own particular requirement;
- Identify the process that Councillors and their staff use to administer their budgets;
- Recognize Councillors' accountability for managing City resources allocated to them; and
- Provide specific and clear direction regarding diverse expenses, clarifying what expenses are eligible and ineligible, along with some narrative.

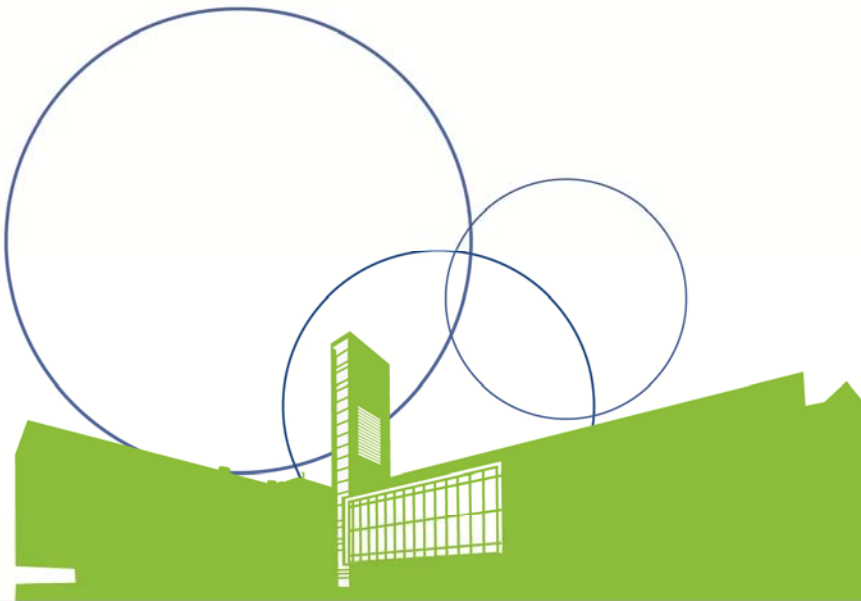
16. Tangible Capital Asset Policy (Under development)

A draft policy is in developed to formalize current practices and provide guidance regarding Tangible Capital Asset (TCA) accounting and associated financial reporting.

17. Capital Project Financial Administration and Reporting Policy (Adopted December 10, 2013)

The Capital Project Financial Administration and Reporting Policy provides guidance and control related to capital project governance and assurance. The policy provides guidance regarding the approach to capital project control, flexibility to manage operational circumstances, authorization and resolution of common issues, and status reporting. Status reporting is accomplished with a standardized reporting template completed by the project manager with the assistance of finance staff.

2014 – 2017 Operating Budget Overview



Operating Budget Overview

Taxes in Perspective

For 2014, Council approved a \$254.0M balanced operating budget resulting in a residential tax increase of approximately **\$31** for the average residential property in Vaughan assessed at \$551,000, equivalent to a 2.50% tax increase. This represents the City's portion of the tax bill, approximately 27%. The remaining property tax bill relates to item outside the City's control, e.g. York Region and Provincial requirements.

2014			2015			2016			2017		
Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
2.50%	3.92	\$31	6.70%	11.04	\$85	4.41%	7.98	\$60	4.22%	8.23	\$60

Municipal Comparison

As illustrated below, in the past four years Vaughan's property tax rate increases are among the lowest in the GTA. In addition, Vaughan's business tax ratios are also among the lowest. More importantly, Vaughan plans to maintain this position going forward.

Municipality	4 yr total	2014	2013	2012	2011	Average
Caledon	26.32%	4.98%	5.70%	5.24%	10.40%	6.6%
Mississauga	26.30%	6.10%	7.00%	7.40%	5.80%	6.6%
King	20.57%	2.59%	3.42%	8.90%	5.66%	5.1%
Oakville	17.60%	2.11%	3.01%	6.55%	5.93%	4.4%
Brampton	16.80%	2.90%	4.90%	4.90%	4.10%	4.2%
Newmarket	16.30%	2.72%	3.74%	3.95%	5.89%	4.1%
Barrie	15.43%	2.03%	3.30%	3.60%	6.50%	3.9%
Milton	15.09%	3.63%	3.00%	3.60%	4.86%	3.8%
Aurora	13.88%	3.75%	3.42%	4.77%	1.94%	3.5%
Burlington	12.15%	3.50%	4.46%	3.29%	0.90%	3.0%
Vaughan	10.09%	2.50%	2.69%	2.95%	1.95%	2.5%
Richmond Hill	9.94%	2.04%	2.50%	2.45%	2.95%	2.5%
Markham	5.49%	2.49%	1.50%	1.50%	0.00%	1.4%
Average	15.84%	3.18%	3.74%	4.55%	4.38%	4.0%

Comparison of Property Tax Ratios for 2014 - Broad Property Class (* = Region)

	Vaughan	Mississauga	Brampton	Halton*	Durham*	Toronto
Residential	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Multi-Residential	1.0000	1.7788	1.7050	2.2619	1.8665	3.1185
Commercial	1.1172	1.4098	1.2971	1.4565	1.4500	3.1185
Industrial	1.3124	1.5708	1.4700	2.3599	2.2598	3.1185
Pipelines	0.9190	1.1512	0.9239	1.0617	1.2294	1.9236
Farmland	0.2500	0.2500	0.2500	0.2000	0.2000	0.2500
Managed Forest	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500

Note: Halton ratios are based on 2013 (assume no change for 2014)

Operating Budget Overview

Taxes in Perspective

Change on a Range of Property Values

The following tables illustrate the annualized tax increases (excluding hospital levy) for residential, commercial, and industrial assessed values.

Minimal Cost to the Tax Payer

	2014 Budget	Plan		
		2015	2016	2017
Avg. Home Property Value	\$551,000	\$587,000	\$626,000	\$667,000
Local Property Taxes	\$ 1,259	\$ 1,344	\$ 1,404	\$ 1,464
Tax Rate Change	2.50%	6.70%	4.41%	4.22%
Tax Bill Change	\$ 31	\$ 85	\$ 60	\$ 60

\$5.61 per \$100,000 of property value in 2014

Minimal Cost to the Business Community

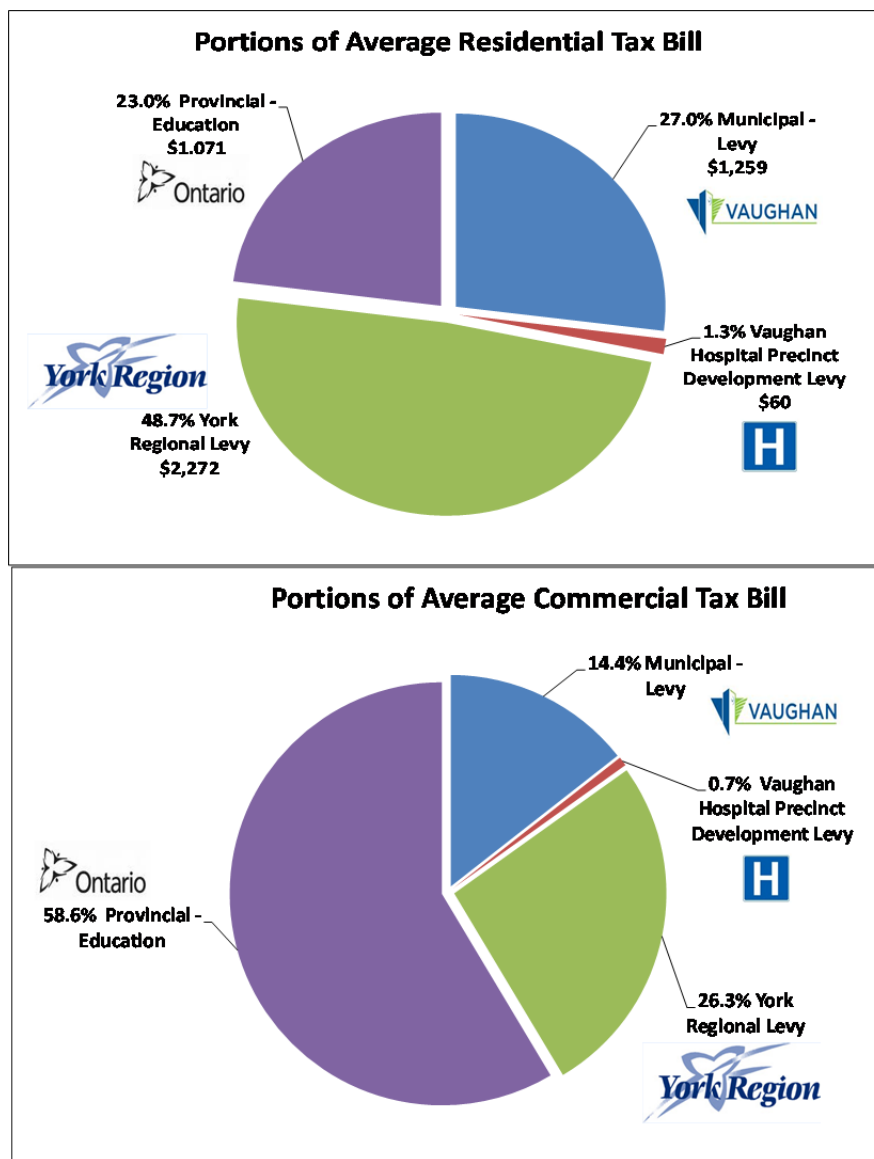
	2014 Budget	Plan		
		2015	2016	2017
Commercial Property	\$ 6.68	\$ 18.35	\$ 12.89	\$ 12.87
Industrial Property	\$ 7.85	\$ 21.55	\$ 15.14	\$ 15.12
Tax Rate Increase	2.50%	6.70%	4.41%	4.22%

Operating Budget Overview

Taxes in Perspective

Where Do Your Property Tax Dollars Go?

Although the City of Vaughan collects the full property tax bill it only retains a portion, which is approximately 27.0% for residential properties and 14.4% for commercial properties. The remaining portion of the tax bill, 73% residential and 85% commercial/industrial, is directed to York Region and the Province of Ontario for services out of the City's jurisdiction and control, e.g. social services, police, transit, education.



Operating Budget Overview

Taxes in Perspective

Quick Facts

Budget

<u>Budget</u>		(Forecasted)				
	2013	2014	2015	2016	2017	
Average residential assessment	\$ 517,000	\$ 551,000	\$ 587,000	\$ 626,000	\$ 667,000	
Total taxes levied on the average assessed home ***	4,597	4,662	4,747	4,806	4,866	
City of Vaughan portion (27-30%)	1,228	1,259	1,344	1,403	1,463	
City of Vaughan tax adjustment % on total taxes		0.7%	1.8%	1.3%	1.2%	
Hospital Capital Levy on the avg. home	60	60	60	60	60	
Reduction for qualifying seniors	313	329	347	366	366	
A 1% increase in the tax rate generates	\$1.495m	\$1.56m	\$1.65m	\$1.81m	\$1.95m	
Impact of a 1% increase on the average home	\$ 11.96	\$ 12.28	\$ 12.59	\$ 13.44	\$ 14.01	
Assessment growth (projected)	2.26%	1.86%	2.75%	3.00%	3.20%	
Proposed/Forecasted Tax Rate Increases		2.50%	6.70%	4.41%	4.22%	

***Forecast Based on Vaughan's proposed %, Region @ 2%, School Board 0%

2013 to 2016 Assessment

The Municipal Property Assessment Corporation (MPAC), a not-for-profit corporation funded by all Ontario municipalities, completed a re-assessment program for Ontario properties, which is in effect for the tax years 2013 through to 2016. It is important to note that this process is revenue neutral for Vaughan and does not provide the City with any additional revenue. Any increase in assessment values are phased in over the four years and the properties that increase in line with the municipal average will not experience an assessment related increase to their tax bill. Should homeowners disagree with their assessment value, MPAC offers a process for assessment reconsideration, and failing that, residents can appeal MPAC decisions to the Assessment Review Board. More information on this process can be found at www.mpac.ca.

Operating Budget Overview

Value for Your City Property Tax Dollars

The City provides tremendous value by offering a wide variety of services for a relatively small portion of the average household costs. In many instances, the City's portion of the household tax bill is even with, if not less than, the typical annual costs for car insurance, utilities, etc. However, instead of receiving a single tangible service, the City offers many essential and quality of life services. For approximately \$1,259 tax (excluding Hospital Levy) on the average home assessed at \$551,000, residents receive fire and rescue protection, road infrastructure and maintenance, snow plowing, garbage collection, recreation, parks and play facilities, cultural attractions, traffic control, by-law enforcement, planning and engineering, and many other services. To illustrate this point, a comparison of selected average household costs is detailed below. The enclosed chart indicates great value for your tax dollar.

<u>Typical Household Costs</u>	<u>Annual</u>	<u>Monthly</u>
Hydro (Avg 1,000Kwh consumption/month)	\$1,826	\$152
Natural Gas (Based on 1,500-2,000sqft home)	\$1,093	\$91
60L of gas/week	\$4,010	\$334
Car Insurance (Avg GTA premium)	\$1,500	\$125
Home Phone/Cable TV/Internet Bundle	\$1,866	\$155
<i>Figures based on local service provider information</i>		
Total City Services (excl. Hospital Levy)	\$1,259 ¹	\$105 ¹
¹ Based on 2014 Operating Budget, incl. ARRs		

There are over 30 departments offering hundreds of services and programs for less than many household expenses.



Operating Budget Overview

Value for Your City Property Tax Dollars











In addition to maintaining existing service levels and programs, and combating the continuous pressures related to growth and inflation (e.g. fuel, utilities, contracts, labour costs), the City was able to implement new programs and services. Listed below are a few of these budget highlights:

Major Additional Resource Request (ARR) Highlights & Elements			
2014	2015	2016	2017
Community Safety STN 7-5 10 Firefighters District Fire Chiefs	Training Officer Emergency Planner	STN 7-6 10 Firefighters District Fire Chiefs Fire Prevention Inspector	STN 7-6 10 Firefighters
Community And Library Services Fr. Ermanno CC - Facility Operator Park Maintenance Forestry Arborist Playground Safety Surface Training Building & Facilities Maintenance and Repairs Hard Surface & Court Repairs	Civic Centre Resource Library Park Maintenance	Block 11 CC - Facility Operator Park Maintenance Carrville PT Facility Operator Vellore Village South Library Avondale Park (North Maple) Attendants Oakbank Pond Maintenance	Block 40/41/42 CC Staff Park Maintenance Block 11 CC - Staff Increase grass cutting frequency
City Building Initiatives VOP 2010 Resourcing Plan VMC Implementation Resourcing Plan Asset Management Business Development Officer Economic Development Coordinator Transportation Engineer	New Vaughan Vision Strategic Plan Electric Vehicle Feasibility Program Pilot EDMS Staffing Real Estate - Acquisitions Business Development & Attraction	Citizen Public Engagement Survey Property Tax System - sys. maintenance Arts & Culture Marketing Material	Business Change Consultants Open to Youth Pilot Project Diversity & Inclusivity Signage and Communication Program









Operating Budget Overview

Value for Your City Property Tax Dollars

To further demonstrate value for your tax dollar, the table below illustrates where your City tax dollars go. It is clear the majority of City tax dollars received is allocated to providing a variety of direct services to City residents. More than 75% of the City's property tax bill is required to provide fire and rescue, public works, parks, library, recreation and waste services. Development, infrastructure and other service components make up the remaining 25%.

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	
FIRE AND RESCUE SERVICES*	\$320	\$336	\$341	\$345	
PUBLIC WORKS & ROAD SERVICES	\$272	\$279	\$275	\$255	
PARKS	\$111	\$111	\$116	\$118	
VAUGHAN PUBLIC LIBRARIES*	\$109	\$132	\$134	\$133	
RECREATION*	\$107	\$106	\$103	\$103	
INFRASTRUCTURE	\$106	\$115	\$122	\$142	
WASTE MANAGEMENT	\$68	\$69	\$70	\$70	
BUILDINGS AND FACILITIES	\$69	\$70	\$74	\$86	
CORPORATE ADMINISTRATION	\$63	\$89	\$135	\$181	
DEVELOPMENT	\$34	\$37	\$33	\$30	
TOTAL	\$1,259	\$1,344	\$1,403	\$1,463	

Our Business – Providing City Services through People and Assets

	Engineering/Public Works		Parks & Recreation		
	Roads - Lane Kms	1,960	Community Centres	10	
	Sidewalks - Kms	1,018	Fitness Centres	7	
	Bridges & Structures	176	Theatres	1	
	Streetlights	25,329	Parkland - Hectares	951	
	Traffic Signals	81	Trails - Km	58	
	Public Works Yards	3	Parks	200	
			Playgrounds	293	
	Fire & Rescue Services		Tennis Courts	126	
	Fire Stations	10	Ball Diamonds	57	
	Fire Engines/Aerials	16	Basketball/Playcourts	85	
	Fire Tankers/Rescues/etc.	13	Bocce Courts	64	
	Library Services		Water Play Facilities	19	
	Libraries	7	Indoor pool tanks	9	
	Library Collection	522,754	Indoor Skating Rinks/Arenas	10	
			Outdoor Soccer Fields	170	
			Skateboard Parks	8	

Operating Budget Overview

Budget Pressures

Long-Term Pressures

Similar to other municipalities and organizations, the City of Vaughan faces multiple pressures annually to maintain a balanced budget. As expenditure demands increase, the City's options to meet those demands are restricted to efficiencies, user fees and taxation.



A common measure used to assess the budget and any associated increase is the Consumer Price Index (CPI), but it is important to understand what is typically not included in an inflation index. Inflation rates try to capture cost increases; however, they do not incorporate other non-cost related factors associated with a municipality, such as the following:

- Additional services to meet growth demands
- Infrastructure repair and replacement
- New services or initiatives
- Costs to meet new legislative requirements
- Fluctuations in revenues

These items are in addition to cost increases and would not be included in an inflation rate such as the CPI. For example, CPI may predict the price increases facing homes, but not cost increases due to new family members or remodelling or unexpected home repairs.

The Consumer Price Index (CPI)

When assessing the Operating Budget, it is very important to put municipal cost increases into perspective. It is very common for stakeholders to gauge a municipality's

Operating Budget Overview

Budget Pressures

performance against the Consumer's Price Index (CPI), but there are two inherent pitfalls with this comparison that confirm why there is not a strong relationship between the CPI and the municipal budget increases:

1. Inflation rates capture cost increases and do not incorporate non-cost related factors associated with a municipality such as growth, infrastructure repair, new services or initiatives, legislative requirements, revenue fluctuations, etc. These are in addition to CPI.
2. CPI is intended to measure the cost increases experienced by the typical Canadian household and includes retail items such as food, clothing, entertainment and other household purchases. Unlike an average Canadian household, municipal expenses are very labour, contract and material intensive.

Determining a Municipal Price Index

An alternative approach would be to use a Municipal Price Index (MPI) based on applying relevant indices/indicators to the weighting of major expense categories. There are many other indexes relevant to municipal operations. This is becoming more common in the municipal world. Using this approach, Vaughan's composite municipal price index, assuming the current expenditure structure, would be more in line with the table below.

Component	Inflation Figure	Source	Scenario #1		Scenario #2	
			% of Budget	Weighted Average	% of Budget	Weighted Average
Salaries and Benefits	2.5% 1.9%	CoV settlement agreements Ministry of Labour	57.1%	1.4%	57.1%	1.1%
Contracts and Materials	5.0%	5 yr Average Historical Increase	14.8%	0.7%	14.8%	0.7%
Utilities and Fuel	2.4%	Stat's Can. Aug, 2013 - Energy CPI	3.8%	0.1%	3.8%	0.1%
Capital Funding	0.8%	Construction Price Index	2.6%	0.0%	2.6%	0.0%
Insurance	11.0%	AMO - 2011 municipal white paper	1.7%	0.2%	1.7%	0.2%
All Other	1.0%	Core Inflation - April 2013	20.0%	0.2%	20.0%	0.2%
Combined Municipal Price Index			2.7%		2.3%	

Consideration must be given to all factors when assessing the budget and associated tax increases. The City's base budget expenditures are increasing by 6.6% in 2014, 4.5% in 2015, 4.5% in 2016 and 4.7% in 2017. Although higher compared to the MPI, embedded

Operating Budget Overview

Budget Pressures

in these figures are non-price related increases associated with contract/utility growth, increases in infrastructure funding, special growth-related projects, additional resource requests, etc. Removing these items from the presented overall expenditure would yield increases of 1.7% for 2014, 2.6% for 2015, 1.7% for 2016 and 1.0% for 2017. Total City expenditure increases are all within the municipal price index range, clearly signalling Vaughan is managing its finances and exceeding industry ranges.

Similarly the City's total department and overall City expenses include growth impacts, which are not included in the above municipal price index. Consequently, adding a 2.0% growth component to the municipal index would increase the municipal price index guide to between 4.3% and 4.7%. Total City expenditure increases are slightly above the MPI adjusted guide.

Although the above figure is an estimate that may require further alignment, it is consistent with the other municipal practices and clearly illustrates Vaughan is facing price increases beyond the Consumer Price Index.

Operating Budget Overview

Budget Pressures

Other Factors to Consider When Assessing the Budget

As illustrated above, a price index is only one component contributing to budget increases. Other non-price related factors associated with a municipality (growth, infrastructure repair, new services or initiatives, legislative requirements, revenue fluctuations, etc.) can also result in budget increases that differ from an inflationary index. Consideration must be given to all factors when assessing the budget and associated tax increases.

A good example of this is assessment growth, which is estimated at approximately 1.86% for 2014, 2.8% for 2015, 3.0% for 2016 and 3.2% for 2017. This translates to residents contributing additional property taxes of \$2.9M in 2014, \$4.4M in 2015, \$5.3M in 2016 and \$6.0M in 2017. This is somewhat lower than the 2.26% figure experienced in 2013 and is a function of market forces and the long term nature of some of the larger development projects in the City. Although not specifically allocated, these funds help offset the increasing service costs associated with community growth. Listed below are just a few of the many growth additions to the City:

Growth Items

Road Km	89	Playgrounds	4
Sidewalk Km	91	Basketball Court	1
Streetlights	1962	Trails km	1.2
Waste/recycling stops	647	Fire engine	0
Soccer field	2	Tennis Court	2
Junior Playground	1	Shade structure	3
Skateboard Park	0	Community Centre expansion	1
Parkland (in hectares)	10	Fleet (number of vehicles)	10

All the above additions require funds to operate and maintain service levels. Included in the 2014 to 2017 Operating Plan are estimates for staffing, contracts, utilities and associated renewal costs supporting growth. Below are a few items that are indirectly funded through assessment growth:

Operating Budget Overview

Budget Pressures

	million
Assessment Growth	2.9
Prior Year Impacts	(0.7)
Contract & Utility volume increases	(0.1)
Capital Contribution	(0.6)
Capital Funding Gap	(0.1)
Additional Resource Requests	<u>(3.4)</u>
Funding gap	(2.0)

There are many other costs associated with growth that are not included. This table simply illustrates there is a gap.

Economic Outlook– At a Cross Roads

Based on TD Economics – April 8, 2013 Quarterly Economic Forecast.

“The report is clearly indicative of the struggles faced by the Canadian economy in the latter half of 2012. The increasingly positive outlook speaks volumes about where the Canadian economy is headed this year. Indeed, TD Economics anticipates an acceleration of growth this year. While there have been some bumps along the road, we expect the US economic recovery to gain momentum in the months ahead which, in turn, should drive a stronger export profile here in Canada. Combined with continued resilience in the domestic economy, real GDP growth in Canada should accelerate to the 2-3% range on a quarterly annualized basis by the second half of 2013. For the Bank of Canada, the moderate growth profile and well-anchored inflation expectations imply little reason to move off the sidelines in the near term. We continue to expect interest rates to remain on hold until the end of next year.”

The above information is relatively global and is intended to provide a general economic context, which may change over time and may not reflect Vaughan’s micro economic situation.

Operating Budget Overview

Major Budget Changes

As illustrated below, the 2014 levy increased by approximately \$6.8M including a 2013 surplus carry forward of \$2.5M. The levy was reduced by estimated 1.86% or \$2.9M increase in assessment growth (new homes and businesses), netting the effective taxation increase to \$3.9M, which translates into \$31 (\$2.58/month) for the average home in Vaughan or a 2.50% tax increase.

The table also illustrates the upcoming pressures for the next three years where tax rate increase is expected to be at 6.70% for 2015, 4.41% for 2016 and 4.22% for 2017. The net levy includes assessment growth estimates. The recognized 2015 to 2017 budget forecasts will be reviewed during the next budget process.

	2013 BUDGET	DRAFT 2014 BUDGET	INC. / (DEC.) \$	2015 FORECAST	2016 FORECAST	2017 FORECAST
REVENUES	82,315,389	91,212,007	8,896,618	87,379,510	86,272,073	85,115,620
EXPENDITURES	238,371,178	254,039,241	15,668,063	265,458,944	277,408,707	290,331,416
NET EXPENDITURES	156,055,789	162,827,234	6,771,445	178,079,434	191,136,634	205,215,796
PRIOR YEAR SURPLUS CARRY FORWARD TO REDUCE TAX LEVY	2,500,000	2,500,000	0	2,300,000	2,100,000	1,900,000
LEVY	153,555,789	160,327,233	6,771,445	175,779,434	189,036,634	203,315,796
NET FORECASTED INCREASES				15,452,199	13,257,200	14,279,162
LESS: ASSESSMENT GROWTH (2014 @ 1.86%)			(2,853,527)			
LESS: ASSESSMENT GROWTH (2015 @ 2.25%)				(4,408,999)		
LESS: ASSESSMENT GROWTH (2016 @ 2.25%)					(5,273,383)	
LESS: ASSESSMENT GROWTH (2017 @ 2.25%)						(6,049,172)
2014-17 OPERATING BUDGET TAXATION INCREASE FUNDING REQUIRED			3,917,918	11,043,200	7,983,817	8,229,990
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS (rounded to 2 decimal places)			2.50%	6.70%	4.41%	4.22%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT 2014 @ \$551,000, 2015 @ \$587,000, 2016 @ \$626,000 and 2017 @ \$667,000			\$31	\$85	\$60	\$60

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- Expenditures Forecasts 2015 to 2017 include recognized and recommended ARRs

Operating Budget Overview

Major Budget Changes

Budget Approach

The City's approach to the annual operating budget was to first develop the Base Budget through the issuance of very strict budget guidelines. Under the guidelines, departments were only permitted to include very specific adjustments in their Base Budget, which were typically related to pre-determined agreements, contracts or Council approved increases. The guidelines did not include "across the board" increases for inflation or increases for new staffing.

To the extent that a department required additional resources, a separate business case must be submitted for consideration. These were referred to as Additional Resource Requests (ARR) and were individually vetted through the Directors Working Group, Senior Management Team, the Finance and Administration Committee and finally Council.

The objective of separating the process into the base budget and additional resource requests was to identify the minimum resources based on agreements etc. and review all other requests on an individual basis.

Base Budget and Additional Resource Request Highlights

Base Budget

The impact of the Base Operating Plan, derived from Council's approved guidelines was as follows:

	2014	2015	2016	2017
Net Taxation Change	\$0.55m	\$5.23m	\$3.70m	\$2.93m
Avg. Residential Tax Rate Change	0.35%	3.17%	2.04%	1.50%
Avg. Residential Tax Bill Change	\$4.33	\$40.18	\$27.59	\$21.18

The above changes were largely driven by staff agreements, contractual obligations, utility needs, full year impacts and capital funding requirements. Although there were many components to the City's base budget, the base budget would be much lower. Technically, in the absence of these adjustments, there would be a decrease in the 2014 base budget and 2015-2017 base budget increases would range from a 0.3% to 1.15% percent tax rate increase. These items and their effect on the base budget are illustrated in the following table.

Operating Budget Overview

Major Budget Changes

Highlights & Major Budget Elements	2014		2015		2016		2017	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
Fire Station 7-5 (Full Impact)	671,519	0.43%		0.00%		0.00%		0.00%
Infrastructure /Capital Funding*	484,942	0.31%	2,482,581	1.51%	1,860,902	1.03%	3,206,426	1.64%
Investment Income Reduction	378,450	0.24%	250,000	0.15%	250,000	0.14%	(40,000)	-0.02%
Insurance Premiums & Other Adjustments	246,998	0.16%	691,608	0.42%	615,098	0.34%	205,615	0.11%
Reassessment - Tax Adjustments	125,000	0.08%	125,000	0.08%		0.00%	25,000	0.01%
Corp. Phase in (carryforward/stabilization)	(150,000)	-0.10%	400,000	0.24%	400,000	0.22%	400,000	0.21%
PowerStream Dividend reforecast	(1,775,000)	-1.13%	(125,000)	-0.08%	825,000	0.46%	-	0.00%
Other Net City Obligations (workforce, contracts, etc.)	568,574	0.36%	1,409,445	0.86%	(251,494)	-0.14%	(868,417)	-0.45%
Base Budget Subtotal	550,483	0.35%	5,233,634	3.35%	3,699,506	2.37%	2,928,624	1.87%

It should also be noted, assessment growth is well under historical levels, due to the Province's Municipal Property Assessment Corporation (MPAC) focus on reassessment activities, resulting in lower assessment growth figures across the GTA. The City has taken a proactive mitigation approach by adjusting supplemental taxation. However, there was still a 2014 forecasted net reduction in the order of \$1.8M, which will hopefully be recovered in future years.

Additional Resource Requests (ARRs)

As previously noted Additional Resource Requests were not permitted under the base operating budget guidelines and are submitted and assessed on their respective merits. Initially, there were 138 requests totalling a combined \$32.8M, all of which are valued. Reducing this balance was very difficult for decision makers, who were frequently faced with the dilemma of choosing between "building a progressive city" and "keeping tax rates low". The Senior Management Team's funding recommendation was a blend of both ideals driven by the following:

- ❖ Community safety - Fire operations & emergency planning
- ❖ Community and library services-, Civic Centre Resource Library, Avondale North Maple Park, ongoing forestry, parks, facility maintenance, etc.
- ❖ City building initiatives – Vaughan Metropolitan Centre, zoning by-law review, business development, strategic planning initiatives, public engagement, performance measurement, and environment action plans. Also operational requirements such as Planning, engineering, etc.

Operating Budget Overview

Major Budget Changes

Highlights & Major Budget Elements	2014		2015		2016		2017	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
<i>Additional Resource Requests</i>								
- Community Safety/Fire	687,017	0.44%	1,227,150	0.74%	1,176,334	0.65%	1,419,899	0.73%
- Community & Library Services	855,554	0.55%	2,963,710	1.80%	2,415,549	1.33%	2,874,488	1.47%
- City Building Initiatives**	628,417	0.40%	927,854	0.56%	(109,624)	-0.06%	232,843	0.12%
- Operational Requirements	1,196,447	0.76%	690,396	0.42%	801,553	0.44%	773,603	0.40%
ARR Subtotal	3,367,435	2.15%	5,809,110	3.53%	4,283,812	2.37%	5,300,834	2.72%

Senior Management and the Directors Working Group spent a significant amount of time reviewing and optimizing the requests, which resulted in a number of requests being partially funded internally (over \$4.1m), some redistributed within the planned years and \$629K deferred beyond the 4 year plan. In many situations the result was not optimal, potentially compromising service levels, but necessary to minimize tax pressures on the community. The above situation further supports the need to begin planning resources beyond a single year in order to address future opportunities and challenges. A high-level summary of the additional resource request recommendations are provided in a later section. The result of the Senior Management Team's funding recommendation is as follows:

	2014	2015	2016	2017
Net Taxation Change	\$3.37m	\$5.81m	\$4.28m	\$5.30m
Avg. Residential Tax Rate Change	2.15%	3.53%	2.37%	2.72%
Avg. Residential Tax Bill Change	\$26.58	\$44.74	\$32.05	\$38.41

Combined Base Budget and Additional Resource Requests

The combined impact of the base budget and the Additional Resource Requests is illustrated below:

	2014	2015	2016	2017
Net Taxation Change	\$3.92m	\$11.04m	\$7.98m	\$8.23m
Avg. Residential Tax Rate Change	2.50%	6.70%	4.41%	4.22%
Avg. Residential Tax Bill Change	\$31	\$85	\$60	\$60

Budget Reporting and Process Changes

The budgeting process is constantly evolving to the needs and requirements of departments, management, Council, and residents. Illustrated in this section are brief highlights of process and reporting changes incorporated into the budget.

Operating Budget Overview

Major Budget Changes

Amortization vs. Budget Contributions

As permitted under the municipal act, the City's 2014 Operating Budget and 2015-2017 Operating Plan was developed excluding full amortization of tangible assets and post-employment benefits. The costs and associated tax implications of budgeting for full amortization are very significant. The main reasons for the funding differences are:

1. The majority of the City's assets are funded by the development industry, leaving the City to fund renewal costs at a much later date; primarily through taxation (existing reserve and debt are taxation supported).
2. There is a surge in future post-employment benefits caused by staffing requirements to service growth, who are eligible for post-retirement benefits after 5 years of service.
3. The purpose of the budget is to determine and set the City's levy and tax rates. Therefore the financing of assets renewal and liabilities may differ from financial statement reporting presentation amortization balances.

Ontario Regulation 284/09 – "Budget Matters – Expenses" states that municipalities may exclude from annual budgets all or a portion of expenses for amortization, post-employment benefit expenses and solid waste landfill closure and post-closure expenses, but does require Council be informed of the above action including the estimated change in the year-end accumulated surplus and estimated impact of the excluded expenses on the municipal funding requirements. It is important to note these expenses were recognized and reflected in the City's annual financial statements, but they are not fully funded through the City's budget and tax levy.

Impact of Excluded Expenses/Estimated Change in Accumulated Surplus

Funding vs. Amortization (In Millions)	Annual Budget Funding	Prior Year Amortization	Gap
City Asset Renewal	23.1	44.1	21.0
City Post Employment Benefi	1.3	12.5	11.2
Combined	24.4	56.6	32.2

- Budget funding includes capital contributions and debenture financing estimates
- Excludes Water and Waste Water (Separate Process)
- Reporting on solid waste landfill closure and post-closure expenses is not applicable in Vaughan

Operating Budget Overview

Major Budget Changes

As reported in many journals and articles, the above situation is consistent for most Canadian municipalities. Due to sound financial planning, Vaughan is in a strong financial position and ahead of most municipalities. To begin to address the forecasted capital asset renewal funding gap, the City has implemented several initiatives. For example, policies for reserve funds, the transfer of annual operating surpluses to reserves and the recent adoption of life cycle based contributions for new assets. City staff continue to work on the infrastructure replacement challenge and have recently brought forward a Financial Master Plan, which included an infrastructure financing strategy, which will continue to be discussed at future Finance and Administration Committee meetings.

CITY OF VAUGHAN 2014-17 OPERATING BUDGET REVENUE AND EXPENDITURE SUMMARY

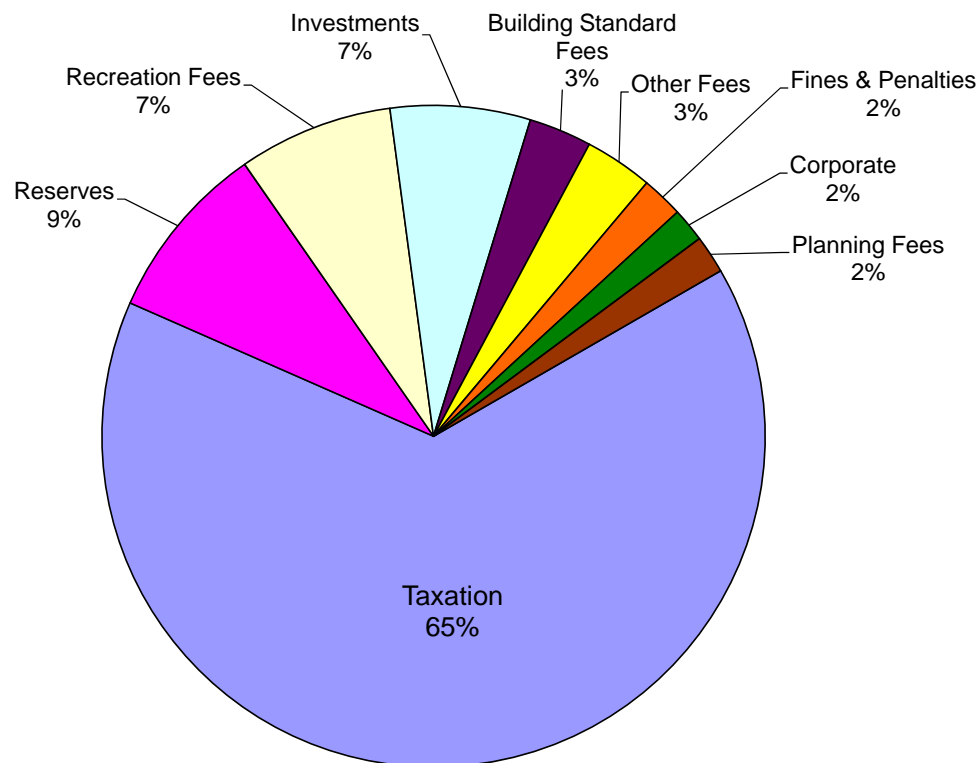
	2013 BUDGET	DRAFT 2014 BUDGET	INC. / (DEC.) \$	%	2015 Forecast	2016 Forecast	2017 Forecast
REVENUES:							
2013 TAXATION	153,555,789	153,555,789			153,555,789	153,555,789	153,555,789
ASSESSMENT GROWTH		2,853,527	2,853,527	1.86%	7,262,526	12,535,909	18,585,081
BASE TAXATION	153,555,789	156,409,316	2,853,527	1.9%	160,818,315	166,091,698	172,140,870
SUPPLEMENTAL TAXATION	5,282,683	3,500,000	(1,782,683)	-33.7%	3,200,000	3,200,000	3,200,000
GRANT / PAYMENT IN LIEU / OTHER	2,645,200	2,645,200	0	0.0%	2,645,200	2,645,200	2,645,200
RESERVES	19,377,162	21,891,749	2,514,587	13.0%	21,314,353	20,540,831	17,975,309
CORPORATE	17,660,378	23,672,678	6,012,300	34.0%	19,802,044	18,486,832	18,531,213
FEES AND SERVICE CHARGES	37,349,966	39,502,380	2,152,414	5.8%	40,417,913	41,399,210	42,763,898
PRIOR YEAR'S SURPLUS CARRY FORWARD	2,500,000	2,500,000	0	0.0%	2,300,000	2,100,000	1,900,000
TOTAL REVENUES	238,371,178	250,121,323	11,750,145	4.7%	250,497,825	254,463,771	259,156,490
EXPENDITURES:							
DEPARTMENTAL	210,744,156	221,281,016	10,536,860	5.0%	234,353,741	242,485,385	251,263,485
RESERVE CONTRIBUTION & CORPORATE EXP.	6,259,535	11,731,537	5,472,002	87.4%	8,594,349	9,630,453	12,770,167
LONG TERM DEBT	14,150,587	14,029,554	(121,033)	-0.9%	15,128,195	15,090,829	12,945,826
CONTINGENCY	827,626	633,050	(194,576)	-23.5%	729,058	3,421,691	6,435,982
CAPITAL FROM TAXATION	6,389,274	6,364,084	(25,190)	-0.4%	6,653,601	6,780,349	6,915,956
TOTAL EXPENDITURES	238,371,178	254,039,241	15,668,063	6.6%	265,458,944	277,408,707	290,331,416
FUNDING REQUIREMENT							
2014 TAXATION INCREASE			3,917,918				
2015 TAXATION INCREASE					11,043,201		
2016 TAXATION INCREASE						7,983,817	
2017 TAXATION INCREASE							8,229,990
AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS			2.50%		6.70%	4.41%	4.22%
INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT			\$31		\$85	\$60	\$60
2014 @ \$551,000, 2015 @ \$587,000, 2016 @ \$626,000 and 2017 @ \$667,000							

- 2013 Actuals are unaudited and may differ from Financial Statements
- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- For the 2014 figure assessment growth is included in the taxation balance
- Forecasts 2015 to 2017 include recognized and recommended ARRs

Operating Budget Overview

Revenues by Major Source

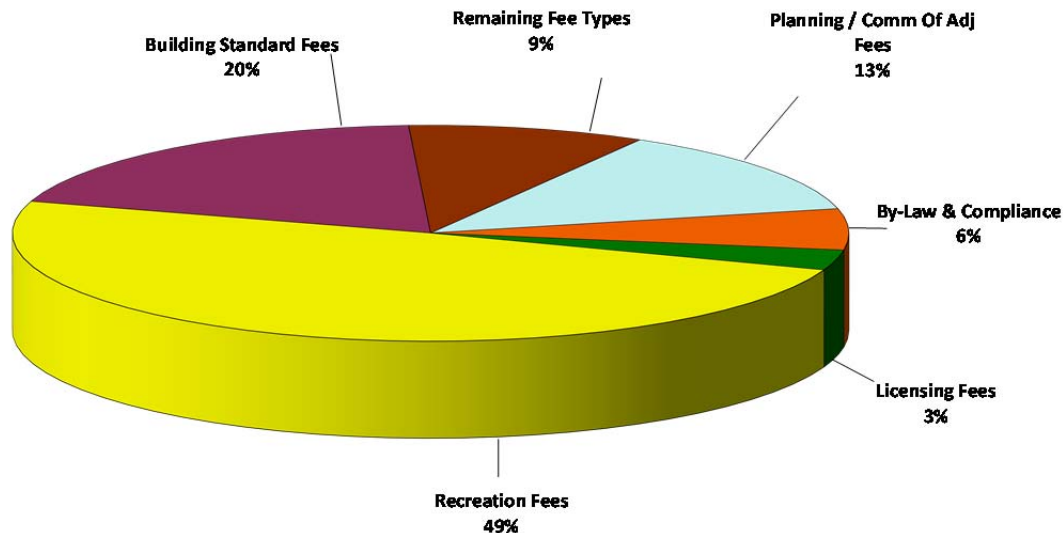
Although increasing taxes is always considered a last resort, legislative restraints often force municipalities to default to this revenue source to fund ongoing budgetary pressures, which are conveyed through property tax rate increases. To clarify the process, increases in average property values do not generate additional revenue for the City, as the property tax rates are adjusted annually to account for global changes in property assessment resulting in a neutral impact. Almost 65% of the City's budget is funded through property taxes. The following chart provides a good illustration of the City's revenue sources.



The remaining 35% of the City's revenues consist of user fees (such as recreation, building standard fees, etc.), reserve transfers and corporate revenues (primarily investment income and fines/penalties). Although these revenue streams are vital to providing services, they are very limited in nature and frequently restricted by legislative requirements and market conditions. Of interest is that the majority of the City's user fees are related to only five sources: Building Standards, Recreation, Licensing, By-Law and Compliance, and Planning fees, which are discussed in the following pages. The City is continually looking for alternative revenue sources in order to reduce the burden on taxpayers. However, generating increased revenue from these sources is very challenging.

Operating Budget Overview

Revenues by Major Source



User Fees and Cost Recovery Ratios

It is important to recognize that there is an ongoing balance between funding through a fee for specific user based services versus funding City services through the general tax rate. To the extent there is a user fee, that fee should be adjusted annually to reflect changes in the cost of delivering the service; otherwise, by default, there would be a requirement to fund cost increases through the property tax rate.

Over 90% of the City's user fees are generated by the following five areas:

- Recreation
- Building Standards
- Planning and Committee of Adjustment (COA)
- By-Law and Compliance
- Licensing

As a result, the majority of the above departments have conducted various fee studies. Some studies resulted from legislative requirements and others were staff-initiated in-depth studies, resulting in the development of cost recovery policies, principles and targets endorsed by Council. In addition, various benchmarking comparisons have been performed by departments and external consultants indicating Vaughan's recovery targets are on-par or better than neighbouring municipalities. Detailed below is a summary of department and estimated full cost recovery ratios for these areas:

Operating Budget Overview

Revenues by Major Source

2014 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licencing	By-Law & Compliance	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)
Revenues	\$ 18,870	\$ 1,196	\$ 2,430	\$ 4,477	\$ 507	* \$ 10,067	\$ 450
Expenditures	\$ 19,963	\$ 675	5,893	3,908	597	6,117	577
Subsidy/(Surplus)	1,093	(521)	3,464	(570)	90	(3,950)	127
2014 Dept Budget Recovery Ratio	95%	177%	41%	115%	85%	165%	78%
2015 Dept Budget Recovery Ratio	94%	182%	39%	119%	89%	169%	83%
2016 Dept Budget Recovery Ratio	95%	219%	40%	122%	94%	170%	89%
2017 Dept Budget Recovery Ratio	94%	202%	39%	129%	93%	171%	89%
Memo: 2013 Dept. Budget Recovery Ratio	93%	176%	44%	105%	82%	167%	75%
Full Cost Estimate (ABC Model)	** \$ 42,409	\$ 1,583	\$ 4,638	\$ 7,134	\$ 1,340	\$ 10,067	1,480
Subsidy/(Surplus)	23,539	387	2,208	2,656	833	-	1,030
2014 Full Cost Recovery Ratio	44%	*** 76%	52%	63%	38%	100%	30%
2015 Full Cost Budget Recovery Ratio	44%	78%	52%	72%	42%	100%	32%
2016 Full Cost Budget Recovery Ratio	43%	81%	53%	74%	45%	100%	35%
2017 Full Cost Budget Recovery Ratio	42%	78%	52%	74%	44%	100%	35%
Memo: 2013 Full Cost Budget Recovery Ratio	45%	76%	42%	63%	41%	100%	35%
Policy Recovery Goal	95% Dept. Cost	100% Full Cost		100% Full Cost	100% Full Cost	100% Full Cost	

* Building Standards revenues include a draws from Building Standards Continuity Reserve of:

\$2.8 M in 2014

\$2.7 M in 2015

\$2.7 M in 2016

\$2.6 M in 2017

** Recreation Building & Facility costs approximately: \$22,031,596 in 2014

\$22,600,383 in 2015

\$23,587,640 in 2016

\$25,682,311 in 2017

*** Licensing full cost recovery illustrated is lower than 100% due a portion of the department being devoted to risk management and fee restrictions applied to certain licensing activities (e.g. lottery, livestock).

As illustrated above, some areas are below policy recovery goals. Achieving these goals, would increase revenue and associated tax requirements by approximately \$3.9M. Resetting the above targets to full cost recovery could potential generate \$31M in additional revenues. Although the above chart illustrates a recovery gap and an opportunity is present, caution is advised when setting fees and recovery targets. There is a need to balance price increases with service demand, process compliance and local competition.

Overall, most areas are recovering more than 80% of their department budgets and projected recovery targets remain stable with some isolated exceptions. Illustrated below are brief comments related to each of the above sections.

- Building Standards continues to maintain a 100% building code full cost recovery target for Ontario building code revenues, with a draw from the Building Standards Service Continuity Reserve in anticipation of lower volumes created by the slow economic recovery. The total draw from the reserve for the four years is forecasted to be \$10.8M.
- Licensing also continues to achieve their target of recovering business licensing full costs. It should be noted the department's full cost recovery illustrated is lower than 100% due to a portion of the department being devoted to risk

Operating Budget Overview

Revenues by Major Source

management and some licensing fee restrictions are applied to lottery and other licenses.

- Recreation is planning to recover 95% of their departmental costs by 2016 and slightly reduce to 94% in 2017. Presented targets are mildly optimistic as future cost increases associated with labour agreement renewals are not included and could reduce the planned recovery to a figure slightly below their policy target of 95%.
- By-Law and Compliance is planning to recover 41% of their departmental costs in 2014. It should be noted that a recovery policy is not in place, as this service is driven by compliance.
- Planning full cost recovery is steadily climbing from 63% in 2013 to a planned 74% in 2017, which is a great improvement over past budgets.
- COA recovery targets are increasing from 41% in 2013 to 45% in 2016 and reduced slightly to 44% in 2017.

As demonstrated above, most areas are recovering a large portion of their budgeted department costs and a significant portion of full costs. In addition, departments have performed various benchmarking comparisons and external consultants indicating Vaughan's recovery targets are on par or better than neighbouring municipalities. This is another indication of the City managing its finances in a prudent manner.

Revenue Variance Review

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Base Budget Revenues	\$ 91,212,007	\$ 8,896,618	\$ 87,379,510	\$ (3,832,497)	\$ 86,272,073	\$ (1,107,437)	\$ 85,115,620	\$ (1,156,453)

Overall, 2014 revenues increased \$8.9M or 11% from 2013 levels, 2015 forecast revenues decreased \$3.8M or 4.2% from 2014 levels, 2016 forecast revenues decreased \$1.1M or 1.3% from 2015 levels and 2017 forecast revenues decreased \$1.1M or 1.3% from 2016 levels. These figures include Additional Resource Requests. The primary factors contributing to the increases are as follows:

Supplemental Taxation

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Supplementals	\$ 3,500,000	\$ (1,782,683)	\$ 3,200,000	\$ (300,000)	\$ 3,200,000	\$ -	\$ 3,200,000	\$ -

Supplemental taxation is generated from additional assessment forwarded to the City from Municipal Property Assessment Corporation (MPAC) over the course of the year, and is primarily a result of new construction. Last year, MPAC's focus on reassessment activities resulted in lower assessment growth figures across the GTA. The City mitigated this impact by adjusting supplemental taxation in anticipation of MPAC catching up with the true assessment figure through supplemental taxation and future increased

Operating Budget Overview

Revenues by Major Source

assessment growth. As reflected in 2014, this approach is phased down by \$1.8M. Unfortunately, assessment growth estimates continue to be low and are not fully offsetting this reduction. As reflected in 2015, supplemental taxation is forecasted to decrease by \$0.3M. Given the current uncertain economic climate and MPAC's inconsistency in processing assessment, Council was cautioned of the risk that the City's mitigation plan is dependent on MPAC's processing performance.

Funding from Reserves

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Funding from Reserves	\$ 21,891,749	\$ 2,514,587	\$ 21,314,353	\$ (577,396)	\$ 20,540,831	\$ (773,522)	\$ 17,975,309	\$ (2,565,522)

2014 increase of \$2.5M:

- There was also a \$871K increase in the Building Standards reserve, to neutralize the Building Standards full costing gap, as per policy.
- Engineering reserve increased by \$1,088K to reflect associated expense increases.
- The Election reserve increased by \$755K to cover the additional costs of the 2014 election plus the additional tabulator costs. There is no impact on the budget as there is an associated increase in expenses.
- There was an increase of \$150K to the tax rate stabilization withdrawal. Transfers from the Tax Rate Stabilization Reserve were adjusted to reflect the combined impact of MPAC's property re-assessment activity that will likely generate processing issues and drive subsequent increases in planned tax adjustments. Therefore, a temporary transfer has been applied to maintain a net historical level of tax adjustments, approximately \$2M.
- The above increases were offset by the following phasing plans:
 - A decrease of \$195K for development growth related projects such as Zoning By-Law review.
 - Fleet management reserve funding final year phase out, \$121K.
 - Debenture payment reserve withdrawals decreased by \$120K to smooth decreases of \$121K debenture payments.
 - The Water & Wastewater recovery decreased by \$23K to reflect activities between the City and Water/Waste Water services.

Changes from 2015 to 2017:

- The largest component of future budget decreases are related to an election scheduled for 2014. As a result, associated expenses are planned that are

Operating Budget Overview

Revenues by Major Source

neutralized by a corresponding reserve withdrawal increase of \$755K in 2014. In 2015, the withdrawal is removed.

- Additional funding from the debenture reserve are required in 2015 to smooth increases in debenture payments. Budget withdrawals are planned to peak in 2015, and then decline as debentures stabilize. The overall net impact on the budget is an increase of \$498K in 2015, followed by decreases of \$562K in 2016, and \$0M in 2017.
- From 2015 to 2017, there is a planned annual decrease of \$400K in funding from Tax Rate Stabilization reserve. This is necessary to slowly transition to a more predictable and sustainable funding source.
- Budget changes in Engineering, Building Standards and Water/WasteWater recoveries services are a result of activity, departmental cost changes and anticipated growth trends. The total adjustments amounted to a decrease of \$47K in 2015, increase of \$205K in 2016 and decrease of \$40K in 2017.

User Fees / Service Charges

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Fees/Charges/Recoveries	\$ 39,502,380	\$ 2,152,414	\$ 40,417,913	\$ 915,533	\$ 41,399,210	\$ 981,297	\$ 42,763,898	\$ 1,364,688

Major Budget Adjustments

- The largest component of the budget increases are related to an anticipated increase in planning activity. The majority of the 2014 increase is related to site plan agreements, which have been adjusted to better reflect past performance. In addition, development activity is anticipated within the Vaughan Metropolitan Centre, Carrville, Concord and Thornhill development areas. Based on the above, planning revenues are anticipated to increase \$1.2M for 2014, \$107K in 2015, \$36K in 2016 and \$153K in 2017.
- The second largest component of the budget increases was in the Recreation department due to the climbing demand for services, general price increases and York Region transit ticket sales. It should be noted that these increases were largely offset by similar expenditure value increases. Revenue increases related to recreation were \$721K for 2014, \$347K in 2015, \$357K in 2016 and \$995K in 2017. The 2017 increase is larger due to the planned addition of the Carrville Community Centre.
- Building Standards had a decrease of \$265K in budgeted revenues in 2014 due to fewer applications received in 2012 and 2013. The revenues are expected to trend upwards in the next years as building standards permits catch up with development planning applications that have already been processed. It is anticipated to increase by \$282K in 2015, \$351K in 2016 and \$154K in 2017.

Operating Budget Overview

Revenues by Major Source

- By-Law and Compliance revenues also increased to reflect general price and volume estimates. The 2014 budget increase is larger than future years to reflect historical performance. Budget increases were \$111K for 2014, \$55K in 2015, \$0.8K in 2016 and \$21K in 2017. It should be noted that most of these increases are offset by additional resource requests that were recognized and recommended.
- The remainder of the increases were in Clerks - Licensing, Committee of Adjustment, Engineering Services, Public Works, Parks and Forestry Operations, etc.
- There were also minor decreases in revenue in cemeteries and Communities in Bloom Sponsorship to reflect actual trends.

Corporate Revenues

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Corporate Revenues	\$ 23,672,678	\$ 6,012,300	\$ 19,802,044	\$ (3,870,634)	\$ 18,486,832	\$ (1,315,212)	\$ 18,531,213	\$ 44,381

Major Budget Adjustments

- Special Dividend –Vaughan Holdings Inc.(VHI) – A special one-time dividend of \$3.6M from VHI were approved in January 2014 to fund the requirements for Vaughan Metropolitan Centre (VMC) Development Implementation and Facilitation and Ontario Municipal Board (OMB) - Vaughan Official Plan (VOP) 2010, Secondary Plans and related Appeals.
- PowerStream Dividends – A revised forecast was recently provided which included its core dividend distribution forecast as part of the annual budget process, indicating anticipated dividend increases of \$1.8M in 2014 and \$125K in 2015. However, there is a forecasted decrease in dividend revenue of \$825K in 2016 and no change in 2017. This reduction is largely a result of PowerStream's regulatory environment and methodology for calculating their return on capital.
- PowerStream Investment Income – The PowerStream Promissory Note interest deferral was renewed in October 2013 at the rate prescribed by the Ontario Energy Board. This action reduced annual interest by \$153K.
- Investment Income – As discussed last year, there was a need to change the methodology used to allocate investment income between the operating budget and reserve accounts. As a result, investment income allocated to the operating budget is phased down by \$225K in 2014, and \$250K in both 2015 and 2016. There is a slight increase of \$40K in 2017. Investment income is also challenged by low interest rates, which are replacing maturing higher yield investments.
- Fines and Penalties – The corporate fines and penalty budget increased by \$200K in 2014 to better reflect actual historical trends. This budget is expected to stabilize through 2017.

Operating Budget Overview

Revenues by Major Source

- Miscellaneous Revenue – In the fall of 2013, VHI Board Members approved a cost recovery of \$100K for the use of City of Vaughan staff to support VHI activities. In addition, Year End Reserve was transferred to fund the OMB - VOP 2010, Secondary Plans and related Appeals anticipated to last for two years for \$370K in 2014 and reduced by \$127K in 2015.
- Mayor's Gala/Golf Classic – New business units were setup to track contribution received for special events, such as Mayor's Gala and Golf Classic, which lead to an increase of \$294K. It should be noted that the increase was offset by similar expenditure value increase.
- The remaining budget year differences consist of relatively minor budgets and changes.

Below is a table with more detailed information of the corporate revenues for the City.

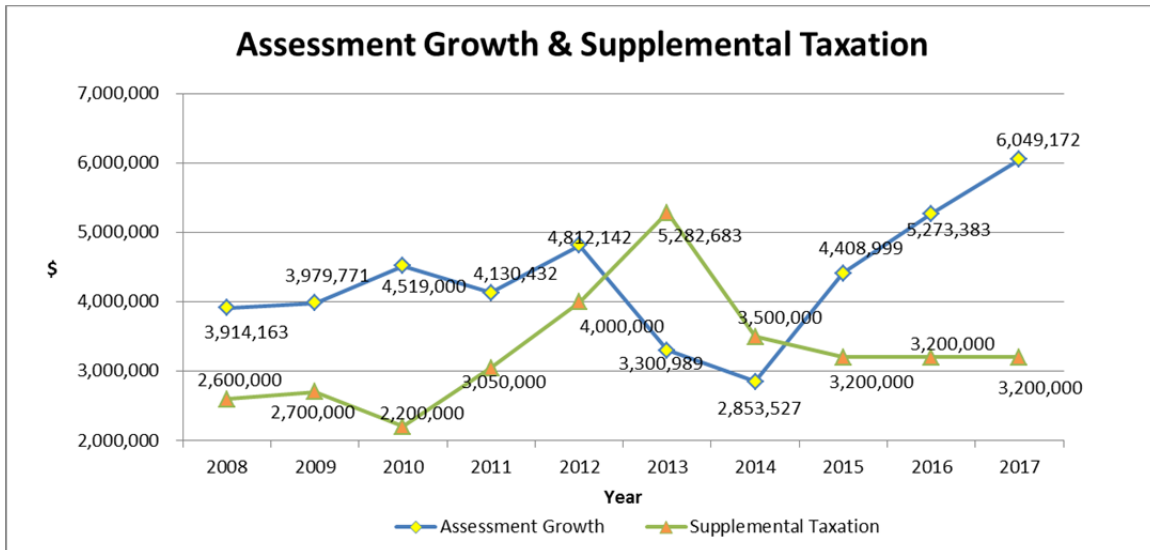
	2014	%	2015	%	2016	%	2017	%
	Variance	Change	Variance	Change	Variance	Change	Variance	Change
Fines And Penalties	200,000	4.1%	0	0.0%	0	0.0%	0	0.0%
Tax Certificates And Documents	5,035	1.0%	24,841	4.9%	1,256	0.2%	4,381	0.8%
Investment Income	(225,000)	-8.2%	(250,000)	-9.9%	(250,000)	-11.0%	40,000	2.0%
Powerstream Investment Income	(153,450)	-3.2%	0	0.0%	0	0.0%	0	0.0%
Powerstream Dividends	1,775,000	40.1%	125,000	2.0%	(825,000)	-13.0%	0	0.0%
Special Dividend - VHI	3,645,470	0.0%	(3,645,470)	-100.0%	0	0.0%	0	0.0%
Provincial Offenses Act	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Miscellaneous Revenue	469,608	670.9%	(126,550)	-23.5%	(243,058)	-58.8%	0	0.0%
Purchasing	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Cashiering Services	39,392	78.8%	1,545	1.7%	1,590	1.7%	0	0.0%
Capital Admin. Revenue	(38,000)	-76.0%	0	0.0%	0	0.0%	0	0.0%
Mayor's Gala/Golf Classic	294,245	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL CORPORATE REVENUE	6,012,300	34.0%	(3,870,634)	-16.4%	(1,315,212)	-6.6%	44,381	0.2%

Assessment Growth

2014 assessment growth is lower than anticipated, due to the Municipal Property Assessment Corporation's (MPAC) processing issues. This is a trend that started in 2013 and impacted assessment growth figures across the GTA. Staff are working with MPAC and other municipalities to resolve the issue. Last year the City mitigated the situation by adjusting supplemental taxation, assuming traditional MPAC assessment growth figures would return in following years. However, last year's plan has changed bringing lower than planned assessment growth and supplemental taxation. Below is an illustration of the above situation.

Operating Budget Overview

Revenues by Major Source



All the above additions require funds to operate and maintain service levels. Included in supplemental and assessment taxation revenue, although not specifically allocated, help offset the increasing service costs associated with community growth. To illustrate this point, each year City additions are made to:

- Roads
- Sidewalks
- Waste/recycling stops
- Streetlights
- Parkland
- Trails
- Libraries
- Fire operations, etc.

All the above additions require funds to operate and maintain service levels. Included in the 2014 to 2017 Operating Plan are estimates for staffing, contracts, utilities and associated renewal costs supporting growth. Below are a few items that are indirectly funded through assessment growth.

- Contract and utility increases – Ranges between \$750k to \$2.5M, averaging \$1.5M per year over the next four years
- Infrastructure renewal – As a City grows, infrastructure is added, which is initially funded by the development industry, with replacement costs borne by the City at a later date. Additional funding associated with these costs averages \$2.1M per year over the next four years.

Operating Budget Overview

Revenues by Major Source

- Additional Resource Requests – Typically \$2M are approved each year for staffing and other costs to service growth, Fireoperations, community centers, parks, etc.

Hence, assessment revenues help fund growth, but do not fund price increases on contracts for services, materials and supplies. The table below shows the assessment growth offset by price related costs. Thus, the funding gap is \$2.0M, which has to be funded through taxation.

	million
Assessment Growth	2.9
Prior Year Impacts	(0.7)
Contract & Utility volume increases	(0.1)
Capital Contribution	(0.6)
Capital Funding Gap	(0.1)
Additional Resource Requests	(3.4)
Funding gap	(2.0)

Operating Budget Overview

Revenues by Major Source

Revenues Summary (excluding Base Taxation)

	2013 ACTUALS	2013 BUDGET	2014 BUDGET	INC. / (DEC.) \$	%	2015 FORECAST	2016 FORECAST	2017 FORECAST
TAXATION								
Supplemental	3,297,833	5,282,683	3,500,000	(1,782,683)	-33.7%	3,200,000	3,200,000	3,200,000
GRANT								
Library Grant	158,385	145,200	145,200	0	0.0%	145,200	145,200	145,200
PAYMENT IN LIEU / OTHER								
Payment In Lieu / Other	2,581,238	2,500,000	2,500,000	0	0.0%	2,500,000	2,500,000	2,500,000
RESERVES								
Engineering Reserve	4,127,118	4,737,394	5,825,515	1,088,121	23.0%	5,877,515	6,074,515	6,043,515
Election	248,826	269,634	1,024,794	755,160	280.1%	270,398	270,876	271,354
CIL Recreation Land Reserve	665,000	665,000	776,000	111,000	16.7%	800,000	821,000	840,000
Administrative Recovery from Capital	947,976	1,500,000	1,500,000	0	0.0%	1,500,000	1,500,000	1,500,000
Fleet Management Reserve	97,661	121,374	0	(121,374)	-100.0%	0	0	0
Building Standards Service Continuity Reserve	514,038	1,978,913	2,849,680	870,767	44.0%	2,726,680	2,657,680	2,645,680
DC Growth Projects	38,207	545,437	349,587	(195,850)	-35.9%	349,587	349,587	349,587
Insurance Reserve	534	0	0	0	0.0%	0	0	0
Tax Rate Stabilization Reserve	2,957,410	2,957,410	3,107,410	150,000	5.1%	2,707,410	2,307,410	1,907,410
Debtenture Payment Reserve	1,268,087	3,200,000	3,080,000	(120,000)	-3.8%	3,680,000	3,080,000	935,000
Winterization Reserve	302,556	0	0	(0)	-100.0%	0	0	0
Water & Wastewater Recovery	3,401,875	3,402,000	3,378,763	(23,237)	-0.7%	3,402,763	3,479,763	3,482,763
TOTAL RESERVES	14,569,287	19,377,162	21,891,749	2,514,587	13.0%	21,314,353	20,540,831	17,975,309
FEES/SERVICE CHARGES/RECOVERIES								
CITY MANAGER								
City Manager	11,099							
Fire And Rescue Services	846,484	580,628	626,787	46,159	7.9%	603,207	649,627	626,308
COMMISSIONER OF LEGAL & ADMIN. SERV.								
Clerks	43,348	37,261	39,305	2,044	5.5%	41,896	45,483	46,634
Clerks - Licensing	1,098,109	1,121,360	1,196,290	74,930	6.7%	1,257,957	1,334,260	1,352,680
Committee Of Adjustment	449,188	474,007	507,336	33,329	7.0%	542,750	578,732	578,745
Legal Services	63,480	60,000	67,478	7,478	12.5%	70,316	73,558	74,788
By-Law & Compliance	2,751,631	2,318,478	2,429,717	111,239	4.8%	2,484,547	2,493,006	2,514,456
COMMISSIONER OF COMMUNITY SERVICES								
Communities In Bloom Sponsorship		10,000	5,000	(5,000)	-50.0%	5,000	5,000	5,000
Community Grants & Advisory Comm.	12,610	0	6,000	6,000	0.0%	6,000	6,000	6,000
Recreation	18,307,970	18,148,833	18,870,100	721,267	4.0%	19,217,308	19,574,624	20,569,664
Culture Services	653,365	552,980	562,980	10,000	1.8%	562,980	562,980	562,980
Buildings And Facilities	355,504	192,840	284,356	91,516	47.5%	285,381	286,474	287,590
Fleet Management	275							
Parks & Forestry Operations	181,497	111,211	134,869	23,658	21.3%	138,045	141,321	142,293
Cemeteries	67,887	101,780	72,153	(29,627)	-29.1%	73,591	75,099	76,071
COMMISSIONER OF PLANNING								
Policy Planning	45,188	0	157,077	157,077	0.0%	150,850	0	0
Development Planning	4,560,323	3,413,026	4,477,465	1,064,439	31.2%	4,591,156	4,778,195	4,931,226
Building Standards - Licenses/Permits	7,041,372	6,878,872	6,650,000	(228,872)	-3.3%	6,875,000	7,156,780	7,300,000
- Plumbing Permits	577,684	500,000	485,000	(15,000)	-3.0%	500,000	520,200	530,604
- Service Charges	541,086	552,861	531,661	(21,200)	-3.8%	573,161	621,711	621,711
COMMISSIONER OF CORPORATE & STRATEGIC SERVICES								
Environmental Sustainability	31,117	22,500	0	(22,500)	-100.0%	0	0	0
COMMISSIONER OF ENGINEERING & PUBLIC WORKS								
Development And Transport. Engineering	217,212	404,028	473,588	69,560	17.2%	390,512	396,448	401,087
Engineering Services	233,541	250,893	256,734	5,841	2.3%	264,513	272,462	277,163
Public Works - Operations	1,325,595	1,311,008	1,356,584	45,576	3.5%	1,381,243	1,406,350	1,433,298
VAUGHAN PUBLIC LIBRARIES	281,671	307,400	311,900	4,500	1.5%	402,500	420,900	425,600
TOTAL FEES / SERVICE CHARGES	39,697,236	37,349,966	39,502,380	2,152,414	5.8%	40,417,913	41,399,210	42,763,898
TOTAL CORPORATE REVENUES	23,713,038	17,660,378	23,672,678	6,012,300	34.0%	19,802,044	18,486,832	18,531,213
TOTAL REVENUE	84,017,017	82,315,389	91,212,007	8,896,618	10.8%	87,379,510	86,272,073	85,115,620

Notes:

- The above figures **exclude** the Vaughan Hospital Levy and Water/Wastewater services

Operating Budget Overview

Expenditures by Major Source

Overall the City's base expenditure budget changed as follows:

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Base Budget Expenditures	\$ 254,039,241	\$ 15,668,063	\$ 265,458,944	\$ 11,419,703	\$ 277,408,707	\$ 11,949,763	\$ 290,331,416	\$ 12,922,709

Approximately \$10.6M of the 2014 budget expenditure increase of 15.7M was related to pressures experienced in departments, including the \$246K Library Board increase. This represents an increase of 5.0% over the 2013 Operating Budget.

The forecasted 2015 to 2017 expenditures is expected to increase by \$11.4M, \$11.9M and \$12.9M, respectively. This represents an increase of 4.5% for 2015, 4.5% for 2016 and 4.7% for 2017. The 2015 to 2017 forecasts represent cost of living increases for the City's workforce, contracts, utilities, insurance, and recommended and recognized additional resources.

Further information regarding specific expense budget adjustments are provided below.

Department Increases

2014 increase of \$10.6M, including the \$246K Library Board increase:

	2014		2015		2016		2017	
	Budget	Change	Budget	Change	Budget	Change	Budget	Change
Department Expenditures	\$ 221,336,797	\$ 10,592,641	\$ 234,353,741	\$ 13,016,944	\$ 242,485,385	\$ 8,131,644	\$ 251,263,485	\$ 8,778,100

This represents an increase of 5% over the 2013 departmental budget, and largely due to the following items:

- Of the total departmental budget increase, \$4.9M was related to changes in support of the City's workforce consisting of the following:
 - \$3.7M in progressions, full year impact of economic adjustments, as per established agreements, job-evaluations, 3/6/9 fire retention, market adjustments, etc.
 - \$1.2M increase in benefits due to additional complement, economic adjustments, and benefit rate increases caused by increasing OMERS contributions and EI/ CPP thresholds
- The second largest component of the department expenditure budget increase, \$7.2M (\$3.4M net), was related to Council approved additional resources which are needed to address significant pressures placed on departments to maintain service levels, manage growth, meet legislative requirements and implement corporate initiatives. These are further detailed in a later section.

Operating Budget Overview

Expenditures by Major Source

- \$0.86M relates to pressures from contracted services, and materials and supplies. These increases were the result of growth demands and industry price obligations. Overall, contract service lines increased by 3.9% and relate to winter control, Information and Technology Management (ITM) services, waste management, etc.
- A \$389K increase in utilities due to rising prices and more buildings as permitted in the approved budget guidelines.
- The remaining increases were minor and in various other accounts.

Changes from 2015 to 2017

The City's Workforce: The increases in the department budgets continue to be related to the City's workforce. With most labour agreements expiring in early 2015, post agreement labour estimates are planned for in corporate contingency. The estimated pressures associated with benefits, progressions, job-evaluations, etc. add about \$3M-5M annually. These annual increases are due not just to labour agreement increases, but also progressions within salary scales for existing employees and forecasted increases to benefit rates due to threshold changes in EI/CPP and in OMERS contributions.

Contracts: The second largest component of the 2015 to 2017 department expenditure increases was related to contract services; \$756K in 2015 and \$1,146K in 2016. For 2017, there was an increase of \$1,010K, plus \$116K in maintenance contracts for Carrville Community Centre. These increases were typically the result of increasing demands for services due to growth and industry price obligations. Overall contract service lines increased by 2.6% in 2015, 3.9% in 2016 and 3.7% in 2017, which are mainly related to waste management, winter control, maintenance contracts, ITM services, etc.

Utilities: The third largest component of the 2015 to 2017 department expenditure increases was related to utilities; \$631K in 2015 and \$361K in 2016. For 2017, there was an increase of \$747K, of which \$371K is due to the planned for Carrville Community Centre. Overall utility increased by 7.5% in 2015, 4.0% in 2016 and 7.9% in 2017. These increases were typically the result of increasing volumes and industry price expectations as permitted in the guidelines.

Recognized Additional Resource Requests: To maintain service levels, to respond to legislative requirements and to support the new community and strategic initiatives resource requests were recognized by Council totalling a net amount of \$4.8M for 2015,

Operating Budget Overview

Expenditures by Major Source

\$4.3M for 2016 and \$4.2M for 2017. These balances are inclusive of offsets and carry over costs from prior requests (e.g. gapping, phase-ins, etc.). Requests recognized beyond the first year of the budget will be reviewed during the 2015 to 2018 Operating Budget process.

The remaining balance consists of relatively minor increases in multiple accounts.

Corporate Expenditures

Corporate expenditures contributed to the remaining City expenditures. Explanations for the budget increases are as follows:

	2014 Variance	% Change	2015 Variance	% Change	2016 Variance	% Change	2017 Variance	% Change
Contingency	(250,357)	-30.3%	151,789	26.3%	2,692,633	369.3%	3,014,291	88.1%
Long Term Debt	(121,033)	-0.9%	1,098,641	7.8%	(37,366)	-0.2%	(2,145,003)	-14.2%
Reserve Contributions	619,709	9.0%	1,286,668	17.1%	1,289,426	14.6%	3,188,728	31.5%
-Parks Infrastructure	(152,070)	-25.3%	1,002,300	222.9%	344,706	23.7%	1,179,069	65.6%
-Bldg & Facilities	335,165	14.6%	152,597	5.8%	711,852	25.6%	1,706,457	48.8%
-Fire & Rescue	(35,384)	-2.7%	56,458	4.4%	157,217	11.7%	37,059	2.5%
-Additional Vehicle	205,195	112.6%	3,718	1.0%	3,793	1.0%	3,869	1.0%
-Other Reserve Contrib.	266,803		71,595		71,858		262,274	
Capital from Taxation	(25,190)	-0.4%	289,517	4.5%	126,748	1.9%	135,607	2.0%
Corporate Expenditures	4,852,293	-744.2%	(4,423,856)	-105.3%	(253,322)	113.3%	(49,014)	10.3%
-Tax Adjustments	125,000	6.2%	125,000	5.8%	0	0.0%	25,000	1.1%
-Election	631,580	232.1%	(751,836)	-83.2%	507	0.3%	507	0.3%
-Joint Service Agreement	23,090	5.1%	14,200	3.0%	14,629	3.0%	15,078	3.0%
-Anticipated Labor Savings	(300,000)	7.3%	(49,100)	1.1%	(33,400)	0.8%	(37,799)	0.8%
-Other Corporate Exp.	4,372,623		(3,762,120)		(235,058)		(51,800)	
Total Reserve Contributions & Corporate Expenditures	5,075,422		(1,597,241)		3,818,119		4,144,609	

2014 Increase of \$5.1M:

- Many of the City's labour agreements were renewed in 2013 allowing for estimates of future increases contained in the 2013-16 Budget to be rationalized. This resulted in a decrease in the 2014 Budget of \$250K.
- Long term debt payments are budgeted to decrease by \$121K due to less issuance of debt than forecast. Debenture reserve funding is used to smooth this cost resulting in no the net impact for the year.
- Infrastructure Reserve contributions increase by \$620K. This increase is mainly due to an increase in contributions (as per policy) of \$335K support the replacement of community buildings, and \$205K for vehicles. Contributions were based on new asset life cycle contributions.

Operating Budget Overview

Expenditures by Major Source

- Corporate Expenditures increased by \$4.9M and are attributable to the following:
 - \$4.1M of the increase are due to two Council approved Corporate initiatives relating Vaughan Metropolitan Centre (VMC) Development and Implementaation (\$1.5M) and Ontario Municipal Board (OMB) Hearings, Professional Fees and Resources (\$2.6M). These expenses are completely offset by a special dividend declared by Vaughan Holdings Inc. (VHI) and results in no net tax impact.
 - Election costs increased by \$632K to reflect tabulator leases and complement. The net impact was zero as there was an associated funding from the election reserve
 - Mayor's Gala/Golf Classic increased by \$294K. There is no net tax impact associated with this amount as the corresponding revenue received is also now budgeted. Previously neither the revenue or expense for these events were included in the budget, but in an effort to increase transparency this has been changed starting in 2014.
 - Tax adjustments increased by \$125K due to economic conditions and in anticipation of increased challenges related to the 2012 MPAC re-assessment.
- |
 - The above items were partially offset by:
 - A \$300K decrease in anticipated labour savings to maintain the historical churn and gapping levels.
 - The net balance is associated with changes in bank charges, professional fees, sundry, AMO membership, etc.

Changes from 2015 to 2017

City Contingency: The City's contingency account relates to future labour agreement negotiations and certain foreseeable events. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets. Planned budget increases were \$0.2M, \$2.7M and \$3.0M for 2015 to 2017 respectively.

Operating Budget Overview

Expenditures by Major Source

Note that the 2015 increase is smaller as the major labour agreements are approved through to 2016.

Long-term Debt: The repayment of long term debt is estimated to increase by \$1.1M in 2015, and decrease by \$2.1M in 2017 primarily to fund major road projects as per the road program. Debenture reserve funding increased by \$0.8K in 2014, and decreased by \$900K and \$1.6M in 2015 and 2016, respectively. When combined, the net impact was \$1.2M each year from 2014 to 2016. It should be noted, the long-term debt is largely dependent on the capital plan.

Corporate Expenditures:

- An election is scheduled for 2014 with a planned expense of \$0.9M. In 2015, election costs were reduced by \$752K leaving only amounts required for tabulator lease costs. It should be noted that this cost is fully offset by matched withdrawals from the Election Reserve.
- Expenses associated with the VMC Development and Implementation and OMB Hearings, Professional Fees & Reserves were decreased by \$1.5M and \$2.3M respectively in 2015 as these Corporate projects are expected to be completed (VMC project) or reduced back to regular budgeted amounts (OMB) by this year. There is no net tax impact as these projects were funded by the special VHI dividend.

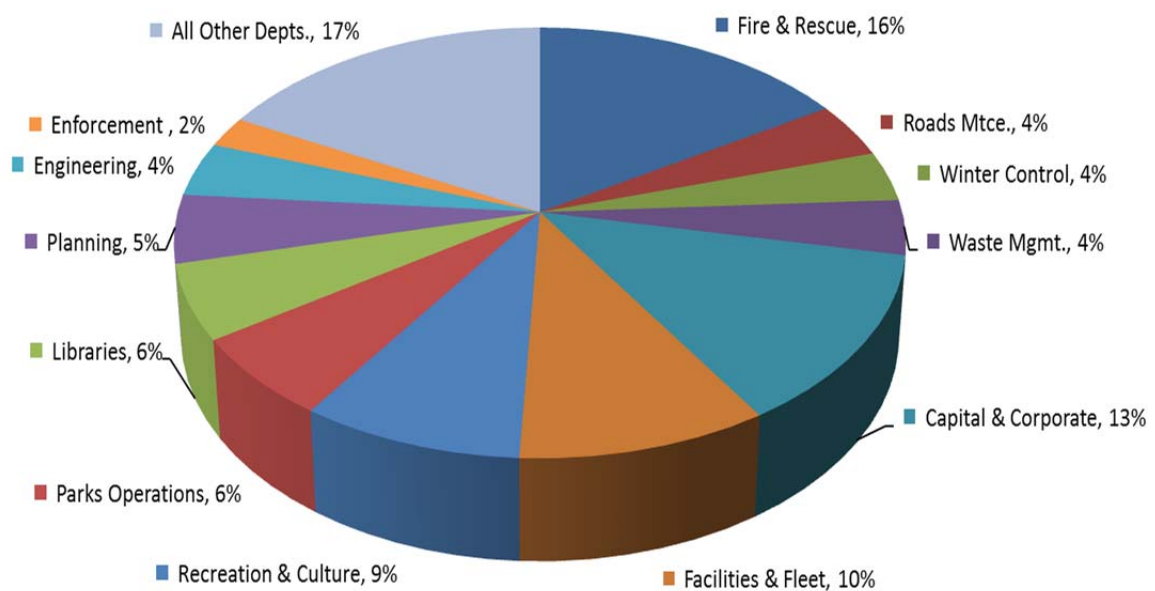
Reserve Contributions: Infrastructure Reserve contributions increased by \$1.3M in 2015, \$1.3M in 2016 and \$3.2M in 2017. These increases are as per policy to support the replacement of community buildings, vehicles, parks, etc.

Operating Budget Overview

Expenditures by Major Source

The following chart provides a good illustration of the City's expenditures by service group. It's important to note that the majority of the City's expenditures are focused on areas that provide services directly to the residents of Vaughan. Another key fact is, although the City provides many diversified services, a significant portion of the City's total expenditures are focused on three core groups: Community Services, Engineering and Public Works, and Fire and Rescue Service.

City Expenditures by Department



The following table provides a summary of the City's Expenditures and includes 2013 actuals, 2013 and 2014 budget, and forecast 2015 to 2017.

Operating Budget Overview

Expenditures by Major Source

Expenditure By Major Category (1)								
	2013 Actuals	2013 BUDGET	2014 BUDGET	INC. / (DEC.) \$ %	2015 FORECAST	2016 FORECAST	2017 FORECAST	
COUNCIL	1,255,637	1,495,475	1,524,230	28,755 1.9%	1,574,098	1,606,086	1,638,644	
OFFICE OF THE INTEGRITY COMMISSIONER	137,231	199,940	200,000	60 0.0%	200,000	200,000	200,000	
Internal Audit	293,652	293,652	429,643	135,991 46.3%	494,225	507,223	518,587	
City Manager	659,557	709,216	871,864	162,648 22.9%	888,836	899,654	910,474	
Executive Director	210,448	210,448	201,988	(8,460) -4.0%	240,279	241,342	242,406	
Economic and Business Development	1,199,050	1,385,162	1,606,552	221,390 16.0%	1,746,037	1,778,308	1,801,159	
Corporate Communications	1,106,923	1,088,649	1,216,614	127,965 11.8%	1,361,984	1,489,764	1,512,999	
Fire and Rescue Services	40,018,534	37,466,349	40,807,877	3,341,528 8.9%	43,897,918	45,813,008	47,737,269	
Emergency Planning	188,255	181,646	196,896	15,250 8.4%	284,921	353,462	404,036	
TOTAL CITY MANAGER	43,382,767	41,041,470	44,901,791	3,860,321 9.4%	48,419,975	50,575,538	52,608,343	
Commissioner of Finance and City Treasurer	332,981	412,033	408,459	(3,574) -0.9%	407,577	409,326	411,075	
City Financial Services	2,839,472	3,076,812	3,121,171	44,359 1.4%	3,167,174	3,254,680	3,277,297	
Budgeting and Financial Planning	1,979,972	2,323,846	2,342,301	18,455 0.8%	2,432,212	2,472,029	2,735,195	
Development Finance & Investments	462,988	586,889	721,905	135,016 23.0%	740,568	754,202	808,893	
Purchasing Services	1,304,548	1,504,946	1,599,466	94,520 6.3%	1,647,851	1,675,251	1,688,073	
TOTAL COMM. OF FINANCE AND CITY TREASURER	6,919,961	7,904,526	8,193,302	288,776 3.7%	8,395,382	8,565,488	8,920,533	
Commissioner of Legal and Administrative Services	404,467	380,891	424,106	43,215 11.3%	432,792	434,618	436,444	
City Clerk	4,130,290	4,486,262	4,764,653	278,391 6.2%	4,972,288	4,971,298	5,016,247	
Clerks - Licensing	657,454	647,149	675,456	28,307 4.4%	690,693	695,820	757,002	
Committee of Adjustment	570,176	584,462	596,892	12,430 2.1%	612,132	617,184	619,988	
City Clerk - Insurance	4,728,590	4,728,056	4,729,136	1,080 0.0%	5,006,393	5,553,536	5,758,849	
Legal Services	2,115,018	2,086,377	2,153,373	66,996 3.2%	2,488,329	2,521,526	2,550,720	
By-Law & Compliance	5,278,094	5,319,824	5,893,231	573,407 10.8%	6,342,820	6,310,042	6,432,435	
TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES	17,884,089	18,233,021	19,236,847	1,003,826 5.5%	20,545,447	21,104,024	21,571,685	
Commissioner of Community Services	366,482	510,022	516,004	5,982 1.2%	537,046	547,938	556,250	
Curb Appeal/Winterlights Program	52,355	80,140	80,140	0 0.0%	80,140	80,140	80,140	
Community Grants and Advisory Committees	61,584	99,017	105,732	6,715 6.8%	106,461	107,204	107,204	
Recreation	19,530,594	19,659,639	19,963,470	303,831 1.5%	20,362,619	20,508,898	21,793,265	
Cultural Services	2,088,064	2,144,478	1,972,207	(172,271) -8.0%	2,007,215	2,176,569	2,338,040	
Buildings and Facilities	20,197,200	21,006,149	22,031,596	1,025,447 4.9%	22,600,383	23,587,640	25,682,311	
Fleet Management	2,061,786	2,576,172	2,657,519	81,347 3.2%	2,692,525	2,714,208	2,720,111	
Parks & Forestry Operations	13,405,723	13,047,840	14,287,426	1,239,586 9.5%	14,741,001	15,833,657	16,624,302	
Parks Development	1,017,560	1,283,313	1,317,834	34,521 2.7%	1,369,213	1,389,924	1,394,350	
TOTAL COMMISSIONER OF COMMUNITY SERVICES	58,781,348	60,406,770	62,931,928	2,525,158 4.2%	64,496,603	66,946,178	71,295,973	
Commissioner of Planning	367,443	364,032	392,643	28,611 7.9%	397,030	400,698	402,424	
Development Planning	3,061,623	3,394,297	3,907,782	513,485 15.1%	3,947,587	3,996,267	3,907,071	
Policy Planning	1,294,028	1,525,054	1,604,819	79,765 5.2%	1,646,891	1,385,253	1,391,308	
Building Standards	6,042,181	7,163,112	7,178,632	15,520 0.2%	7,377,529	7,478,769	7,528,656	
TOTAL COMMISSIONER OF PLANNING	10,765,275	12,446,495	13,083,876	637,381 5.1%	13,369,037	13,260,987	13,229,459	
Commissioner of Strategic & Corporate Services	356,655	352,987	407,395	54,408 15.4%	412,957	417,968	419,694	
Strategic Planning	213,846	392,548	316,709	(75,839) -19.3%	554,309	521,454	492,769	
Environment Sustainability	323,487	330,712	311,168	(19,544) -5.9%	303,211	304,451	305,690	
Innovation & Continuous Improvement	515,956	702,732	869,253	166,521 23.7%	1,003,092	1,021,324	1,138,927	
Access Vaughan	858,774	953,213	1,104,037	150,824 15.8%	1,108,653	1,119,128	1,127,613	
Information and Technology Management	7,598,655	8,293,991	8,860,318	566,327 6.8%	9,662,549	9,984,143	10,064,471	
Human Resources	3,911,956	3,525,009	3,702,853	177,844 5.0%	3,782,828	4,183,368	4,335,519	
TOTAL COMMISSIONER OF STRATEGIC & CORPORATE SERVICES	13,779,329	14,551,192	15,571,733	1,020,541 7.0%	16,827,599	17,551,836	17,884,683	
Commissioner of Engineering and Public Works	380,418	498,233	515,209	16,976 3.4%	530,908	543,461	552,964	
Development and Transport, Engineering	3,739,947	4,654,532	5,309,308	654,776 14.1%	5,353,685	5,460,853	5,387,707	
Engineering Services	3,625,879	4,315,737	4,545,890	230,153 5.3%	4,666,028	4,729,105	4,768,680	
Public Works	30,209,484	30,665,190	30,608,685	(56,505) -0.2%	31,644,097	32,772,296	33,693,801	
TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS	37,955,728	40,133,692	40,979,092	845,400 2.1%	42,194,718	43,505,715	44,403,152	
VAUGHAN PUBLIC LIBRARIES	13,661,985	14,037,923	14,284,355	246,432 1.8%	17,836,657	18,662,310	18,992,426	
TOTAL DEPARTMENTAL EXPENDITURES	204,817,002	210,744,156	221,336,797	10,592,641 5.0%	234,353,741	242,485,385	251,263,485	
RESERVE CONTRIBUTION & CORP. EXPENDITURES	14,814,889	6,259,535	11,731,537	5,472,002 87.4%	8,594,349	9,630,453	12,770,167	
LONG TERM DEBT	12,218,674	14,150,587	14,029,554	(121,033) -0.9%	15,128,195	15,090,829	12,945,826	
CONTINGENCY	(237,033)	827,626	577,269	(250,357) -30.3%	729,058	3,421,691	6,435,982	
CAPITAL FROM TAXATION	5,959,274	6,389,274	6,364,084	(25,190) -0.4%	6,653,601	6,780,349	6,915,956	
TOTAL EXPENDITURES	237,572,806	238,371,178	254,039,241	15,668,063 6.6%	265,458,944	277,408,707	290,331,416	

Notes:

- 2013 Actuals are unaudited
- The above figures **exclude** the Vaughan Hospital Levy and Water/Wastewater services

Operating Budget Overview

Department Expenditure Changes

The 2014 Operating Budget departmental expenditures increased over 2013 by \$10.6M or 5.0%, as illustrated previously in the Expenditures by Major Source table. All of the increases from these departments were allowed within the approved parameters of the Council approved 2014 Operating Budget Guidelines. The Recognized 2015 Operating Budget is expected to increase by \$13.0M or 5.9%. The Recognized 2016 Operating Budget is expected to increase by \$8.1M or 3.5%. The Recognized 2017 Operating Budget is expected to increase by \$8.8M or 3.6%. However, all 2015 to 2017 recognized resource requests will be reviewed again during the next annual operating budget process. Overall, several departmental budgets increased year over year, while others decreased by varying amounts. Detailed below is a brief high level overview of the rationale behind the 2014 to 2017 budget changes for departments. All variances are explained in excess of \$100,000.

- **Internal Audit**

- 2014 Increase of \$135,991 (46.3%)

- There was an increase of approximately \$75K due to an approved resource request conversion of a part time to a full time position. There was also an increase of \$50K due to the phase out of the transfer from the Corporate Review reserve.

- 2015 to 2017 Increases

- The 2015 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **City Manager**

- 2014 Increase of \$162,648 (22.9%)

- The increase was due to the approved resource request for the Manager of Corporate Asset Management initiative for approximately \$147K. The remaining variance was due to economic adjustment and progression.

- 2015 to 2017 Increases

- The 2015 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **Economic and Business Development**

- 2014 Increase of \$221,390 (16.0%)

- There was an increase of approximately \$176K due to two approved resource requests. There was also a temporary position transfer from the Recreation department, resulting in a \$45K increase.

- 2015 Increase of \$139,485 (8.7%)

- The majority of the variance (\$125K) was attributable to a recognized and recommended resource request for a business development and attraction programs.

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The remainder of the variance was as a result of salary economic adjustments and higher benefit costs.

2016 and 2017 Increases

The 2016 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **Corporate Communications**

2014 Increase of \$127,965 (11.8%)

The variance was most attributed to a position transfer from the Executive Director of approximately \$83K. The remaining variance of \$45K was due to an approved resource request for conversion of an existing full time staff into two communications coordinators.

2015 Increase \$145,370 (11.9%)

The variance was mostly related to the recognized and recommended resource request for a Communications Specialist for website content of approximately \$94K, and the remaining variance due to salary progression of \$36K and economic adjustments.

2016 Increase \$127,780 (9.4%)

The variance was mostly related to the recognized and recommended resource request for a Communications Specialist for client services of approximately \$97K, with the remaining variance due to salary progression.

2017 Increase

The 2017 variance was less than \$100K and therefore does not require an explanation.

- **Fire and Rescue Services**

2014 Increase of \$3,341,528 (8.9%)

There was an increase of \$2.33M in labour costs due to gapping, economic adjustment, progressions, retention pay and higher benefit rates. In addition, Council approval of resource request of \$687K for costs associated to 10 firefighters that will be hired in October of 2014 and four district chiefs that will be hired in July 2014. There was also an increase of \$205K related to changes in overtime volume. The remainder of the variance were smaller and related to radio operations maintenance contracts and acting pay adjustments.

2015 Increase of \$3,090,041 (7.6%)

There was an increase of \$984K due to the full year impact from the 2014 approved resource request of six firefighters, four captains and four district chiefs. In addition, there was an increase in various accounts for \$158K for a recognized additional resource request for a training officer. Also, there was a \$1.76M increase related to progressions,

Operating Budget Overview

Department Expenditure Changes

retention pay and higher benefit rates for existing staff. There was also an increase of \$192K related to overtime volume increases.

2016 Increase of \$1,915,090 (4.4%)

The largest increase of \$1.2M was related to 12 recognized and recommended additional resource requests for 10 firefighters (gapped), a fire prevention officer and a stores clerk. There was also an increase of \$586K related to progressions, retention pay and higher benefit rates for existing staff. The remainder of the variance is \$129K and is related to an increase in overtime volume.

2017 Increase of \$1,924,261 (4.2%)

There was an increase of \$649K, due to the full year impact from the 2016 recognized resource request for 10 firefighters. There was also an increase of \$681K related to a recognized additional resource request for six firefighters and four captains (gapped). There was an increase of \$594K related to staff progressions, retention pay and higher benefit rates.

- **Budgeting and Financial Planning**

2014 to 2016 Increases

The 2014 to 2016 variances were less than \$100K and therefore do not require any explanation.

2017 Increase \$263,166 (10.6%)

The variance was mostly related to the recognized and recommended resource request for two positions: Senior Capital and Reserve Analyst, and Senior Budget Analyst for additional analysis to address a growing and more complex City.

- **Development Finance and Investments**

2014 Increase of \$135,016 (23.0%)

The variance was mostly related to the approved resource request of the Development Finance and Investment Analyst to address development finance related issues to the Vaughan Metropolitan Centre and various City developments.

2015 to 2017 Increases

The 2015 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **City Clerk's Office**

2014 Increase of \$278,391 (6.2%)

The variance was mainly related to a position transferred from Corporate (\$126K), approved part-time Information Processor (\$44K) and increased salary of a position that

Operating Budget Overview

Department Expenditure Changes

went through job evaluation (\$18K). The remaining increases were due to progressions and economic adjustments from collective agreements.

2015 Increase of \$207,635 (4.4%)

The variance was mainly related to progressions and economic adjustments from collective agreements. The remaining increases were due to a recognized request of \$50K for a Strategic Risk Consultant and \$37K for a part time Clerk Typist.

2016 and 2017 Increases

The 2016 and 2017 variance were less than \$100K and therefore do not require an explanation.

▪ **City Clerk – Insurance**

2014 Increase

The 2014 variance was less than \$100K and therefore does not require an explanation.

2015 Increase of \$277,257 (5.9%)

The variance was mainly related to the 15% increase in insurance premiums offset by the reduction in deductible of the previous insurance provider.

2016 Increase of \$547,143 (10.9%)

The variance was mainly related to the 15% increase in insurance premiums.

2017 Increase of \$205,313 (3.7%)

The variance was mainly related to the 15% increase in insurance premiums offset by the reduction in deductible of the previous insurance provider.

▪ **Legal Services**

2014 Increase

The 2014 variance was less than \$100K and therefore does not require an explanation.

2015 Increase of \$334,956 (15.6%)

Most of the increase (\$272K) was related to a recognized and recommended additional resource request for Procurement Legal Counsel and a position for Real Estate Acquisitions. The remaining increases were due to progressions and economic adjustments from collective agreements.

2016 to 2017 Increases

The 2016 to 2017 variances were less than \$100K and therefore do not require an explanation.

▪ **By-Law and Compliance**

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Department Expenditure Changes

2014 Increase of \$573,407 (10.8%)

The increase was mostly related to the approved additional resource requests (\$405K) for a Registered Veterinary Technician, two contract Client Services Representatives, Business Analyst Policy and Research Coordinator, Shelter Attendant and part-time Shelter Clerk with a total partial revenue offset of \$35K. The remaining increases were due to progressions and economic adjustments from collective agreements and increase in veterinary expenses due to volume.

2015 Increase of \$449,589 (7.6%)

A variance of \$308K was from a recognized and recommended additional resource requests for two property standards officers and a By-Law and Compliance Supervisor, which will be partially offset by additional revenues of \$30K. The remainder of the variance was in progressions and economic adjustments from collective agreements.

2016 Increase

The 2016 variance was less than \$100K and therefore does not require an explanation.

2017 Increase of \$122,393 (1.9%)

The majority of the variance (\$66K) was from a recognized and recommended additional resource request for an Enforcement Clerk. The remainder of the variance was in progressions, and benefit increases as per budget guidelines.

■ **Recreation**

2014 Increase of \$303,831 (1.5%)

Part of the variance exclusive of York Region Transit (YRT) (\$147K) was related to an increase for economic adjustments of \$173K in labour costs and associated benefits, with a \$36K increase for overtime. These increases were offset by a decrease of \$120K in part time, and a position transfer to Economic and Business Development department of \$45K. There were also increases of \$136K in contractor for partnership programs and \$24K in Vaughan Hockey Association subsidy as per agreement. The remainder of the variance included decreases in various minor accounts such as internal printing, and small tools and equipment. It should be noted that changes in expenditures are matched with revenue changes, with an overall budgeted department direct cost recovery of 94%.

YRT Purchases

The remainder of the variance was related to purchases of YRT tickets (\$147K), which is offset by slightly greater revenues.

2015 Increase of \$399,149 (2.0%)

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Department Expenditure Changes

The variance exclusive of YRT (\$32K) was related to \$363K in labour costs mostly due to economic adjustments and higher benefit rates. These increases were partially offset by revenue increases, with an overall budgeted department direct cost recovery of 94%.

YRT Ticket Purchases

The remainder of the variance was related to purchases of YRT tickets (\$32K), which is offset by slightly greater revenues.

2016 Increase of \$146,279 (0.7%)

The variance exclusive of YRT (\$33K) was related to \$109K in labour costs mostly due to higher benefit rates and remaining economic adjustments. These increases were partially offset by revenue increases, with an overall budgeted department direct cost recovery of 95%.

YRT Ticket Purchases

The remainder of the variance was related to purchases of YRT tickets (\$33K), which is offset by slightly greater revenues.

2017 Increase of \$1,284,367 (6.3%)

The variance exclusive of YRT (\$34K) was related to \$1,098K in expenses relating to the opening of the new Carrville Community Centre and a recognized and recommended resource for the City Hall Liaison Coordinator of approximately \$95K. These increases were partially offset by revenue increases, with an overall budgeted department direct cost recovery of 94%.

YRT Ticket Purchases

The remainder of the variance was related to purchases of YRT tickets (\$34K), which is offset by slightly greater revenues.

- **Cultural Services**

2014 Decrease of \$172,271 (-8.0%)

The decrease was mainly due to the transfer of a two Heritage Co-ordinators to the Planning Commission (\$198K). This was partially offset by increases due to salary economic adjustments.

2015 Increase

The 2015 variance was less than \$100K and therefore does not require an explanation.

2016 Increase of \$169,351 (8.4%)

The variance was mostly from recognized and recommended resource requests for Arts and Culture Marketing Materials, and an Events Co-ordinator.

2017 Increase of \$161,471 (7.4%)

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Department Expenditure Changes

The variance was mostly from recognized and recommended resource requests for a Diversity and Inclusivity Program, additional funding for Special Events and Recognition Events, launch of a Concert Series at City Hall, and Aboriginal Facilitation and Co-ordination Support.

- **Buildings and Facilities**

2014 Increase of \$1,025,447 (4.9%)

The increase was due to Council approved resource requests of \$224K for an Asset Management Co-ordinator, Facility Operator at Father Ermanno Community Centre, and two part time conversions, as well as \$250K for increased city wide building maintenance. There was an increase of \$191K in labour costs partially due to higher benefit rates, progressions and economic adjustments from collective agreements. An increase of \$167K in utilities was a result of price increase within Budget Guidelines, as well as a reallocation from Parks and Forestry of \$126K for the Dufferin St. Yard lease. The remainder of the variance was in cleaning service and security system surveillance pricing increases as per contracts.

2015 Increase of \$568,787 (2.6%)

Most of the increase was due to an increase of \$265K in utilities costs for buildings due to higher prices. The remainder of the variance was in labour costs of \$261K due to progressions and benefit rate increase as per guidelines and minor volume increase for materials and contractors.

2016 Increase of \$987,257 (4.4%)

The increase was mostly related to the staffing of the Carrville Community Centre at approximately \$657K through recognized resource requests. There was a \$172K increase in utilities costs for buildings due to higher prices. The remainder of the variance was in labour costs of \$113K mostly due to benefit rate increases and economic adjustments as per collective agreement and budget guidelines.

2017 Increase of \$2,094,671 (8.9%)

Most of the increase was related to a recognized and recommended resource request for the staffing of Block 40/41/42 Community Centre for a total cost of \$896K and full time Technical Clerk for \$80K. There were also costs relating to the full year impact of opening the Carrville Community Centre (Block 11) for a total of \$756K. These costs include utilities (\$371K), maintenance (\$263K), cleaning (\$63K) with the remainder due to other related expenses such as janitorial services, contractor maintenance, garbage disposal, etc. Also, there was an increase in utilities accounting for \$211K caused by rising prices as per budget guidelines. The remainder of the increase was in labour accounts of \$70K mostly due to benefit rate increases, progressions and contract increases of \$44K as per guidelines.

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Department Expenditure Changes

- **Parks and Forestry Operations**

2014 Increase of \$1,239,586 (9.5%)

The variance was a result of \$608K in Council approved resource requests for temporary seasonal employees, part time staff conversion, Asset Management Co-ordinator, Forestry Arborist II, hard surface repairs, irrigation system maintenance, operating expenses for new parks, playground safety testing and tennis court repairs. There was also \$260K in labour costs due to higher benefit rates, progressions and economic adjustments from collective agreements. There was an increase of \$400K in contracts and materials mostly related to public parking lot snow removal and tree pruning due to higher prices and volume.

2015 Increase of \$453,575 (3.2%)

Most of the increase, \$221K, was a result of salary, economic adjustments, staff progressions and higher benefit rates. There were also Council recognized and recommended resource requests of \$158K for parks maintenance and materials. In addition, a total increase of \$74K was due to anticipated price changes in utilities, contracts, lease agreement and gas/diesel. These increases are in accordance with the Operating Budget Guidelines.

2016 Increase of \$1,092,656 (7.4%)

The majority of the increase was due to a Council recognized and recommended resource request for North Maple Regional Park of approximately \$651K. There were also additional recognized resource requests for temporary staff and park maintenance of approximately \$277K. Part of the increase was in labour accounts for \$96K related to staff progressions and higher benefit rates. The remainder of the increase was due to anticipated price changes in utilities, contracts, lease agreement and gas/diesel. These increases are in accordance with the Operating Budget Guidelines.

2017 Increase of \$790,645 (5.0%)

Most of the increase was attributable to the recognized and recommended resource requests primarily \$627K of costs associated to new park maintenance and increased grass cutting frequency. There was an increase of \$91K in labour accounts related to staff progressions and higher benefit rates. In addition, a total increase of \$73K was due to anticipated price changes in utilities, lease agreement and gas/diesel. These increases are in accordance with the Operating Budget Guidelines.

- **Development Planning**

2014 Increase of \$513,485 (15.1%)

Increase of \$514K was attributable to a Council approved item for a departmental reorganization. This included the addition of three new staff and the transfer of two staff from Cultural Heritage. The reorganization was funded by the repurposing of Zoning By-Law Review funds and an increase in anticipated planning application

Operating Budget Overview

Department Expenditure Changes

revenue. The remainder of the increase was in labour accounts related to staff progressions and higher benefit rates.

2015 to 2017 Increases

The 2015 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **Policy Planning**

2014 to 2015 Increases

The 2014 to 2015 variances were less than \$100K and therefore do not require an explanation.

2016 Decrease of \$261,638 (15.9%)

The decrease was mostly due to the termination of contract positions approved in 2014 to assist with specific City projects.

2017 Increase

The 2017 variance was less than \$100K and therefore does not require an explanation.

- **Building Standards**

2014 Increase

The 2014 variance was less than \$100K and therefore do not require an explanation.

2015 Increase of \$198,897 (2.8%)

The variance was mainly in labour accounts and is due to the progression of staff.

2016 Increase of \$101,240 (1.4%)

The variance was mainly in labour accounts and is due to the progression of staff.

2017 Increase

The 2017 variance was less than \$100K and therefore does not require an explanation.

- **Strategic Planning**

2014 Decrease

The 2014 variance was less than \$100K and therefore does not require an explanation.

2015 Increase of \$237,600 (75.0%)

The variance was a result of two recognized resource requests for Strategic Planning Business Analyst and New Vaughan Vision Strategic Plan, as well as progressions and higher benefits as per budget guidelines.

2016 to 2017 Decreases

Operating Budget Overview

Department Expenditure Changes

The 2016 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **Innovation and Continuous Improvement**

- 2014 Increase of \$166,521 (23.7%)

- The increase was mainly caused by the phasing in of corporate review reserve transfers, progressions and higher benefits as per budget guidelines.

- 2015 Increase of \$133,839 (15.4%)

- The increase was mainly caused by the phasing in of corporate review reserve transfers, progressions and higher benefits as per budget guidelines.

- 2016 Increase

- The 2016 variance was less than \$100K and therefore does not require an explanation.

- 2017 Increase of \$117,603 (11.5%)

- The variance was mainly a result of a recognized resource request for a Business Change Consultant, as well as progressions and higher benefits as per budget guidelines.

- **Access Vaughan**

- 2014 Increase of \$150,824 (15.8%)

- The variance was mainly a result of Council approved resource request for a Citizen Service Representatives (1.62 FTEs), as well as progressions and higher benefits as per budget guidelines.

- 2015 to 2017 Increases

- The 2015 to 2017 variances were less than \$100K and therefore do not require an explanation.

- **Information and Technology Management**

- 2014 Increase of \$566,327 (6.8%)

- There was an increase of \$340K approved by Council for a Client Service Analyst and two Technology Specialists resource requests. Council also approved the conversion of Reception/Clerk position from part-time to full time with no impact on the budget. In addition, there was an increase in labour accounts for \$146K, as a result of progressions, higher benefit rates and economic adjustments from collective agreements. Service contracts increased by \$90K primarily as a result of additional Sharepoint/VOL Internet licenses due to increase in volume of users.

- 2015 Increase of \$802,231 (9.1%)

- The variance was mostly as a result of \$554K recognized resource requests for two EDMS Business Analysts, one EDMS Technical SME, one Client Support Analyst –

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Department Expenditure Changes

Audio/Video and a conversion of a New Property Tax System FTE from a part-time position in Property Tax department to meet the City's technology expertise requirements. The remainder of the variance was in labour accounts for progressions, higher benefit costs and service contract increases allowed under the budget guidelines.

2016 Increase of \$321,594 (3.3%)

The variance was mostly as a result of \$221K increase in Service Contracts accounts due to \$160K recognized resource request for Property Tax System maintenance and the timing of Microsoft license contract renewal. The remainder of the variance was in labour accounts for progressions and higher benefit costs, partially offset by the removal of one-time costs in office equipment and furniture related to prior year's resource requests.

2017 Increase

The 2017 variance was less than \$100K and therefore does not require an explanation.

■ **Human Resources**

2014 Increase of \$177,844 (5.0%)

The variance was mainly in labour accounts a result of \$96K Council approved resource request for a Learning and Development Specialist, as well as progressions and higher benefits as per budget guidelines. Council also approved an increase of \$100k in professional fees, which was partially offset by a removal of \$50K in one-time costs related to 2013 ARR for Redevelopment of Appraisal Forms.

2015 Increase

The 2015 variance was less than \$100K and therefore does not require an explanation.

2016 Increases of \$400,540 (10.6%)

The increase was related to recognized resource requests for one HR Specialist, Workplace Health and Safety, one HR Specialist, Absence and Disability Management, and one Human Resources Partner to address the growth of the City's workforce. The remainder of the variance was due to progressions and higher benefit costs as per the budget guidelines.

2017 Increases of \$152,151 (3.6%)

The increase was related to recognized resource requests for one Administrative Coordinator and Awards budget increase of \$15K, as well as progressions and higher benefit costs as per the budget guidelines.

■ **Development and Transportation Engineering**

2014 Increase of \$654,776 (14.1%)

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Department Expenditure Changes

An increase of \$540K was attributable to Council approved resources for Transportation Engineer, Engineering Assistant, Development Co-ordinator, Municipal Services Inspector and Administrative Assistant positions. These resources are fully offset by reserve withdrawals as per policy with no net tax impact. The remainder of the variance was a result of labour costs for progressions and higher benefit rates as per budget guidelines.

2015 Increase

The 2015 variance was less than \$100K and therefore does not require an explanation.

2016 Increase of \$107,168 (2.0%)

The variance was a result of labour costs for progressions and higher benefit rates as per budget guidelines.

2017 Increase

The 2017 variance was less than \$100K and therefore does not require an explanation.

▪ **Engineering Services**

2014 increase of \$230,153 (5.3%)

An increase of \$192K was a result of Council approved resource requests for a Roads Asset Management Co-ordinator (\$112K) and outsourcing of traffic data collection (\$80k), which are fully offset by savings in Public Works salt purchases account. Council also approved Pavement Markings – Rural Roads with no impact on the budget. The remainder of the variance was a result of higher labour costs for progressions, benefit rates and economic adjustments from collective agreements as per budget guidelines.

2015 Increase of \$120,138 (2.6%)

The majority of the variance was in labour accounts for progressions and higher benefit costs and service contract increases allowed under the budget guidelines.

2016 to 2017 Increase

The 2016 and 2017 variances were less than \$100K and therefore do not require an explanation.

▪ **Public Works Operations**

2014 Decrease of \$56,505 (0.2%)

The labour accounts increased by \$273K due to economic adjustments from collective agreements, progressions and higher benefit rates, as well as Council approved resource requests for two Equipment Operator I and one Road Patrol Person to assist with the maintenance of more City roads. These requests were fully offset by savings in Public Works salt purchases account. There was also an FTE transfer from Public Works Waste division to Water/Wastewater division. The increase in the labour accounts was offset

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by a decrease of \$330K in other expenses, primarily due to a decrease of \$678K in Service Contracts and Materials and an increase of \$212K in Utilities and Fuel. The following was an explanation by division for allowable increases as per budget guidelines.

- The Roads Division non-labour budget was higher by \$367K. Roads maintenance contracts and materials increased by \$66K for price and volume of assumed roads. There was an increase in utilities for \$159K due to price and volume changes related to streetlights and traffic lights, and \$45K related to fuel. The internal recovery account increases by \$58K to better align with actual trends and has a net zero impact overall. The remainder were small variances in various other accounts primarily related to the Council approved resource requests. In labour accounts, there was an increase of \$398K, which was the result of a Council approved resource request for two Equipment Operators I and one Road Patrol Person to assist with the maintenance of more City roads. These requests were fully offset by savings in Public Works salt purchases account.
- Winter operations non-labour budget decreased by \$742K due to the anticipated savings in salt purchases of \$749K as a result of less salt usage required due to more efficient operations. This variance was slightly offset by minor increases in fuel and other contracts as per budget guidelines. \$306K of the savings in Salt purchases was transferred to support salting operations within the Parks department, and the remainder was used to offset multiple resources requests.
- The Waste Management Division non-labour budget total increased by \$25K due to Council approved resources for promotion and education regarding littering at super mail boxes. In labour accounts, there was a decrease of \$79K, which was the result of a decrease of \$92K due to an FTE transfer to Water/wastewater Division, which was partially offset by progressions and higher benefit rates as per budget guidelines.
- The Administration Division variance was less than \$100K and therefore does not require an explanation.

2015 Increase of \$1,035,412 (3.4%)

The increase was mostly in non-labour accounts for \$874K and adjustments of \$162K in labour accounts due to progressions and higher benefit rates as per budget guidelines. The following is an explanation by division for allowable increases as per budget guidelines.

- The Roads Division non-labour budget was higher by \$292K. There was an increase in utilities for \$169K due to price and volume changes related to

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Department Expenditure Changes

streetlights and traffic lights. Roads maintenance contracts increase by \$117K for price and volume of assumed roads. The remainder of the increase was in fuel (\$23K), which was partially offset by a decrease in office equipment and furniture due a removal of one-time costs related to Council approved requests. In the labour accounts, there was an increase of \$106K as a result of progressions and higher benefit rates as per budget guidelines.

- Winter operations total budget costs increased by \$273K mainly due to contract price and volume increases of \$264K as per budget guidelines. The remainder was a small increase of \$3K in fuel and \$5K in labour accounts as per budget guidelines.
- The Waste Management Division budget total increased by \$321K. An increase of \$314K was due to price and volume increases in contracted waste related activities, and \$7K in labour accounts due to progressions and higher benefit rates as per budget guidelines.
- The Administration Division variance was less than \$100K and therefore does not require an explanation.

2016 Increase of \$1,128,199 (3.6%)

The increase was mostly in non-labour accounts for \$904K and adjustments of \$224K in labour accounts due to progressions and higher benefit rates. The following is an explanation by division for allowable increases as per budget guidelines.

- The Roads Division budget was higher by \$430K. Part of the increase is in utilities for \$103K due to price and volume changes related to streetlights and traffic lights. Roads maintenance contracts increase by \$96K for price and volume of assumed roads. The remainder of the increase was in fuel (\$25K) and \$3K in various accounts related to Council recognized resource requests. In labour accounts, there was an increase of \$202K, which was the result of a Council recognized resource request for two Equipment Operators I, as well as progressions and higher benefit rates as per budget guidelines.
- Winter operations total costs increased by \$149K. The variance consists mainly of a \$144K increase in contracts due to price and volume increase as per budget guidelines. The remainder was a small increase in fuel, as a result of anticipated price changes and labour costs increases due to progressions and higher benefit rates as per budget guidelines.
- The Waste Management Division budget total increases by \$529K split between price and volume increases in contracted waste related activities.

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- The Administration Division variance was less than \$100K and therefore does not require an explanation.

2017 Increase of \$921,505 (2.8%)

The increase was mostly in non-labour accounts for \$768K and adjustments of \$154K in labour accounts due to progressions and higher benefit rates. The following was an explanation by division for allowable increases as per budget guidelines.

- The Roads Division budget was higher by \$261K. Part of the increase was in utilities for \$108K due to price and volume changes related to streetlights and traffic lights. Roads maintenance contracts increased by \$85K for price and volume of assumed roads. The remainder of the increase was in fuel (\$27K) as allowed by budget guidelines.
- Winter operations total costs increases by \$227K. The variance consists of a \$223K increase in contracts due price and volume increase as per budget guidelines. The remainder was a small increase in fuel as a result of anticipated price changes, and labour costs increases due to progressions and higher benefit rates as per budget guidelines.
- The Waste Management Division budget total increased by \$318K, mainly due to price and volume increases in contracted waste related activities.
- The Administration Division budget increased by \$116K. An increase of \$105K was due to a Council recognized resource request for one Operations Review Analyst. The remainder was due to progressions and higher benefit rates as per budget guidelines

▪ **Vaughan Public Libraries**

2014 Increase of \$246,432 (1.8%)

The Vaughan Public Library Board recommends an increase in the Library budget of \$246K. This increase was mostly as a result of a 2% negotiated salary increase for both part time and full time staff. The remainder of the increase was related to small changes in utilities as per budget guidelines and joint service charges to reflect actual costs.

2015 Increase of \$3,552,302 (24.9%)

An increase of \$2.8M was a result of recognized and recommended resources for the operations of the Civic Centre Resource Library. In addition, there was an increase of \$466K transfer to the Library Material Reserve. The remainder of the increase was in labour accounts due to higher benefit rates and progressions, and utilities as per budget guidelines.

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Department Expenditure Changes

2016 Increase of \$825,653 (4.6%)

An increase of \$560K was a result of recognized and recommended resources for the operations of the Vellore Village South Library. The remainder of the increase was in labour accounts due to higher benefit rates, progressions and utilities as per budget guidelines.

2017 Increase of \$330,116 (1.8%)

The increase is mostly due to higher benefit rates, progressions and utilities as per budget guidelines. There was also an increase of \$99K for the Carrville Library for Library Material Reserves.

All of the increases from these departments were allowed within the approved parameters of the Council approved 2014 to 2017 Operating Budget Guidelines. The recognized 2015 to 2017 changes are used for planning purposes, and will be further reviewed during the 2015-2018 process.

Operating Budget Overview

Cost Structure and Staffing

City's Cost Structure

The following summary illustrates how the City's expenses are allocated to major expense types.

Operating Expenditures	2014			2015			2016			2017		
	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)	Base Budget (\$)	% of Total Budget	Cumulative (%)
Salaries and Benefits	147,850,914	58.2%	58.20%	158,056,984	59.5%	59.54%	162,883,481	58.7%	58.72%	168,666,406	58.1%	58.09%
Service Contracts	33,490,771	13.2%	71.4%	34,411,531	13.0%	72.5%	35,732,020	12.9%	71.6%	37,226,386	12.8%	70.9%
Long Term Debt	12,562,419	4.9%	76.3%	14,711,871	5.5%	78.0%	14,292,463	5.2%	76.7%	10,935,222	3.8%	74.7%
Reserve Contributions	12,413,418	4.9%	81.2%	9,664,381	3.6%	81.7%	12,469,400	4.5%	81.2%	16,969,566	5.8%	80.5%
Utilities & Fuel	9,593,850	3.8%	85.0%	10,250,330	3.9%	85.5%	10,638,957	3.8%	85.1%	11,435,752	3.9%	84.5%
Maint./Materials	8,634,316	3.4%	88.4%	8,892,539	3.3%	88.9%	9,043,668	3.3%	88.3%	9,244,329	3.2%	87.7%
Capital from Taxation	6,364,084	2.5%	90.9%	6,653,601	2.5%	91.4%	6,780,349	2.4%	90.8%	6,915,956	2.4%	90.0%
Insurance Expenses	4,606,904	1.8%	92.7%	4,879,518	1.8%	93.2%	5,425,779	2.0%	92.7%	5,630,639	1.9%	92.0%
Contingency	633,050	0.2%	93.0%	729,058	0.3%	93.5%	3,421,692	1.2%	94.0%	6,435,982	2.2%	94.2%
Prof. Fees	3,450,011	1.4%	94.3%	3,635,745	1.4%	94.9%	2,933,739	1.1%	95.0%	2,854,644	1.0%	95.2%
Tax Adjustments	2,150,000	0.8%	95.2%	2,275,000	0.9%	95.7%	2,275,000	0.8%	95.9%	2,300,000	0.8%	96.0%
All Other	12,289,504	4.8%	100.0%	11,298,386	4.3%	100.0%	11,512,160	4.1%	100.0%	11,716,534	4.0%	100.0%
Total Draft Expenditures	254,039,241	100.0%	--	265,458,944	100.0%	--	277,408,708	100.0%	--	290,331,416	100.0%	--

The summary above illustrates that the City has limited flexibility in any given year to significantly alter the City's cost structure in the short term. More than 76% of the costs are committed through collective agreements, service contracts, and financing arrangements. Other reductions will impact the maintenance and repair of the City's infrastructure.

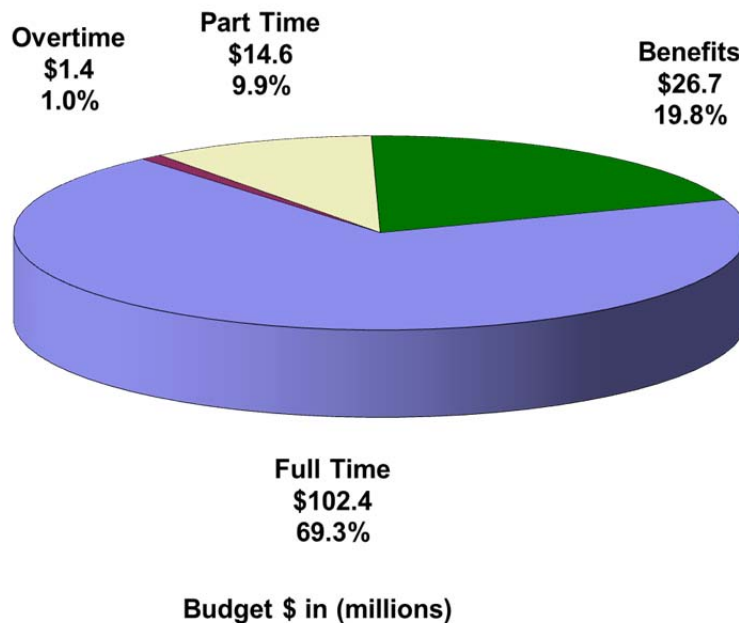
Staffing Costs

Salaries and labour costs represent approximately 58% of the City's expenses, down from 59% 2013. This is anticipated as the City provides services that are very labour intensive (e.g. Fire and Rescue, Enforcement, Snow Removal, Recreation, etc). Similar to other organizations, general economic pressures and annual wage and benefit increases continue to impact the City. Approximately 70% of the City's salary and labour costs are based on five collective agreements. Non-union staff, casual part-time, and contracted labour account for the remaining 30%. It is important to note that employee benefits (Canada Pension Plan, Employment Insurance, Insurance, etc) are factored into the above figures. There is an upward trend on benefits due to increase on thresholds on CPP and EI and increased contributions to OMERS.

Operating Budget Overview

Cost Structure and Staffing

The chart below illustrates, the salaries and labour costs by major component. The benefit component represents almost 20% of the total salary and labour cost.



Full-Time Equivalents

The City complements the staffing review process by utilizing Full-Time Equivalent (FTEs) tracking to monitor and report staffing. The FTE process essentially converts all positions to a standard measure (e.g. % of a full-time 35 hr work week). This is necessary as the City has many labour arrangements, particularly with part-time staff and utilizing FTEs provides a consistent measure to track changes and identify staffing variances.

Summary of FTE variances

For 2014, City-wide FTEs increased by 54.0 FTEs or 3.4%. The largest component was a net increase of 61.6 FTEs related to Council approved new staffing required to service the community. Due to the size of fire engine crews, a phase-in approach is planned and full-year impacts will apply in the following years. This resulted in a decrease in the 2014 budget of 9.5 FTEs. In addition, there was an increase of 0.8 FTEs associated to full year impact of 2013 approved staffing and allowable adjustments under the budget guidelines. The above figures were partially offset by anticipated labour savings (e.g.

Operating Budget Overview

Cost Structure and Staffing

vacancies and unplanned staff turnover, etc.). Details on the approved and recognized additional resource requests are provided in the [Additional Resource Requests](#) section.

Below is a summary of above noted changes in FTEs, followed by a detailed illustration of department FTE adjustments.

<u>Full Time Equivalent Analysis</u>	2014 FTE Inc. / (Dec.)	2015 FTE Inc. / (Dec.)	2016 FTE Inc. / (Dec.)	2017 FTE Inc. / (Dec.)
<i>Allowable Adjustments within Guidelines</i>				
- Fire and Rescue Services	10.3			
- Development Planning	2.4		(1.0)	
- Building Standards	1.3			
- Innovation & Continuous Improvement	1.0			
- Information Technology Management	1.0			
- Econ and Business Development	0.5			
- Human Resources	0.5			
- Vaughan Public Library (VPL)	0.2			
- Parks Operation	0.2			
- City Manager	0.1			
- Comm of Finance and Corporate Services	0.1			
- Comm of Legal and Administrative Services	0.1			
- Enforcement Services	0.1			
- Comm. Of Corporate and Strategic Services	0.1			
- Policy Planning	(1.0)		(3.0)	
- Cultural Services	(2.0)			
- Recreation	(14.2)			
	0.8	0.0	(4.0)	0.0
<i>Anticipated Labour Savings</i>	1.0	(1.9)	(1.3)	(1.4)
Council Approved Complements - Gross	61.6			
Council Recognized Complements - Gross		54.9	46.5	39.3
Budgeted Gapping	(9.5)	10.1	1.5	8.8
Total Change in FTE's	54.0	63.0	42.6	46.6

Operating Budget Overview

Cost Structure and Staffing

The table below illustrates department FTE total positions and variances, highlighting interdepartmental transfers, adjustments as per budget guidelines, approved complement additions and gapping.

FULL TIME EQUIVALENTS (FTEs)
FTE CHANGE SUMMARY

Department	2013 FTEs	2014						2015			2016			2017		
		Allowable Adjustment \$ (1)	Approved 2014 FTEs (2)	2014 Gapping	2014 FTEs	Net Change		2014 Gapping Impact & Allow. Adj.	2015 Recom. FTEs	Forecast 2015 FTEs	2015 Gapping Impact & Allow. Adj.	2016 Recom. FTEs	Forecast 2016 FTEs	2016 Gapping Impact & Allow. Adj.	2017 Recom. FTEs	Forecast 2017 FTEs
						FTEs	%									
City Auditor	2.0		1.0		3.0	1.0				3.0			3.0			3.0
City Manager	4.0	0.1	1.0		5.1	1.1	28.6%			5.1			5.1			5.1
Fire and Rescue Services	301.8	10.3	14.0	(9.5)	316.6	14.8	4.9%	10.1	1.0	327.6	1.5	9.0	338.1	8.8	7.0	353.9
Emergency Planning	1.3				1.3	0.0	0.0%		0.7	2.0			2.0			2.0
Sub-Total	309.1	10.4	16.0	(9.5)	326.0	16.9	5.5%	10.1	1.7	337.8	1.5	9.0	348.3	8.8	7.0	364.0
Executive Director	1.0				1.0	0.0	0.0%			1.0			1.0			1.0
Corporate Communications	8.0		1.0		9.0	1.0	12.5%		1.0	10.0		1.0	11.0			11.0
Econ. and Business Development	8.7	0.5	2.0		11.2	2.5	28.8%			11.2			11.2			11.2
Sub-Total	17.7	0.5	3.0	0.0	21.2	3.5	19.8%	0.0	1.0	22.2	0.0	1.0	23.2	0.0	0.0	23.2
Comm. of Finance and Corporate Services	2.7	0.1	(0.6)		2.2	(0.5)	-18.8%			2.2			2.2			2.2
City Financial Services	31.9		(0.1)		31.8	(0.1)	-0.3%			31.8		0.3	32.1			32.1
Budgeting and Financial Planning	19.2				19.2	0.0	0.0%			19.2			19.2		2.0	21.2
Investments & Development Charges	5.0		1.0		6.0	1.0	20.0%			6.0			6.0		0.7	6.7
Purchasing Services	14.3		0.8		15.1	0.8	5.5%			15.1			15.1			15.1
Sub-Total	73.1	0.1	1.0	0.0	74.3	1.2	1.6%	0.0	0.0	74.3	0.0	0.3	74.6	0.0	2.7	77.3
Comm. of Legal and Administrative Services	2.0	0.1			2.1	0.1	7.0%			2.1			2.1			2.1
City Clerk	51.0		1.7		52.7	1.7	3.3%		0.7	53.4			53.4		0.7	54.1
Legal Services	13.7				13.7	0.0	0.0%		2.0	15.7			15.7			15.7
By-Law & Compliance	56.2	0.1	5.7		62.0	5.8	10.4%		3.0	65.1			65.1		1.0	66.1
Sub-Total	122.9	0.2	7.4	0.0	130.6	7.7	6.2%	0.0	5.7	136.3	0.0	0.0	136.3	0.0	1.7	138.0
Comm. of Community Services	3.0				3.0	0.0	0.0%			3.0			3.0			3.0
Recreation	307.6	(14.2)			293.3	(14.2)	-4.6%		1.4	294.8			294.8		10.2	305.0
Cultural Services	24.6	(2.0)			22.6	(2.0)	-8.1%			22.6		1.0	23.6			23.6
Buildings and Facilities	110.5		2.9		113.4	2.9	2.6%			113.4		11.8	125.2		14.7	139.9
Fleet Management	9.3		0.7		10.0	0.7	7.4%			10.0			10.0			10.0
Parks Operations	116.4	0.2	3.7		120.3	3.9	3.4%			120.3		10.1	130.4			130.4
Parks Development	11.8				11.8	0.0	0.0%			11.8			11.8			11.8
Sub-Total	583.2	(16.0)	7.3	0.0	574.4	(8.8)	-1.5%	0.0	1.4	575.8	0.0	22.9	598.7	0.0	24.9	623.6
Comm. of Planning	2.0				2.0	0.0	0.0%			2.0			2.0			2.0
Development Planning	32.2	2.4	1.0		35.6	3.4	10.5%			35.6	(1.0)		34.6			34.6
Policy Planning	12.8	(1.0)	2.0		13.8	1.0	7.8%			13.8	(3.0)		10.8			10.8
Building Standards	67.1	1.3	1.0		69.4	2.3	3.4%			69.4			69.4			69.4
Sub-Total	114.0	2.7	4.0	0.0	120.7	6.7	5.9%	0.0	0.0	120.7	(4.0)	0.0	116.7	0.0	0.0	116.7
Comm. of Corporate and Strategic Services	2.0	0.1			2.1	0.1	7.0%			2.1			2.1			2.1
Environmental Sustainability	2.0				2.0	0.0	0.0%			2.0			2.0			2.0
Human Resources	48.3	0.5	1.0		49.8	1.5	3.2%			49.8		3.0	52.8		1.0	53.8
Innovation & Continuous Improvement	5.0	1.0			6.0	1.0	20.0%			6.0			6.0			6.0
Access Vaughan	11.7		1.6		13.3	1.6	13.9%			13.3			13.3			13.3
Strategic Planning	2.0				2.0	0.0	0.0%		1.0	3.0			3.0			3.0
Information and Technology Mgmt.	43.7	1.0	3.3		48.0	4.3	9.9%		5.0	53.0			53.0			53.0
Sub-Total	114.7	2.7	5.9	0.0	123.3	8.6	7.5%	0.0	6.0	129.3	0.0	3.0	132.3	0.0	2.0	134.3
Comm. of Engineering and Public Works	3.0				3.0	0.0	0.0%			3.0			3.0			3.0
Development/Transport. Engineering	41.5		5.0		46.5	5.0	12.1%			46.5			46.5			46.5
Engineering Services	37.6		1.0		38.6	1.0	2.7%			38.6			38.6			38.6
Public Works - Operations	73.3		2.0		75.3	2.0	2.7%			75.3		2.0	77.3		1.0	78.3
Sub-Total	155.4	0.0	8.0	0.0	163.4	8.0	5.1%	0.0	0.0	163.4	0.0	2.0	165.4	0.0	1.0	166.4
Vaughan Public Library (VPL)	150.9	0.2			151.1	0.2	0.1%		39.0	190.1		8.3	198.4			198.4
Corporate Expenditures	0.0		7.0		7.0	7.0	0.0%			7.0			7.0			7.0
OMB Resources	0.0		2.0		2.0	2.0	0.0%			2.0			2.0			2.0
VMC Development & Implementation	0.0				0.0	0.0	0.0%			0.0			0.0			0.0
Sub-Total	0.0	0.0	9.0	0.0	9.0	9.0	0.0%	0.0	0.0	9.0	0.0	0.0	9.0	0.0	0.0	9.0
Citywide Turnover/General Gapping	(51.8)			1.0	(50.8)	1.0	-1.9%	(1.9)		(52.8)	(1.3)		(54.1)	(1.4)		(55.5)
Total	1589.2	0.8	61.6	(8.5)	1643.1	54.0	3.4%	8.1	54.9	1706.1	(3.8)	46.5	1748.8	7.3	39.3	1795.4

NOTE

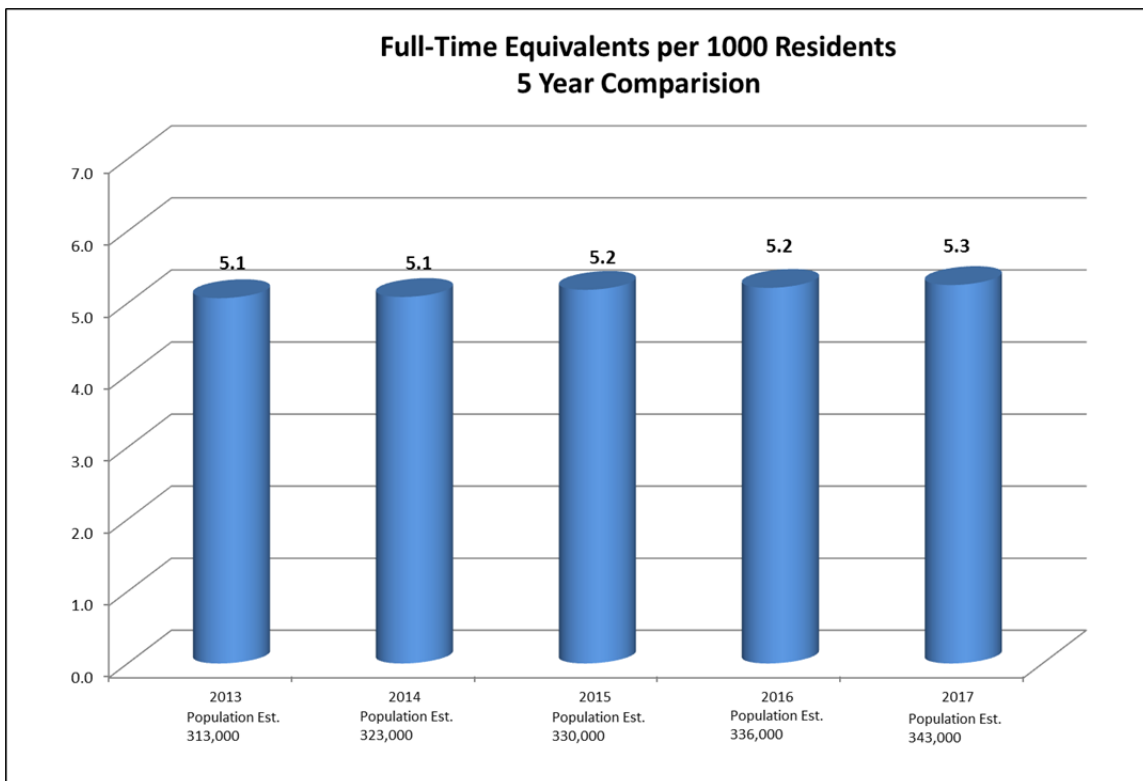
(1) Full year impact of 2013 complements will be experienced in 2014

(2) 2014 approved complements

Operating Budget Overview

Cost Structure and Staffing

As the City of Vaughan continues to grow, it is anticipated that staffing requirements will increase as the City strives to maintain existing service levels and provide service excellence. It should be noted that as a result of process efficiencies and strict budget guidelines limiting budgetary increases, the City's full-time equivalents per 1,000 residents has remained very consistent, while service standards have remained the same or improved. This is another indication of the City exercising prudent resource management and balancing resource deployment and growth.



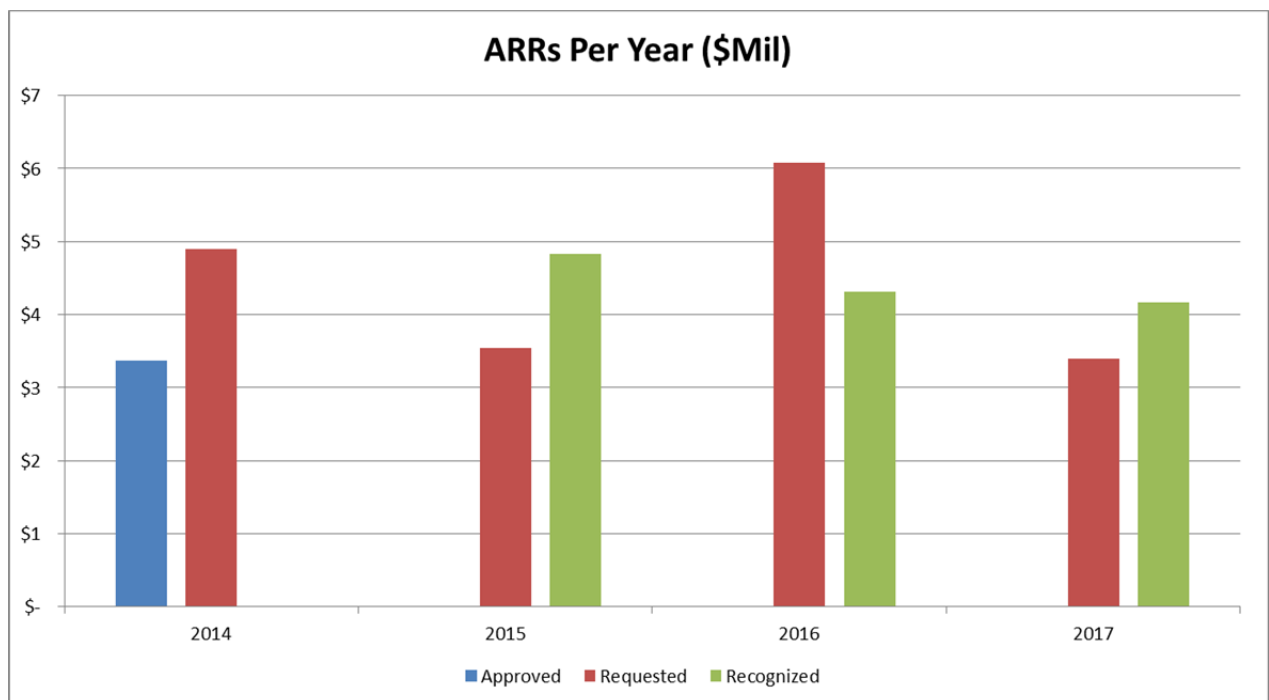
Operating Budget Overview

Additional Resource Requests

As indicated earlier in this report, the budget guidelines were complimented by a process that allowed departments to formally submit requests for essential resources not permitted by the budget guidelines for Finance, Administration and Audit Committee and Council consideration. As a result, departments submitted 138 additional resource requests (ARRs) with a total cost of over \$20.6M, all of which are valued by the submitting departments. It should be noted \$4.1M in requests are fully or partially self-funded, which demonstrates staff's willingness to redirect existing resources and manage their finances in a prudent manner. A number of ARRs were deferred beyond the multi-year period.

The table below shows that 69% of the 2014 resource requests were approved, with the remainder being distributed into outer years. Department submissions were heavily weighted to the initial years. The purpose of multi-year planning is to smooth out financial impacts and develop a more realistic and affordable community plan. This information is important, as it provides added visibility to our community stakeholders and decision-makers on the timing and resourcing of city services and initiatives.

Additional Resources Submitted versus Approved



Operating Budget Overview

Additional Resource Requests

Consistent with prior years and demonstrating respect for the tax payer's dollar, the Senior Management Team and the Director's Working Group reviewed, evaluated and prioritized all ARR's based on their merits and the following criteria:

- Vaughan's Vision and the Corporate Planning process linkages
- Value Proposition
- Regulatory Requirements
- Risk Management
- Internal Operational Requirements
- Capital Timing and Funding Availability

The process infuses a high degree of objectivity and transparency, of which the end result is a more realistic and responsible list of ARR's. Reducing the initial submission balance to a more manageable level was very difficult for decision-makers, who were frequently faced with the dilemma of choosing between building a progressive city and keeping tax rates low. Senior Management and the Directors Working Group spent a significant amount of time reviewing and optimizing the requests, which resulted in a number of requests being partially funded internally, some redistributed within the planned years and one request or approximately \$615K deferred beyond the 2014 to 2017 plan for future budget consideration due to a change in project timing.

In many situations the result is not optimal, potentially compromising service levels, but necessary to minimize perceived tax pressures on the community. The above situation further supports the need to begin planning resources beyond a single year in order to address future opportunities and funding challenges.

The Senior Management Team's funding recommendation is a blend of both ideals driven by the following:

- Community safety – Fire operations and emergency planning
- Community and library services – Civic Centre Resource Library, Avondale North Maple Park, ongoing forestry, parks, facility maintenance, etc.

Operating Budget Overview

Additional Resource Requests

- City building initiatives – Vaughan Metropolitan Centre, Ontario Municipal Board resources, business development, strategic planning initiatives, public engagement, performance measurement and environment action plans
- Also, operational requirements related to Planning, Engineering and other City services

	2014	2015	2016	2017
Net Taxation Change	\$3.37m	\$5.81m	\$4.28m	\$5.30m
Avg. Residential Tax Rate Change	2.15%	3.53%	2.37%	2.72%
Avg. Residential Tax Bill Change	\$26.58	\$44.74	\$32.05	\$38.41

The approved 2014 ARR's that have zero budget impact are summarized below.

Proposed 2014-2017 Additional Resource Request Summary

2014 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets	2014 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2014 Base Budget Increase																0.35%	0.35%
Zero Budget Impact ARR's																	
A1	Engineering Service	Roads Asset Management Coordinator	FT	1		1.00		✓			✓	111,896	(111,896)	-	-	0.00%	0.35%
A2	Dev/Trans. Eng	Transportation Engineer	FT	1		1.00		✓			✓	127,490	(127,490)	-	-	0.00%	0.35%
A3	PW - Roads	Equipment Operator I	FT	2	2.00			✓	✓			139,236	(139,236)	-	-	0.00%	0.35%
A4	Dev/Trans. Eng	Engineering Assistant	FT	1	1.00			✓	✓			103,238	(103,238)	-	-	0.00%	0.35%
A5	Dev/Trans. Eng	Development Coordinator	FT	1		1.00		✓	✓			116,896	(116,896)	-	-	0.00%	0.35%
A6	PW - Roads	Road Patrol Person	FT	1	1.00			✓	✓			85,691	(85,691)	-	-	0.00%	0.35%
A7	Engineering Service	Pavement Markings - Rural Roads		-				✓		✓		80,000	(80,000)	-	-	0.00%	0.35%
A8	Fleet	Driver and Compliance Trainer	PT	1		0.69		✓	✓			48,809	(48,809)	-	-	0.00%	0.35%
A9	Dev/Trans. Eng	Municipal Service Inspector	FT	1	1.00			✓	✓			106,386	(106,386)	-	-	0.00%	0.35%
A10	Eng. Services	Outsource some traffic data collection		-				✓	✓			80,000	(80,000)	-	-	0.00%	0.35%
A11	ITM	Reception / Clerk (conversion from PT to FT)	FT	1		0.31		✓	✓			65,755	(65,755)	-	-	0.00%	0.35%
A12	PW - Waste	Promotion and education re: littering at Super Mail Boxes		-				✓		✓		26,000	(26,000)	-	-	0.00%	0.35%
A13	Dev/Trans. Eng	Administrative Assistant	FT	1	1.00			✓		✓		86,505	(86,505)	-	-	0.00%	0.35%
A14	City Financial Services	Treasury Clerk E (Cashier/Water)	FT	1	0.40			✓	✓			63,154	(63,154)	-	-	0.00%	0.35%
A15	Clerks - Admin	Election Coordinator	FT	1		1.00		✓	✓			126,067	(126,067)	-	-	0.00%	0.35%
A16	Clerks - Admin	Council Office Administrator	FT	1		1.00		✓	✓			94,717	(94,717)	-	-	0.00%	0.35%
A17	PW - Waste	Transfer FTE from PW-Solid Waste to PW-Water/WasteWater	FT	1	(1.00)			✓	✓			(92,720)	-	(92,720)	(92,720)	-0.06%	0.29%
A18	Various	VOP 2010 Resourcing Plan (2-year)	FT-Cont 2 Yr	7		7.00		✓	✓			1,398,659	(1,398,659)	-	(92,720)	0.00%	0.29%
A19	Various	VMC Implementation Resourcing Plan (4-year)	FT-Cont 2 Yr	2		2.00		✓	✓			486,967	(486,967)	-	(92,720)	0.00%	0.29%

Operating Budget Overview

Additional Resource Requests

The approved 2014 ARR with budget impact are summarized in the table below.

Proposed 2014-2017 Additional Resource Request Summary

2014 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets	2014 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
Budget Impact ARRs																	
1	Policy Planning	Senior Policy Planner (Extension of 2 YR Contract - 2014-15)	FT-Cont 2 Yr	1		1.00	✓				✓	119,779	-	119,779	27,059	0.08%	0.37%
2	City Manager	Manager of Corporate Asset Management	FT	1		1.00		✓			✓	146,952	(83,763)	63,189	90,248	0.04%	0.41%
3	Fire & Rescue Operations	STN 75 - 6 Firefighters & 4 Captains GAPPED (Oct Start)	FT	10	2.50			✓	✓			358,502	-	358,502	448,750	0.23%	0.64%
4	By-Law and Compliance	Business Analyst Policy and Research Coordinator	FT	1		1.00		✓		✓		110,385	-	110,385	559,135	0.07%	0.71%
5	Corporate Communications	Communications Coordinator conversion	FT	2		1.00		✓		✓		144,666	(97,833)	46,833	605,968	0.03%	0.74%
6	B&F	B&F Asset Management Coordinator	FT	1		1.00		✓			✓	99,734	-	99,734	705,702	0.06%	0.80%
7	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			153,529	-	153,529	859,231	0.10%	0.90%
8	Development Finance & Investment	Development Finance & Investment Analyst	FT	1		1.00		✓		✓		100,224	-	100,224	959,455	0.06%	0.96%
9	Economic & Business Development	Business Development Officer-Advanced Goods Production & Movement	FT	1		1.00		✓	✓			93,189	-	93,189	1,052,644	0.06%	1.02%
10	B&F	Facility Operator I - Fr. Ermanno CC Expansion	FT	1	1.00			✓	✓			58,625	-	58,625	1,111,269	0.04%	1.06%
11	Access Vaughan	Citizen Service Representative	PT	2	1.62			✓		✓		115,244	(60,000)	55,244	1,166,513	0.04%	1.10%
12	HR	Learning & Development Specialist	FT	1		1.00		✓	✓			104,274	-	104,274	1,270,787	0.07%	1.16%
13	Parks & Forestry Operations	Forestry Arborist II	FT	1	1.00			✓	✓			72,191	-	72,191	1,342,978	0.05%	1.21%
14	Parks & Forestry Operations	Temporary Seasonal Employees	PT	2	1.38			✓	✓			59,689	-	59,689	1,402,667	0.04%	1.25%
15	Parks & Forestry Operations	Playground Safety Surface Testing		-				✓	✓			40,000	-	40,000	1,442,667	0.03%	1.27%
16	Purchasing Services	Senior Technical Clerk (PT Conversion)	FT	1	1.00			✓	✓			76,385	(39,092)	37,293	1,479,960	0.02%	1.30%
17	By-Law and Compliance	Client Services Representatives x 2 (CONTRACT)	FT	2	2.00			✓	✓			115,603	-	115,603	1,595,563	0.07%	1.37%
18	B&F	Building and Facilities City-wide Maintenance and Repairs		-				✓	✓			250,000	-	250,000	1,845,563	0.16%	1.53%
19	Building Standards	Plans Examiner (Zoning)	FT	1	1.00			✓	✓			89,398	(43,805)	45,593	1,891,156	0.03%	1.56%
20	Internal Audit	Internal Audit Coordinator	FT	1		1.00		✓		✓		106,974	(31,698)	75,276	1,966,432	0.05%	1.61%
21	Parks & Forestry Operations	Hard Surface Repairs		-				✓	✓			80,000	-	80,000	2,046,432	0.05%	1.66%
22	HR	Professional Fees		-				✓	✓			100,000	-	100,000	2,146,432	0.06%	1.72%
23	ITM	Client Support Analyst	FT	1		1.00		✓	✓			100,439	-	100,439	2,246,871	0.06%	1.79%
24	ITM	Technology Specialists	FT	2		2.00		✓	✓			239,382	-	239,382	2,486,253	0.15%	1.94%
25	Parks & Forestry Operations	Courts-Tennis and Basketball		-				✓	✓			15,000	-	15,000	2,501,253	0.01%	1.95%
26	Parks & Forestry Operations	Community Services Asset Management Coordinator	FT	1		1.00		✓			✓	109,996	-	109,996	2,611,249	0.07%	2.02%
27	Economic & Business Development	Economic Development Coordinator	FT	1		1.00		✓		✓		82,813	-	82,813	2,694,062	0.05%	2.07%
28	By-Law and Compliance	Animal Services - Registered Veterinary Technician	FT	1		1.00		✓	✓			86,281	(13,360)	72,921	2,766,983	0.05%	2.12%
29	Parks & Forestry Operations	Sod and Seed for Sports Fields		-				✓	✓			25,000	-	25,000	2,791,983	0.02%	2.14%
30	B&F	Clerk Typist A (PT Conversion)	FT	1	0.31			✓	✓			47,255	(30,666)	16,589	2,808,572	0.01%	2.15%
31	B&F	Preventative Maintenance Mechanic (PT Conversion)	FT	1	0.57			✓	✓			77,714	(28,500)	49,214	2,857,786	0.03%	2.18%
32	Fire & Rescue Operations	4 District Chiefs GAPPED (6 Months)	FT	4	2.00			✓		✓		328,515	-	328,515	3,186,301	0.21%	2.39%
33	Parks & Forestry Operations	Irrigation System Maintenance		-				✓	✓			21,000	-	21,000	3,207,301	0.01%	2.40%
34	Clerks - Admin	Part-Time Information Processor - Level F	PT	1	0.69			✓	✓			45,512	(1,200)	44,312	3,251,613	0.03%	2.43%
35	Parks & Forestry Operations	Administrative Clerk (Partial FTE Conversion)	FT	1	0.31			✓	✓			65,679	(34,373)	31,306	3,282,919	0.02%	2.45%
36	Environmental Sustainability	Climate change adaptation research		-			✓			✓		25,000	(10,876)	14,124	3,297,043	0.01%	2.46%
37	By-Law and compliance	Animal Services - Shelter Clerk, p/t	PT	1	0.69			✓	✓			31,936	(7,668)	24,268	3,321,311	0.02%	2.47%
38	By-Law and compliance	Animal Services - Shelter Attendant	FT	1	1.00			✓	✓			60,563	(14,439)	46,124	3,367,435	0.03%	2.50%
Total of 2014 ARRs Recommended by Senior Management Team				70	22.47	30.00	2	55	40	11	6	7,212,174	(3,844,739)	\$ 3,367,435		2.15%	

Total Tax Increase (1%=\$1,564,093)

2014 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

2.50%
0.35%
2.15%

Operating Budget Overview

Additional Resource Requests

The next three tables illustrate the 2015 to 2017 recognized ARR's.

Proposed 2014-2017 Additional Resource Request Summary

2015 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets	2015 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2015 Base Budget Increase																3.17%	3.17%
Impact of 2014 ARR's 2015																977,903	0.59%
Budget Impact																	
1	Strategic Planning	New Vaughan Vision Strategic Plan		-			✓		✓			120,000	-	120,000	1,097,903	0.07%	3.84%
2	Strategic Planning	Strategic Planning Business Analysts	FT	1		1.00		✓			✓	103,087	-	103,087	1,200,990	0.06%	3.90%
3	Library	Civic Centre Resource Library - Operations & Staffing	FT+PT	20 FT 31 PT	35.31	3.69		✓	✓			2,805,972	(86,000)	2,719,972	3,920,962	1.65%	5.55%
4	Fleet	Electric Vehicle Municipal Feasibility Program Pilot		-				✓			✓	15,000	(9,750)	5,250	3,926,212	0.00%	5.55%
5	Fire Training	Training Officer	FT	1	1.00			✓	✓			158,180	-	158,180	4,084,392	0.10%	5.65%
6	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			53,675	-	53,675	4,138,067	0.03%	5.68%
7	ITM	New Property Tax System	FT	1		1.00		✓	✓			108,439	(30,300)	78,139	4,216,206	0.05%	5.73%
8	ITM	EDMS Business Analyst	FT	2		2.00		✓			✓	252,337	-	252,337	4,468,543	0.15%	5.88%
9	ITM	EDMS Technical SME	FT	1		1.00		✓			✓	126,168	-	126,168	4,594,711	0.08%	5.96%
10	ITM	Client Support Analyst - Audio/Video	FT	1		1.00		✓		✓		97,422	-	97,422	4,692,133	0.06%	6.02%
11	By-Law and Compliance	By-Law and Compliance Supervisor	FT	1		1.00		✓		✓		121,218	-	121,218	4,813,351	0.07%	6.09%
12	Emergency Planning	Emergency Planner (Partial FTE Conversion)	FT	1		0.69		✓		✓		91,622	(6,928)	84,694	4,776,827	0.05%	6.14%
13	Parks & Forestry Operations	Fertilizing Parks		-				✓	✓			20,000	-	20,000	4,833,351	0.01%	6.16%
14	Parks & Forestry Operations	Bocce Court Maintenance		-				✓	✓			65,000	-	65,000	4,841,827	0.04%	6.19%
15	By-Law and compliance	Property Standards Officer	FT	2	2.00			✓	✓			187,470	(30,000)	157,470	4,999,297	0.10%	6.29%
16	Clerks - Admin	Strategic Risk Consultant		-			✓				✓	50,000	-	50,000	5,049,297	0.03%	6.32%
17	Economic & Business	Business Development and Attraction Programs		-				✓			✓	125,000	-	125,000	5,174,297	0.08%	6.40%
18	Legal Service - Admin	Legal Counsel - Procurement	FT	1		1.00		✓		✓		166,044	-	166,044	5,340,341	0.10%	6.50%
19	Legal Services	Real Estate - Acquisitions	FT	1		1.00		✓	✓			105,867	-	105,867	5,446,208	0.06%	6.56%
21	Parks & Forestry Operations	Aerating Parks		-				✓	✓			20,000	-	20,000	5,466,208	0.01%	6.57%
23	Clerks - Admin	Part-Time Clerk Typist - Level 3	PT	1	0.69			✓	✓			38,223	(1,200)	37,023	5,503,231	0.02%	6.60%
24	Corporate Communications	Communications Specialist, Website Content Management	FT	1		1.00		✓	✓			94,422	-	94,422	5,597,653	0.06%	6.65%
25	Recreation	Customer Service Administration Clerk	PT	1	0.69			✓	✓			19,571	-	19,571	5,617,224	0.01%	6.67%
26	Recreation	Overtime for Stat Holidays	FT	1		0.75		✓		✓		50,668	-	50,668	5,667,892	0.03%	6.70%
Total of 2015 ARRs Recognized by Senior Management Team				17	39.69	15.13	2	22	13	5	6	4,995,385	(164,178)	4,831,207		2.93%	

Shading Indicates: 2014 ARRs deferred to 2015 Budget deliberations

Total Tax Increase (1%=\$1,647,533)

2015 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

6.70%
3.17%
3.53%

Operating Budget Overview

Additional Resource Requests

Proposed 2014-2017 Additional Resource Request Summary

2016 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets	2016 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2016 Base Budget Increase																2.05%	2.05%
Impact of 2014-15 ARR's on 2016															(31,902)	-0.02%	2.03%
Budget Impact																	
1	Fire & Rescue Operations	STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	FT	10	10.00			✓	✓			527,709	-	527,709	495,807	0.29%	2.32%
2	B&F	Facility Operator I - Block 11	FT	9	9.00			✓	✓			553,691	-	553,691	1,049,498	0.31%	2.63%
3	Strategic Planning	On-Line Citizen Public Engagement Survey		-				✓		✓		75,000	-	75,000	1,124,498	0.04%	2.67%
4	B&F	PT Facility Operator - Carrville	PT	2	1.80			✓	✓			35,448	-	35,448	1,159,946	0.02%	2.69%
5	Library	Vellore Village South Library	FT/PT	12	7.30	1.00		✓	✓			573,650	(13,800)	559,850	1,719,796	0.31%	3.00%
6	PW - Roads	Equipment Operator 1	FT	2	2.00			✓	✓			156,912	-	156,912	1,876,708	0.09%	3.08%
7	B&F	Assistant Foreperson	FT	1	1.00			✓	✓			67,787	-	67,787	1,944,495	0.04%	3.12%
8	Accounting	Accounting Service - Senior Analyst	FT	1		1.00		✓		✓		113,430	(53,265)	60,165	2,004,660	0.03%	3.15%
9	ITM	Property Tax System - system maintenance		-				✓	✓			160,000	-	160,000	2,164,660	0.09%	3.24%
10	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			77,631	-	77,631	2,242,291	0.04%	3.29%
11	Parks & Forestry Operations	Avondale Park (North Maple) - Development & Park Attendants	FT	8	8.00			✓	✓			651,018	-	651,018	2,893,309	0.36%	3.64%
12	Fire & Rescue Operations	4 District Chiefs GAPPED (6 Months)	FT	4	2.00			✓		✓		346,873	-	346,873	3,240,182	0.19%	3.84%
13	Parks & Forestry Operations	Boulevard Shrub Bed Summer Student Positions	PT	3	0.69			✓	✓			17,911	-	17,911	3,258,093	0.01%	3.85%
14	Parks & Forestry Operations	10 Month Horticulture Temp (Shrub Maintenance Crew)	PT	1	0.69			✓	✓			25,956	-	25,956	3,284,049	0.01%	3.86%
15	Parks & Forestry Operations	Oakbank Pond Maintenance Program		-				✓	✓			75,000	-	75,000	3,359,049	0.04%	3.90%
16	Emergency Planning	Primary and Alternate EOC Telephone Systems		-				✓		✓		63,390	-	63,390	3,422,439	0.04%	3.94%
17	Parks & Forestry Operations	Non-selective Weed Spraying Program		-				✓	✓			25,000	-	25,000	3,447,439	0.01%	3.95%
18	Fire Prevention	Fire Prevention Inspector	FT	1	1.00			✓	✓			103,944	-	103,944	3,551,383	0.06%	4.01%
19	HR	HR Specialist, Workplace Health and Safety	FT	1		1.00		✓	✓			130,747	-	130,747	3,682,130	0.07%	4.08%
20	Parks & Forestry Operations	Contract Services Temp	PT	1	0.69			✓	✓			25,956	-	25,956	3,708,086	0.01%	4.09%
21	HR	HR Specialist, Absence and Disability Management	FT	1		1.00		✓	✓			99,745	-	99,745	3,807,831	0.06%	4.15%
22	HR	Human Resources Partner	FT	1		1.00		✓	✓			118,630	-	118,630	3,926,461	0.07%	4.22%
23	Fire Mechanical	Stores Clerk	FT	1	1.00			✓		✓		71,661	-	71,661	3,998,122	0.04%	4.25%
24	Corporate Communications	Communications Specialist, Client Services	FT	1		1.00		✓	✓			96,645	-	96,645	4,094,767	0.05%	4.31%
25	Cultural Services	Events Coordinator	FT	1		1.00		✓		✓		99,045	-	99,045	4,193,812	0.05%	4.36%
26	Cultural Services	Arts & Culture Marketing Material		-				✓		✓		60,000	-	60,000	4,253,812	0.03%	4.40%
27	Parks & Forestry Operations	Additional GPS Units		-				✓	✓			30,000	-	30,000	4,283,812	0.02%	4.41%
Total of 2016 ARR's Recognized by Senior Management Team				61	45.17	7.00	-	27	20	7	-	4,382,779	(67,065)	4,315,714		2.38%	

Total Tax Increase (1%=\$1,700,186)

2016 Base Budget Increase

Tax Increase due to ARR's Recommended by Senior Management Team

4.41%

2.05%

2.37%

Operating Budget Overview

Additional Resource Requests

Proposed 2014-2017 Additional Resource Request Summary

2017 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Maintain Service Level	Increase Service Level	New Service Level (Incl. Strategic)	Annual Cost	Offsets	2017 Budget Change	Cum \$ Net Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
2017 Base Budget Increase																1.50%	1.50%
Impact of 2014-16 ARR's on 2017																1,127,739	0.58%
Budget Impact																	
1	Fire & Rescue Operations	STN 76 - 10 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	FT	10	10.00			✓	✓			681,335	-	681,335	1,809,074	0.35%	2.43%
2	B&F	B&F staff for future Community Centre Block 40/41/42	FT	13	12.69			✓	✓			896,499	-	896,499	2,705,573	0.46%	2.89%
3	Innovation & Continuous Improvement	Business Change Consultant	FT	1		1.00		✓	✓			108,937	-	108,937	2,814,510	0.06%	2.94%
4	Recreation	Block 11 Community Centre - 5 ARRs	FT+PT	9	8.69			✓	✓			788,943	-	788,943	3,603,453	0.40%	3.35%
5	Budgeting & Financial Planning	Senior Capital and Reserve Analyst	FT	1		1.00		✓	✓			119,809	-	119,809	3,723,262	0.06%	3.41%
6	Parks & Forestry Operations	New Park Operating Expenses		-				✓	✓			226,000	-	226,000	3,949,262	0.12%	3.53%
7	Budgeting & Financial Planning	Senior Budget Analyst	FT	1		1.00		✓	✓			119,284	-	119,284	4,068,546	0.06%	3.59%
8	HR	Administrative Coordinator	FT	1		1.00		✓	✓			92,166	-	92,166	4,160,712	0.05%	3.63%
9	B&F	Technical Clerk	FT	1	1.00			✓	✓			79,647	-	79,647	4,240,359	0.04%	3.67%
10	Cultural Services	Diversity & Inclusivity Signage and Communication Program		-				✓		✓		75,000	-	75,000	4,315,359	0.04%	3.71%
11	Cultural Services	Additional funding for Special Events		-				✓		✓		30,000	-	30,000	4,345,359	0.02%	3.73%
12	Reserves & Investments	PT -Development Administration Assistant	PT	1	0.69			✓	✓			43,078	-	43,078	4,388,437	0.02%	3.75%
13	Recreation	City Hall Corporate Liaison Coordinator (TEMPORARY)	FT-Cont 3 Yr	1		1.00	✓			✓		98,608	-	98,608	4,487,045	0.05%	3.80%
14	City Clerk	Licensing Officer	PT	1	0.69			✓	✓			57,944	-	57,944	4,544,989	0.03%	3.83%
15	By-Law and compliance	Enforcement - Clerk D	FT	1	1.00			✓	✓			66,108	-	66,108	4,611,097	0.03%	3.86%
16	Cultural Services	Aboriginal Facilitation & Coordination Support		-			✓			✓		30,000	-	30,000	4,641,097	0.02%	3.88%
17	HR	Awards Budget Increase		-				✓		✓		15,000	-	15,000	4,656,097	0.01%	3.89%
18	PW - Admin	Operations Review Analyst	FT-Cont 1 Yr	1		1.00	✓		✓			104,756	-	104,756	4,760,853	0.05%	3.94%
19	Parks & Forestry Operations	City Assisted Tournament Funding		-				✓		✓		12,000	-	12,000	4,772,853	0.01%	3.95%
20	Emergency Planning	Public Awareness-PrepE Initiative Budget Increase		-				✓		✓		45,200	-	45,200	4,818,053	0.02%	3.97%
21	Cultural Services	Concert Series Launch at City Hall		-				✓		✓		10,000	-	10,000	4,828,053	0.01%	3.98%
22	Cultural Services	Additional Funding for Recognition Events		-				✓	✓			10,000	-	10,000	4,838,053	0.01%	3.98%
23	Parks & Forestry Operations	Increased Frequency in grass cutting		-				✓		✓		388,500	-	388,500	5,226,553	0.20%	4.18%
24	Recreation	Open to Youth Pilot Project	FT+PT	4	1.55			✓		✓		74,281	-	74,281	5,300,834	0.04%	4.22%
Total of 2017 ARRs Recognized by Senior Management Team				46	36.31	6.00	3	21	14	10	-	4,173,095	-	4,173,095		2.14%	

Total Tax Increase (1%=\$1,845,803)

2017 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

4.22%

1.50%

2.72%

Financial Outlook and Trends

The next 25 years will see the City of Vaughan begin the transition from a growing suburban municipality to a fully urban space. The City of Vaughan is one of Canada's fastest growing cities, with a population of over 300,000. It is projected that the number of residents will increase to 430,000 by 2031. In addition, the projected number of employees will increase to 278,000 by 2031. Supporting this transition is a variety of master plans and strategies in various stages of development, which lay out various initiatives, service needs and requirements for the short, medium and long-term. This type of progress will require long-term thinking about how best to accommodate changes and make the most of new opportunities, while ensuring the resource commitment is viable.

The ability to understand and summarize key future financial trends and identify long-term implications and their aggregated effects on debt service levels, reserves, and the tax rate enables decision makers to identify issues and test a variety of financial approaches. It also provides a framework in which to develop progressive fiscally prudent policies and strategies, which compliment Vaughan's vision, initiatives and guide important financial decisions.

Financial sustainability is defined as the enduring ability of the City to ensure that it can deliver the level and types of programs and services to the community, while proactively assessing and managing associated risks at acceptable levels of taxation and fees. Staff presented to Council the Financial Master Plan for the City. The Financial Master Plan aims to address the above noted and contribute to sustainability by:

- Providing insight into the City's financial health
- Aiding in determining the extent of financial challenges
- Reconfirming the key financial goals that guide the City
- Evaluating progress towards financial sustainability
- Providing recommendations to maintain financial sustainability

The Financial Master Plan is based on a financial health assessment and a sophisticated long-range financial planning model developed using a significant amount of data and numerous drivers, assumptions and analysis. Although complex by the activity's very nature, the "Financial Big Picture" can be summarized by discussing the following four main questions:

1. Can the City continue to pay for the services currently provided?
2. Is there sufficient financial flexibility to address uncertainty and liabilities?
3. Is the City's infrastructure network sustainable and adequately funded?
4. Can the City's vision and corporate initiatives be achieved financially?

Financial Outlook and Trends

1. Can the City continue to pay for the services currently provided?

The City has a strong assessment base upon which to raise taxes and is experiencing an excellent balance of residential and non-residential development. The average income levels are relatively high in Vaughan, and property taxes in relation to income are within GTA averages. In addition, municipal property taxes for a comparable dwelling are within the GTA average.

Municipality	2011 Average Dwelling Value	2011 Municipal Property Taxes	2011 Disposable Income	2011 Municipal Taxes as a % of Disposable Income	2011 Municipal Taxes as a % of Average Dwelling Value
Brampton	\$ 429,288	\$ 4,082	\$ 71,900	5.7%	1.0%
Burlington	\$ 553,639	\$ 4,236	\$ 81,100	5.2%	0.8%
Markham	\$ 607,067	\$ 4,256	\$ 84,600	5.0%	0.7%
Mississauga	\$ 536,115	\$ 3,922	\$ 75,500	5.2%	0.7%
Oakville	\$ 575,979	\$ 4,187	\$ 103,900	4.0%	0.7%
Richmond Hill	\$ 552,250	\$ 4,000	\$ 83,400	4.8%	0.7%
Group Average	\$ 542,390	\$ 4,114	\$ 83,400	5.0%	0.8%
Group Median	\$ 552,944	\$ 4,134	\$ 82,250	5.1%	0.7%
Vaughan	\$ 569,124	\$ 4,103	\$ 90,900	4.5%	0.7%

All indicators reflect that Vaughan is an attractive place to live and invest, which ensures that the City has a strong assessment base upon which to pay for services provided.

The City of Vaughan provides a vast array of programs and services to its residents and has instituted a number of initiatives to provide high quality efficient and effective services. The majority of residents believe that they receive good value for their tax dollars; however, a significant proportion of residents would like to see the City hold the line on property taxes and user fee increases even if it means a reduction in services. While the City has kept property tax increases below the Municipal Price Index (MPI) and maintained service levels, the ability to sustain this practice will prove challenging.

Assuming no growth, new initiatives or service level changes, the City will experience price escalation pressures on cost components such as labour, contracts, utilities, materials, capital projects, etc. These pressures are unavoidable and due to their nature have escalated in price faster than the general rate of inflation. This becomes very apparent in the City's long-range forecast.

Over the next 20 years, Vaughan's population is expected to grow by an additional 38%. The cost of adding new facilities, parks and transportation networks create additional pressure to the City's operating and capital plans. This includes sufficient resources to support growth that

Financial Outlook and Trends

are not fully funded through development charges or assessment growth; for example, development co-funding, future infrastructure renewal funding or service level changes.

An additional pressure facing Vaughan is that an increased portion of future residential growth will occur as intensification within the existing urban boundary. This change in development adds another layer of sophistication, which will require changes to business activities and higher levels of upfront infrastructure investment to support this transition (e.g. storm drainage, streetscapes). Going forward, the City will need to set priorities and make choices in light of future budget challenges in order to balance these items with the community's willingness to pay.

2. Is there sufficient financial flexibility to address uncertainty and future liabilities?

The City of Vaughan utilizes a number of financial tools to help smooth the impact of unexpected events, uncertainty and future liabilities. There are a number of indicators, which reflect a strong level of financial flexibility.

- The policy of maintaining a Discretionary Reserve balance of 50% of own source revenues provides financial flexibility to address unexpected events such as an economic recession.
- Working capital, tax rate stabilization and other sustainability reserves exist to improve flexibility. These reserves are in a very healthy position and exceed industry standards.
- The City's debt levels are below policy limits and substantially is below the Province's maximum target, providing access to emergency funds.

Overall corporate liabilities are adequately funded, with the exception of post-employment benefits. Staff will be engaging an actuary in 2014 to undertake a review of post-retirement benefit requirements. Recommendations that arise from this review will be incorporated into the future financial plans.

The Asset Management Initiative currently underway will assist in assessing the current state of the City's infrastructure. As a result of the work that will be completed, further consideration of existing reserve balances, future contributions and the timing of expected liability requirements will be required.

3. Is the City's infrastructure network sustainable and adequately funded?

The City of Vaughan has over a billion dollars in infrastructure, excluding land and water/wastewater infrastructure, that will require eventual replacement to sustain the community's overall quality of life and the economic health for future generations. As illustrated below, the Financial Master Plan includes the replacement of \$208.7M of existing infrastructure over the next 10 years, plus the existing backlog of projects estimated at \$42M.

Financial Outlook and Trends

This trend has not changed since the Financial Master Plan was presented. This figure is based on replacing assets as they reach their theoretical useful life.

Infrastructure Category (\$,000)	Backlog	10 year Requirement	Sub-total	10 year Contributions	Funding Gap 1	Reserves \$	* Funding Gap 2
Building and Facilities	13,189	35,801	48,990	36,085	(12,905)	13,515	610
Parks	15,257	24,752	40,009	13,245	(26,764)	207	(26,557)
Fleet Vehicles	6,005	13,119	19,124	1,851	(17,273)	2,658	(14,615)
Artificial Turf	-	1,388	1,388	1,675	287	316	603
Fire	3,963	10,191	14,154	15,977	1,823	3,491.0	5,314
Streetscape	2,317	2,259	4,576	13,952	9,376	325.0	9,701
Heritage	797	2,281	3,078	2,344	(734)	475.0	(259)
City Playhouse	80	53	133	174	41	30.0	71
Uplands	763	279	1,042	1,500	458	(1,132)	(674)
Sub-total Reserve Funded	42,372	90,123	132,495	86,803	(45,692)	19,886.4	(25,805)
Roads		90,000	90,000	90,000	-		-
Non- reserved items		28,567	28,567	28,567	-		-
Sub-total Non-reserve Funded	-	118,567	118,567	118,567	-	-	-
Combined Total	42,372	208,690	251,062	205,370	(45,692)	19,886	(25,805)

The table above illustrates that Vaughan's infrastructure funding contributions are not adequate to sustain future requirements. The gap is reduced to \$25M by applying infrastructure reserve funds. However, full application of the reserve balance is not recommended as these funds also support the City's discretionary reserve policy.

An infrastructure funding strategy and significant investment decisions are essential to begin addressing the backlog of unfunded projects and future infrastructure requirements. Addressing the infrastructure replacement funding gap will take time and is a key consideration in the development of the Financial Master Plan.

4. Can the City's vision and corporate initiatives be achieved financially?

The City has undertaken a number of strategic activities, master plans and planning studies to ensure the City is well positioned and prepared for the future changing municipal environment. In addition to discussing growth patterns and actions to address existing services, there are business propositions or corporate "City Building" recommendations over and above existing practises or service levels the City is looking to initiate. Most of these initiatives will require additional staff time, funds or other resources above and beyond the tax pressures quantified in this report. The resourcing implications for many of these initiatives have not been established, resulting in a trend to approve initiatives in principle. There is a need to strengthen and enhance the relationships between initiatives and resource planning to ensure financial sustainability.

Per the Ipsos Ried residents survey, it is also apparent that the community has indicated its wishes to hold the line regarding levy increases. Given the quantity of initiatives and community resistance to accept tax increases, it will be challenging to meet these expectations. A greater focus on determining the financial and resourcing plans for these initiatives is an essential step to prioritizing what the City can practically achieve and resource.

Financial Outlook and Trends

Future Challenges

The following summarizes the future challenges that the City of Vaughan is expected to face in the next decade that have been taken into consideration in the development of the Financial Master Plan.

Costs Escalating Faster than Inflation - The City will experience price escalation pressures on cost components such as labour, contracts, utilities, materials, capital projects, etc. These pressures are unavoidable and due to their nature have escalated in price faster than the general rate of inflation.

Unprecedented Growth - Over the next decade, Vaughan is expected to undergo a tremendous transformation fueled by high growth. The cost of adding new facilities, parks and transportation networks and associated costs to support new growth places considerable demands on the City's operating and capital plans. Although the intent of development charges (DCs) is to ensure that growth pays for itself, there are restrictions in the provincial *Development Charges Act* (DCA). The DCA only allows fees to be collected for 90% of the capital costs associated with some services. DCs fund only the initial capital construction cost of the infrastructure. Therefore, the funding for the future infrastructure repair and replacement resides within the municipality, predominantly the tax base, as does the associated operating costs related to the growth in programs and services.

Higher Levels of Sophistication and Complexity - Much of the future residential growth will occur as intensification. Intensification typically results in higher levels of service to support an urban setting (e.g. streetscaping, lighting, cultural services), which is more costly to develop and maintain. Higher levels of sophistication and complexity result in an enhanced need to establish clearly defined service standards and the development of multi-year plans.

Asset Renewal/Replacement Funding - The increased demand for additional infrastructure to match Vaughan's growth will take place at the same time that the existing assets are reaching an age where their renewal/replacement is becoming critical and more costly. Consequently, it is vital to enhance Vaughan's current plan for this eventuality and further develop funding policies to protect and sustain the foundation of the community.

Inflexible Revenue Raising Tools - Although the City of Vaughan is responsible for providing a wide range of essential services that citizens expect and value, it must rely on limited sources of revenue; primarily property taxes (68% of the City's revenues) and fees and charges (16% of the City's revenues). Grants from other levels of government, which have declined over the years, represent only 0.1% of revenues and this trend is expected to continue. Payments-in-lieu of taxes have historically not kept pace with property taxation increases and are uncontrollable by the City.

Shifting Demographics - Vaughan has a considerably higher proportion of residents that are below the age of 15. The larger proportion of young families increases the demand for age-

Financial Outlook and Trends

sensitive City services such as parks and recreational programs, services and facilities. The City has undertaken a number of Master Plans to ensure alignment of programs, services and facilities with demographic trends. The City must also manage expectations for quality programs, the need for new recreational and other programs and services to support growth and to align with changes in demographics. The Financial Master Plan highlights financial implications for decision makers to discuss and make choices regarding:

- Fairness and equity between existing and future taxpayers;
- Meeting the requirements of urban development, and, to the extent possible, matching growth-related revenues with service demands;
- Maintaining existing high quality affordable programs and services, and meeting new demands for services based on changing community priorities and growth;
- Maintaining existing infrastructure replacement requirements and the need to have infrastructure in place to support new growth and economic development; and achieving the City's strategic, corporate and department initiatives.

It is also about prioritization of capital and operating programs and services to ensure that community service requirements are aligned with their willingness to pay for municipal programs and services.

Financial Outlook and Trends

Recommendations

Financial Sustainability must be a primary consideration in light of cost escalations, growth, infrastructure requirements, future liabilities and corporate initiatives. As a result of the Financial Master Planning effort undertaken, 22 recommendations were organized into four classifications: Future Based Organization, Sustainability, Infrastructure and Post-Retirement Benefits, and Administration. These Recommendations are intended as high level principle actions the City should endorse and move towards.

Recommendation	Classification	Priority
Prioritization	Future Based Organization	A
Infrastructure Financing	Infrastructure & Post Retirement	A
Performance Measurement	Future Based Organization	A _{underway}
Asset Management	Infrastructure & Post Retirement	A _{underway}
Build Financial Relationships into Strategic, Corporate and Master Planning	Future Based Organization	B
Intensification	Sustainability	B
Post-Retirement Benefits	Infrastructure & Post Retirement	B
Reserve Policy and Classification Framework	Administration	B _{underway}
Continuous Improvement & Innovation	Future Based Organization	C
Public Education/Engagement	Future Based Organization	C
Fund Balances and Financial Position	Sustainability	C
Surplus/One-Time Funding	Sustainability	C
Operating Liquidity and Cash Flow	Sustainability	C
Full Cost Allocation	Administration	C
Financial Planning	Future Based Organization	D
Financial Sustainability/Recession Resiliency	Sustainability	D
User Fees	Sustainability	D
Municipal Price Index	Sustainability	D
Financial Review Policy	Administration	D
Debt Management	Administration	D
Deferred Revenue	Administration	D

Recommendation Updates:

The Strategic Planning Department has met with City departments to assist with the development of refinement and development of performance measures that will better report on the ability of the department to meet department and corporate objectives. This work will continue with the end goal of the development of a corporate dashboard to provide management with a tool to assist them in assessing whether the City is achieving their service delivery goals.

The Asset Management Initiative continues to be a priority initiative for the City. Consultants met with City staff involved with various aspects of asset management throughout the organization to determine what is currently being done regarding the maintenance of City infrastructure. With this information, gaps were identified and an Asset Management Strategy was developed. The Strategy includes a detailed roadmap to assist with the implementation of the steps necessary to make this initiative successful. Information resulting from this initiative

Financial Outlook and Trends

regarding condition and refined life cycle assessments of City infrastructure and assets will be incorporated into future financial forecasts.

The Consolidated Reserve Policy was approved in November of 2012. The policy provides a classification framework, reserve fund guidance and supports financial sustainability. The policy section provides information such as:

- Reserve Fund Classifications and Types
- Withdrawal/Transfers
- Guiding Principles
- Temporary Reserve Borrowing
- Reserve Contributions
- Reserve Levels and Targets
- Operating Surplus and Reserve Balances
- Reserve Development or Policy Exceeding Target Amendments
- Interest
- Monitoring and Reporting
- Policy Review

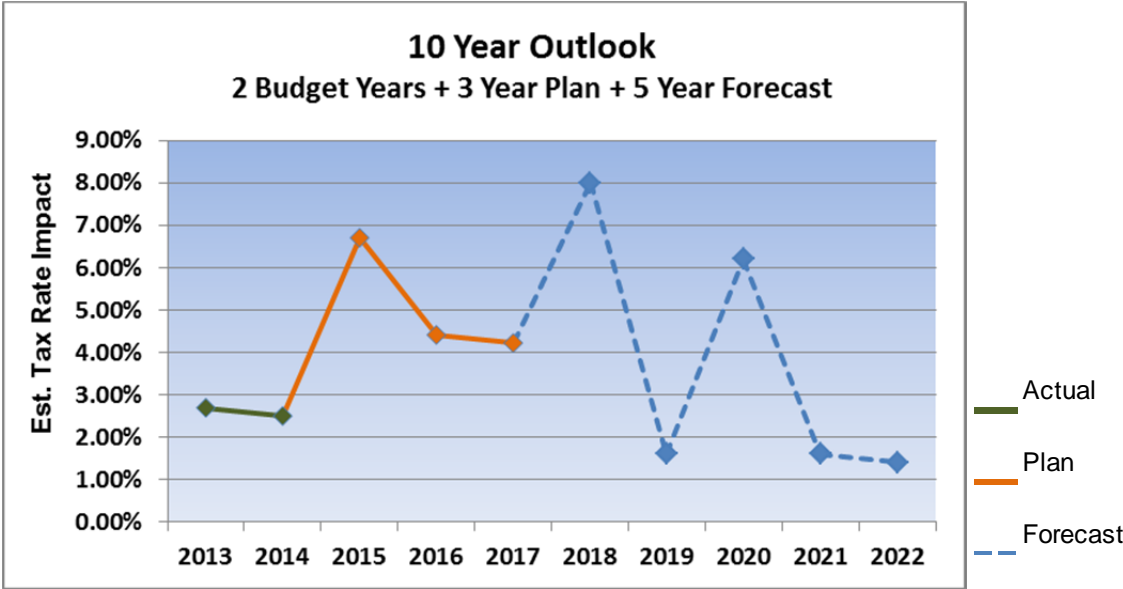
For each reserve, the following detail was illustrated:

- Purpose and intended use
- Annual withdrawals/transfers
- Reserve min/max targets
- Funding sources
- Applicable reporting or guiding legislation references

Ten Year Preliminary Outlook

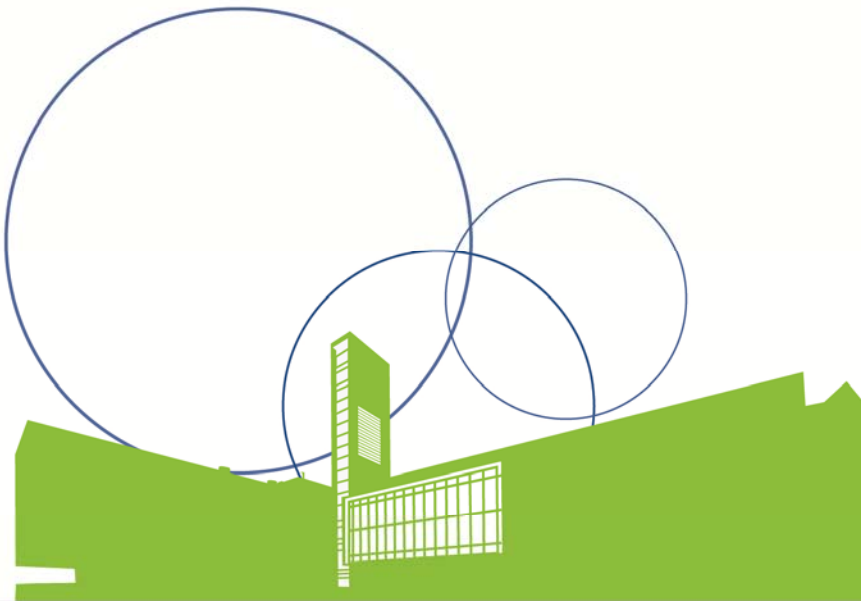
As was stated in the Strategic Planning and Corporate Planning Process section of this report, the Financial Master Plan was presented to Council in November of 2012. The Financial Master Plan consists of four distinct models to help identify the key drivers and isolate various future decisions that may be required to balance the many challenges and opportunities that the City will face over the next decade. The following graph illustrates the actual tax rate impacts for 2013 and 2014, and the planned and forecasted tax impacts for 2015 to 2022.

Financial Outlook and Trends



For more information, the Financial Master Plan can be viewed on the City’s Budget Site.

Vaughan Healthcare Centre Precinct Plan – Development Levy



Vaughan Healthcare Centre

Precinct Plan - Development Levy

Hospital News

The need for a hospital in Vaughan is widely recognized and is a key priority for Vaughan Council. The City has taken steps to bring a much-needed hospital and other health care resources to Vaughan.

York Central Hospital announced on June 21, 2012, the launch of Mackenzie Health, a major regional healthcare provider formed to serve Southwest York Region. Mackenzie Health will include two full service hospitals: the renamed Mackenzie Richmond Hill Hospital, formerly known as York Central Hospital, and the future Mackenzie Vaughan Hospital.

The new Mackenzie Vaughan Hospital is the first new hospital to be built in the Southwest York Region in almost 50 years. The Government of Ontario granted approval to begin stage two planning for the building of the new Mackenzie Vaughan Hospital in December 2011. It is estimated that construction of the new Mackenzie Vaughan Hospital will begin in the fall of 2015 and it will take approximately three to four years to build. The new hospital is scheduled to be fully operational by 2018/2019. It also encompasses a number of community based services to support one of Canada's fastest growing communities.

In April of 2013, the Ontario Government announced it is investing an additional \$49.7 million for planning and design of Mackenzie Health's new Mackenzie Vaughan Hospital, bringing the total planning and design provincial investment in the Vaughan hospital project to \$58 million.

"Today's announcement is a testament to what can be achieved through focus, discipline and determination. It is an example of what can be achieved when government and communities work together. Our positive and constructive approach continues to bear fruit. The City of Vaughan, the Region of York, Mackenzie Health and the Province of Ontario, all share one common goal, and that is to bring the Mackenzie Vaughan Hospital to life. Today, we are one step closer to that goal." — Mayor Maurizio Bevilacqua



Mayor and Members of Council at City Hall after the province announced a \$49.7 million planning grant to Mackenzie Health in support of the planning and design of the Mackenzie Vaughan Hospital.

Vaughan Healthcare Centre Precinct Plan - Development Levy

Vaughan Healthcare Centre Precinct Plan - Development Levy - Financial Information

The Government of Ontario requires the local community to support the development of a hospital through financial contributions. In 2009, the City of Vaughan approved an \$80m funding strategy to support the realization of the Vaughan Healthcare Centre Precinct Plan, which is envisioned to provide a hospital and network of healthcare related services and amenities. The approved strategy is based on a dedicated Healthcare Centre Precinct Plan - Development Levy, which was phased in over five years, ending in 2013. For 2014, no further tax increase for this purpose was required. On average the Healthcare Centre Precinct Plan - Development Levy is approximately \$60 for the average home assessed at \$551K.

The \$80 million community contribution was to be funded by a total tax increase of 5.45% phased in over four years, which was to be implemented as follows: 2.04% in 2009, 0.69% in 2010, 1.36% in 2011 and 1.36% in 2012. However, on April 5, 2011, Council approved an amendment to change the remaining tax increases from two to three years. Therefore, there was an increase of 0.91% each year from 2011 to 2013. For 2014, no further tax increases were required as this was fully phased in. The portion of a household 2014 tax bill associated with the Vaughan Healthcare Centre Precinct Plan - Development Levy is \$60 (based on a \$551K house value). It should be noted funding of a community contribution is not part of the City's operations and for transparency will be shown separately on the property tax bills. Residents should be aware that they are contributing towards the community contribution requirement for a hospital in the City of Vaughan.

By-law 135-2009, enacted by Council June 15, 2009, authorizes debenture financing of up to \$80 million towards this initiative and permits internal financing to the extent possible, and as appropriate to the satisfaction of the City Treasurer. Leveraging internal financing can result in recovering costs more quickly; as the City's internal borrowing rate, based on the City's average investment rate, is traditionally lower than external financing arrangements. The total accumulated internal interest costs associated with the project for the period 2009 to 2013 was \$2,393,810 as of December 31, 2013. Interest costs are in addition to the capital project authorization and recovered directly by the special levy. The table below illustrates net amounts collected since 2009.

	Levy	Interest	Net
2009	2,491,450	106,235	2,385,215
2010	3,349,549	472,228	2,877,321
2011	4,630,084	661,120	3,968,964
2012	5,872,959	602,938	5,270,020
2013	7,251,692	551,289	6,700,403
Total	23,595,734	2,393,810	21,201,924
2014 Estimate	7,088,000	480,000	6,608,000
2014 Total	30,683,734	2,873,810	27,809,924

Vaughan Healthcare Centre

Precinct Plan - Development Levy

The annual levy will increase slightly each year, as a result of growth. Based on the current levy, the contribution will be recovered within approximately nine years or by the year 2022. The financial plan spans 13 years, which is significantly less than the initial 20 year recovery timeframe.

It is important to note that the contribution funding will not impact the funding of the capital infrastructure projects that have already been approved by Council. Future infrastructure requests related to growth, such as roads, libraries, community centres and fire halls, will continue to be funded through the development community from development charges collected. Repair and/or replacement of existing infrastructure, such as buildings, roads, sewers and water, will continue to be funded in part through discretionary reserves set aside for these specific purposes by Council.

The below section references the municipal act authority to collect a levy for this purpose:

Protection of the Public Interest – Section 11(1) (6) of the *Municipal Act* confers a broad power on municipalities to enact by-laws respecting health, safety and well-being of persons. Section 11(1) (5) also empowers municipalities to pass by-laws for the economic, social and environmental well-being of the municipality. Hospital facilities are major job generators and have the capacity to attract significant related development. Accordingly, the City has a significant interest pursuant to its economic development sphere of jurisdiction in providing the land necessary to support the preferred operational model for the core hospital facilities. It should also ensure that other lands are available to advance related opportunities for economic development. Future Council decision making will involve Council making appropriate determinations with respect to economic development planning and advancing the health, safety and well-being of Vaughan residents.

Vaughan Healthcare Centre Precinct Planning

Lands were purchased, between Hwy. 400 and Jane Street, along Major Mackenzie Drive. In order to maximize the benefits of building a new hospital in Vaughan, the City is exploring opportunities for this land parcel that would serve Vaughan residents and provide economic benefits to the community.

The City retained a project management firm to lead the City in the development of a Precinct Plan. The team's work in preparing the site will support Mackenzie Health's mandate to plan, build and operate the Mackenzie Vaughan Hospital.

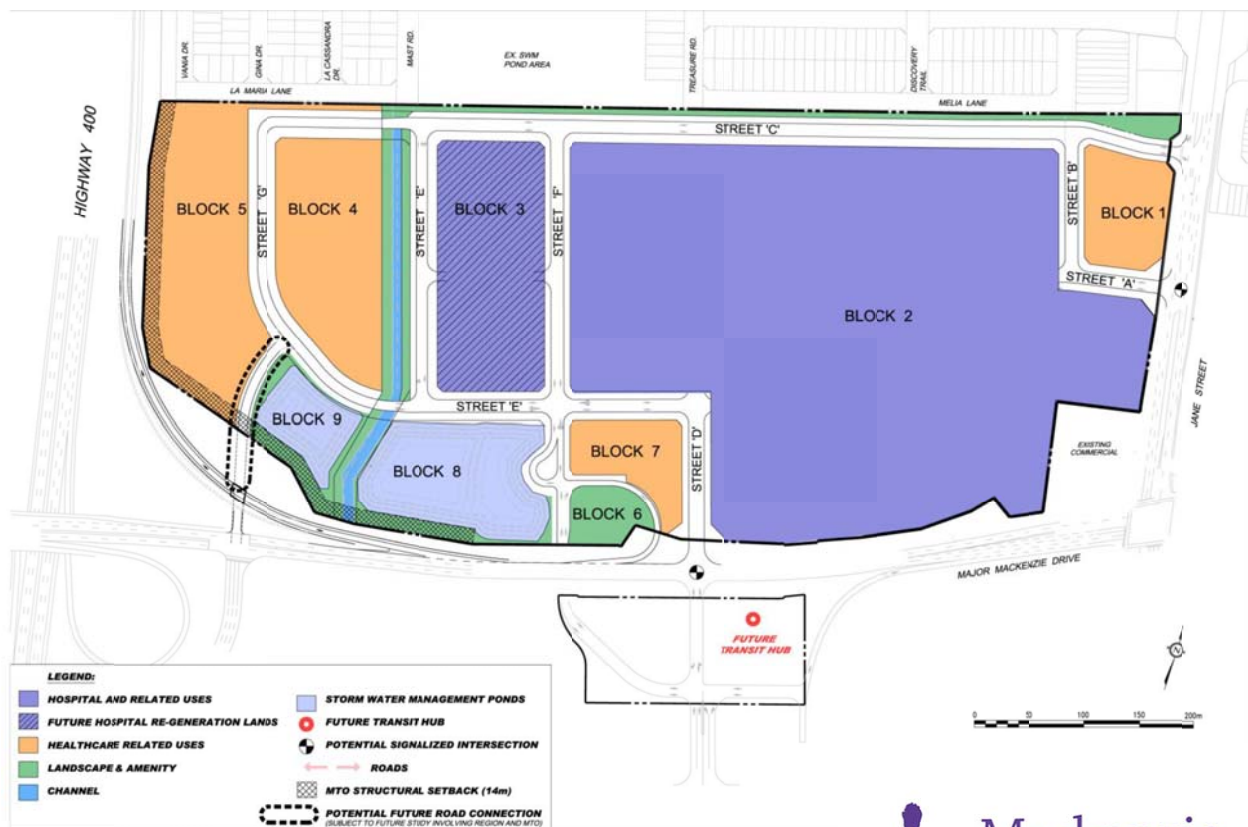
Phase 1 of the construction phase of the project is scheduled to be awarded by the first part of July 2014, with works to begin shortly thereafter. Phase 1 includes the works associated with site access modifications and Precinct site earthworks.

Vaughan Healthcare Centre Precinct Plan - Development Levy

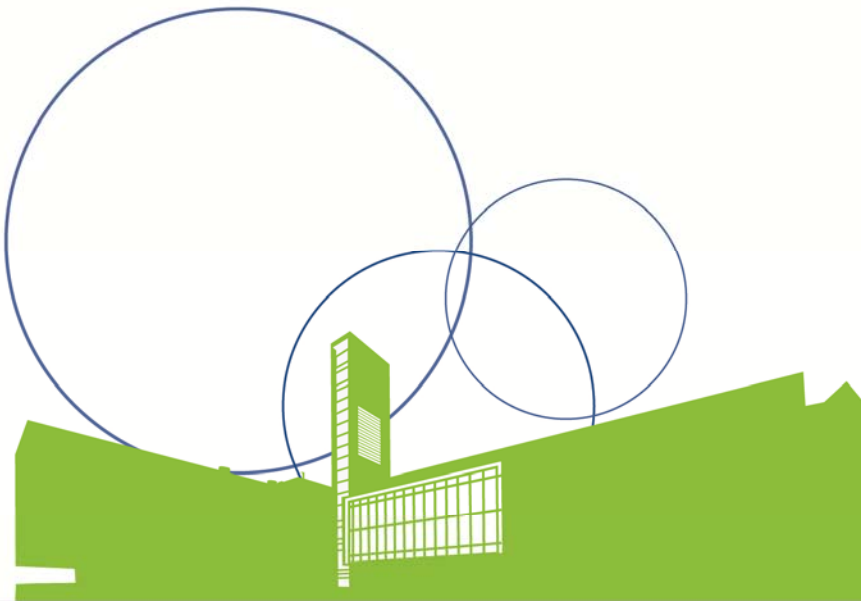
Phase 2 of the construction phase of the project is scheduled to be awarded at the beginning of October 2014. Phase 2 includes the works associated with the internal servicing of the site, stormwater management, sanitary, water and storm works, and Jane Street roadworks.

Both phases of the construction works are to conclude in September of 2015 to align with the construction start of the Hospital in the fall of 2015.

The future hospital will be located on Major Mackenzie Drive between Hwy. 400 and Jane Street.



2014 – 2017 Capital Budget Overview Section



Capital Budget Overview

Introduction

Sustainability by definition focuses on the ability to maintain a function over a period of time. The capital budget plan contributes to this action by developing a multi-year program that balances the timing and funding of infrastructure renewal, development projects and corporate initiatives, which are essential to build and maintain the City. Moving forward, future planning will become increasingly important to assist stakeholders to develop sustainable and responsible funding strategies. The future oriented focus will also provide citizens with more certainty on community capital projects. To assist with this endeavour, the City continues to presenting a four year plan. This is a very strategic approach intended to generate discussion on where the City's future capital resources should be focused to best support corporate initiatives, generate public value, and address pertinent challenges. It should be recognized that assumptions and uncertainty are common practice when predicting future budgets and these factors may change as new information becomes available.

For this reason, it is suggested that Council only approve the first year budget and recognize future capital plans for the purpose of shaping future years. This will provide flexibility to review and adjust future budgets before approval. As a result, budget decisions should become easier and flow naturally as future requirements are discussed and adjusted over multiple processes before approval.

The Process of Building the Capital Budget

Guided by the Vaughan Vision, the Corporate Planning process and the business planning efforts, departments prepared capital project submissions for a four year period. In the preparation of the Capital Budget, a number of issues were taken into consideration. The pressures of maintaining existing infrastructure and growth requirements were balanced against available funding, the impact on future operating budgets and the staff resources to undertake and manage the capital projects. Capital projects were prioritized and funding availability was based on guiding policies. As a result, some projects were adjusted, redistributed within the planned 2015 to 2017 years or deferred. After significant preparation and deliberation, the process resulted in the following capital plan:

	Recognized			
	2014	2015	2016	2017
Capital Budget	\$51.7M	\$75.1M	\$129.7M	\$153.9M
# of Projects	222	150	106	129
% Related to Renewal	55%	57%	71%	43%

Capital Budget Overview

Guiding Policies

As a result of the City's long standing dedication to financial management, through progressive best practices and prudent policies, the City is in a strong financial position. Over time, the City has developed a series of guiding financial policies and targets to assist in developing the Capital Budget. This generated a positive impact on the financial stability of the City of Vaughan. These are the policies and targets:

Policy	Estimated @ December 31st					Target
	2013	2014	2015	2016	2017	
Discretionary Reserve Ratio	73%	67%	63%	58%	63%	>50% of own source revenues
Working Capital Ratio	10%	10%	9%	9%	9%	>10% of own source revenues
Debt Level Ratio*	6%	6%	6%	6%	5%	<10% of own source revenues

Notes:

- *Includes commitments for OSA and Vaughan Sports Complex
- Ratios are affected by contribution and own source revenue forecasts
- **Discretionary reserves** provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. This ratio is a strong indicator of Vaughan's financial health. The decrease in the 2013 discretionary reserve ratio is related to a number of capital projects and reserve transfers.
- **Working capital funds** provide in-year cash flow requirements. This ratio is relatively stable over the four year term, but does illustrate a slight decline. This is a result of contributions being surplus based, which are not planned or forecasted, only applied once realized.
- **The Debt Policy** sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments and the high cost of interest. The City's policy limits debt to a maximum of 10% of total City revenue, which is significantly lower than the Province's 25% maximum. This ratio is relatively stable over the capital plan.

As illustrated above, the City is meeting or exceeding the above Council approved targets. In addition to these policies, the following assist in the development of the budget:

- **Consolidated Reserve Policy**

It is a long standing City practice that only capital projects with secured available funding sources are accepted, otherwise specific Council approval is required. The Consolidated Reserve Policy, adopted by Council in November 2012, helps to ensure that funds are available and used as intended. The policy assists in:

Capital Budget Overview

- administering reserve funds, and establishing consistent guidelines and standards;
 - determining funding sources for projects during the capital budget preparation, as there are definitive purposes outlined for each reserve; and
 - setting funding levels as reserve targets are specified.
- **Financial Master Plan – Infrastructure Financing Strategy**

In November of 2012 the Financial Master Plan, which is an important tool to evaluate progress towards achieving financial sustainability, was presented to Council. This document is intended to serve as a starting point for discussions on specific solutions to future challenges, of which infrastructure funding is identified as a top priority. Addressing the infrastructure replacement funding gap will take time, and any decision to fund these future-oriented expenses will impact tax rates and/or user fees. The Financial Master Plan presents several possible approaches for Council consideration. The actions are designed to guide the municipality towards financial sustainability and are required to ensure the City is able to safeguard the community's infrastructure network, overall quality of life and the economic health for future generations. The recommended approaches within the Financial Master Plan will serve to guide Vaughan in the future.

- **Development Charge Background Study**

The City's Development Charge Background Study was approved in May of 2013. This document is a key input into the capital budget, as it provides the basis for development charges, reserve collections, and guidance regarding the nature and timing of development related projects. The following guidelines relate to development charge projects:

1. Positive reserve balances should not be placed into a pre-financing position, with exception for management studies incurred in advance of growth
2. Pre-financing should not be increased
3. Commit no more than 50% of revenues in the program year for any development charge service area that is pre-financed
4. Development charges will be applied to the full extent permitted by legislation

- **Contingency Matrix**

All capital projects will be assessed for a level of general contingency based on the City's Contingency Matrix. The matrix assists departments in determining general project risk. The Contingency Matrix formulates a contingency percentage based on the cumulative scoring of risk elements (e.g. complexity, scope definition, inexperience, duration, constraints, dependencies, cost estimates). Based on the outcomes, an associated

Capital Budget Overview

contingency percentage ranging from low (0 to 5%) to extreme (20 to 25%) will be determined. This is shown as a separate cost of the capital project.

Funding Sources and Department Allocation

The Capital Plan is funded from a variety of sources and allocated to many departments. As illustrated below, the capital budget is almost split evenly between infrastructure renewal and growth development projects. Furthermore, the majority of capital projects are community service based and relate to community centres, libraries, roads, parks, etc.

Proposed Capital Budget by Funding Source (\$m)

	2014	2015	2016	2017	4YR Total	
Development Charges	10.24	33.25	63.85	52.10	159.44	39%
Infrastructure Reserve	16.05	14.52	18.34	12.94	61.85	15%
Gas Tax	10.95	8.29	7.90	6.95	34.09	8%
Transfer from Taxation	6.36	6.32	8.00	6.95	27.63	7%
Debenture Financing	6.52	12.33	31.05	74.88	124.78	30%
Other Reserves	1.63	0.39	0.57	0.04	2.64	1%
Grand Total	51.74	75.11	129.71	153.87	410.43	

The following table illustrates the Capital Expenses by department.

Capital Budget Overview

Proposed Capital Budget by Department (\$m)

	2014	2015	2016	2017	4YR Total	
Engineering Services	21.57	18.85	21.82	21.41	83.65	20.4%
Public Works	3.31	3.75	20.02	47.77	74.86	18.2%
Development Transportation Engineering	2.45	16.72	25.63	22.49	67.28	16.4%
Building & Facilities	3.40	5.12	34.28	20.97	63.78	15.5%
Park Development	7.96	17.35	8.85	26.94	61.09	14.9%
Libraries	4.96	2.81	6.60	7.98	22.35	5.4%
Fire & Rescue Services	0.37	3.93	8.12	0.90	13.32	3.2%
Park & Forestry Operations	2.10	2.23	1.54	1.51	7.38	1.8%
Information Technology Management	1.21	1.94	1.66	1.60	6.39	1.6%
Fleet	2.52	1.41	0.80	1.32	6.06	1.5%
Real Estate	0.27	0.27	0.27	0.27	1.07	0.3%
Development Planning	0.38	0.25	0.00	0.13	0.76	0.2%
Recreation	0.20	0.27	0.13	0.13	0.72	0.2%
Building Standards	0.54	0.00	0.00	0.00	0.54	0.1%
ByLaw & Compliance	0.24	0.11	0.00	0.00	0.36	0.1%
Human Resources	0.11	0.00	0.00	0.10	0.22	0.1%
Emergency Planning	0.00	0.00	0.00	0.20	0.20	0.0%
Finance	0.00	0.00	0.00	0.15	0.15	0.0%
Economic & Business Development	0.10	0.00	0.00	0.00	0.10	0.0%
Access Vaughan	0.05	0.05	0.00	0.00	0.10	0.0%
Environmental Sustainability	0.00	0.05	0.00	0.00	0.05	0.0%
Grand Total	51.74	75.11	129.71	153.87	410.43	

Operating Budget Implications

The future annual incremental operating budget implications associated with the 2014 Capital Budget and 2015 to 2017 Capital Plan are estimate as follows:

Items	2014		2015		2016		2017	
	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate	\$	Tax Rate
Operational Requirements	1,240,679	0.79%	2,531,284	1.54%	2,097,469	1.16%	998,638	0.51%
Capital From Taxation	(25,190)	-0.02%	289,517	0.18%	126,748	0.07%	135,607	0.07%
Debenture Financing <i>(Note1)</i>	(121,033)	-0.08%	1,098,641	0.67%	(37,366)	-0.02%	(2,145,003)	-1.10%
Infrastructure Contributions	569,709	0.36%	1,286,668	0.78%	1,230,473	0.68%	3,129,775	1.60%
Subtotal	1,664,165	1.06%	5,206,110	3.16%	3,417,324	1.89%	2,119,017	1.09%

The above balances are incorporated in the 2014 Operating Budget and 2015 to 2017 Operating Budget Plans. The implications of the Capital Plan extend beyond the operating horizon due to the difference in timing of approval, construction and completion.

Capital Budget Overview

Capital Budget and Plan Overview by Funding Source

The Capital Budget and plan is based on more than 600 projects covering a number of departments. To assist stakeholders in assessing the 2014 Capital Budget and 2015 to 2017 Capital Plan, the overall financial perspective is summarized by funding source. The following section is dedicated to providing capital highlights associated within the following funding sources:

- A. Development Charge Reserves
- B. Capital Reserves
- C. Debenture Funding
- D. Capital from Taxation
- E. Municipal Gas Tax Funds (AMO)

A. Development Charge Reserves (Development Industry Funded Projects)

Development Charge Reserves are based on the City's growth and are in place to maintain historical service levels. Stakeholders are cautioned that development charge reserve collections are dependent on the economy and therefore 2014 and future capital plans may require adjustment to account for potential upswings or downward trends. For forecasting purposes, collections are conservatively estimated at approximately 80% of growth revenue projections and utilize development charge rates.

Based on the above endorsed guidelines, Finance staff assessed funding availability and established annual funding lines for each Development Charge Reserve. Within each reserve, capital projects were prioritized by the related departments.

Negative Reserve Balances

As per policy, the City will only approve capital projects if funds are on hand. However, there are two exceptions:

- 1) Management Studies – Due to timing of events, this reserve is permitted to be in a deficit position. Growth related studies are incurred in advance of growth and recovered through subsequent development charges.
- 2) Fire Development Charge Reserve – A Council commitment to move forward with Fire Station 7-10 has temporarily placed this reserve into a pre-financing negative reserve position, which is expected to recover through future collections and spending constraints.

Highlighted below is the consolidated budget for this funding source and major associated capital projects:

Capital Budget Overview

2014	2015
\$10,243,140	\$33,249,329
Civic Centre Resource Library 61W-N1 - Block 61 Park Design&Construction Sidewalk and Street Lighting on Major Mackenzie Kirby Road Municipal Class EA 61E-N1 - Block 61 Park Design&Construction Civic Centre Library-Communications & Hardware UV1-LP1-Block 40 Greenway Design&Construction Pedestrian and Cycle Strategy UV1-D4 - Block 40 District Park Development Vellore Village South BL 39 - Land	North Maple Regional Park Phasel(A) Construction Black Creek Renewal Carrville Community Centre UV1-D4 - Block 40 District Park Development Huntington Road Construction PD6 Major Mackenzie Watermain UV2-N19 - Block 12 Park Design&Construction Station 76 Aerial Purchase VMC NE Storm Water Management Pond Reposition Stn 74 Kleinburg Land
2016	2017
\$63,851,762	\$52,099,969
Carrville Community Centre Public Works and Parks Operations Yard Strategy North Maple Regional Park Phase I(B) Black Creek Renewal Reposition Stn 74 Kleinburg Build and Design Vellore Village BL39 - Design&Construction Kleinburg - Nashville PD6 Major Mackenzie Block 61 CP Railway Pedestrian Crossing VMC NE Storm Water Management Pond Carrville Block 11- Resource Material	Public Works and Parks Operations Yard Strategy Black Creek Renewal North Maple Regional Park Phase 2 Construction Carrville BL11 - Consulting Design/Construction Streetscape for Concord West Major Mackenzie Watermain VMC29-13 - Block 29 Park Design&Construction UV2-D2-Block 11 Park - Park Design&Construction UV1-N29 - Block 47 Park Design&Construction Block 61 CP Railway Pedestrian Crossing

B. Capital Reserves – Infrastructure Reserves

A prevailing theme throughout the years has repeatedly been the need to address the funding component for infrastructure renewal. Included in the 2014 Capital Budget and 2015 to 2017 Capital Plans are infrastructure reserve funds for this purpose. These are illustrated below.

Capital Budget Overview

By Funding Source	2014	2015	2016	2017
City Playhouse Reserve	22,151			
Fire Equipment Reserve	189,400	1,038,150	2,977,100	901,700
Heritage Reserve	153,470	25,750		
Information Technology Asset Replacement	1,050,700	1,129,700	1,140,700	1,140,700
Library Materials Reserve	1,495,900	1,777,500	1,910,960	1,949,170
Parks Infra. Reserve	3,100,912	2,763,423	1,980,388	2,627,861
Building&Facilities Reserve	3,053,940	1,319,065	786,146	193,300
Roads Infra. Reserve	669,500	123,600		124,630
Sewer Reserve	280,000			
Uplands Revenue Reserve	67,000	730,732	67,000	
Vehicle Reserve	1,495,300	997,500	799,600	796,450
Water Reserve	4,158,050	4,299,594	8,357,162	4,889,381
Grand Total	15,736,323	14,205,014	18,019,056	12,623,192

2014	2015	2016	2017
Road Rehabilitation & Watermain	Road Rehabilitation & Watermain	Road Rehabilitation & Watermain	Road Rehabilitation & Watermain
Library Material Purchases	Library Material Purchases	Library Material Purchases	Library Material Purchases
Al Palladini CC-Roof Replacement	Uplands Golf & Ski Centre - Irrigation/Snow Making Water	Replace Aerial 7968 - Smeal 32m	Replace 7955 Aerial 55 FT
Culvert Replacement - Merino Road	Replace 7966 Rescue Truck	Replace 7972 Pumper	Enterprise Telephone System
Yorkhill District Park - Playground Redevelopment	Fence Repair & Replacement Program	Replace 7971 Pumper	LeParc Park - Tennis Court Reconstruction
Watermain and Sanitary Installation in the Millwood Estates Community	Enterprise Telephone System Assets Renewal	Enterprise Telephone System Assets Renewal	Vellore Village Community Centre - Soccer Field Redevelopment
Fence Repair & Replacement	Central Computing Infrastructure	Central Computing Infrastructure	Central Computing Infrastructure
Enterprise Telephone System	York Hill Park - Tennis Court	Replace HAZ MAT 7942	Personal Computer (PC) Assets
Personal Computer (PC) Assets			

It should be noted that infrastructure renewal is also funded from other sources discussed within this document, such as capital from taxation, debentures, gas tax. The total annual capital budget allocated to infrastructure renewal averages \$32M/year or approximately 37% of the capital plan.

The Infrastructure Challenge

The challenge of funding the significantly growing costs of infrastructure renewal is a paramount concern for most municipalities across Canada and stems from new construction being primarily funded by the development industry, leaving the municipalities across Ontario to fund future replacement costs from the municipality's limited tax base. The danger of not doing so could create a situation where the funding shortfall will continue to slowly build until a point in the future where a wave of facility, park, fire and other replacement projects come on board without available funding. This picture threatens the community's overall quality of

Capital Budget Overview

life and the economic health for future generations. As a result, a number of reports and initiatives have come forward to support this challenge, including:

1. Multi-Year Budgeting – To provide visibility regarding future financial requirements
2. Asset Management – To incorporate any findings and recommendations of the Asset Management Strategy implementation into future financial plans
3. Infrastructure Renewal Policy – To ensure annual replacement contributions are in place for new capital projects based on lifecycle principles
4. Consolidated Reserve Policy – To provide reserve fund guidance and support financial sustainability
5. Financial Master Plan – To provide support to reinforce infrastructure funding as a top priority, along with funding approaches

The above actions are designed to guide the municipality towards financial sustainability and are required to ensure the City is able to safeguard the community's infrastructure network. Staff will continue to educate and communicate the issue and include this message in all future reports.

Other Reserves

In addition to infrastructure reserves, the City has established a number of reserves to help manage municipal finances and protect against the potential need to reduce service levels or raise taxes due to temporary revenue shortfalls or unexpected expenditure increases (e.g. Tax Rate Stabilization, Working Capital, Debenture Reserves). Generally, these reserves provide transfer funding to the operating budget when required and typically have very few capital related capital projects. These reserve balances substantially contribute to achieving the City's Discretionary Reserve Ratio Policy.

Debenture Funding

Debenture funding is primarily utilized for the City's road and bridge replacement program. Due to the overall substantial asset value and its lengthy lifecycle, utilizing long-term debt is appropriate as it aids in spreading these costs over time. The project values planned for the 2014 Capital Budget and 2015 to 2017 Capital Plan are as follows:

	2014	2015	2016	2017
Debenture Financing	6,516,490	12,329,544	31,050,705	74,884,151

The *Municipal Act* requires that the annual payments relating to debt and financial obligations be less than 25% of own source revenues. City of Vaughan policy limits annual payments

Capital Budget Overview

relating to debt and annual financial obligations to 10% of its own source revenue. As illustrated in the previous section, debenture funding is well within the 10% policy target.

An emerging trend in the capital plan is pressure in the later years for large capital projects with limited or undetermined funding sources (e.g. Black Creek Renewal, Joint Public Works/Parks Yard, City Hall Public Square). To balance the budget, debenture financing is utilized as the default funding source, until a funding strategy is determined. This action results in a significant escalation in debt costs in future years just beyond the forecast. As illustrated above, this is based on the debenture funded capital project balance growing tenfold over four years. Alternate funding sources will continue to be investigated for these large capital projects.

Tax levy supported debt for 2014 thru 2017 is illustrated in the following table:

	2013	2014		2015		2016		2017	
	Outstanding Debt Principal	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest
General Government	11,250,000	282,165	1,532,165	249,915	1,499,915	219,433	1,469,433	184,929	1,434,929
Roads	40,255,994	2,492,913	10,026,520	2,311,827	9,871,252	2,127,263	8,607,605	548,570	4,411,936
Sewer	574,248	56,714	222,890	51,747	219,923	46,665	141,371	-	-
Water	598,839	61,304	214,547	59,600	213,844	57,825	175,180	-	-
Recreation	3,668,124	112,895	566,296	103,453	557,036	94,486	548,280	69,045	523,072
	56,347,205	3,005,991	12,562,418	2,776,543	12,361,970	2,545,671	10,941,868	802,544	6,369,938

Taxation Funded Capital

Projects identified for capital from taxation funding consist of two types:

- Non-growth related projects that have no other funding source, such as new initiatives and new infrastructure beyond development charge service levels
- Development charge capital project co-funding requirements, as specified in the *Municipal Act*, typically 10% for soft services (e.g. libraries, recreational complexes, parks, vehicles, related studies), but could be higher depending on the benefit to the existing population.

The 2014 Operating Budget and 2015 to 2017 Operating Budget Plan allocates \$6.4M each year to taxation funded capital projects. It should be noted, 2014 through 2017 taxation funded capital project requests totalled \$27.6M, which is approximately 8% greater than the funds available, \$25.6M.

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Category	2014	2015	2016	2017
Growth Co-Funding	742,335	1,914,996	5,900,301	2,977,419
Annual Replacement Program	1,314,839	1,293,979	1,289,089	2,059,089
New Initiative	3,080,145	1,617,734		860,180
Technology Initiatives	731,300	1,260,220	811,720	749,000
Legal and Regulatory	360,925	233,725		98,717
Health & Safety	126,275			206,000
Total	6,355,819	6,320,654	8,001,110	6,950,405
	Calvary Church Sports Fields - Soccer Field Redevelopment	Carville Community Centre	Carville Community Centre	Carville BL11 - Consulting Design/Construction
	Maple Reservoir Park - Senior Soccer Field Lighting	North Maple Regional Park Phase I (A) Construction	North Maple Regional Park Phase I(B)	North Maple Regional Park Phase 2
	Railway Crossing Safety Assessment - City Wide	Dufferin Reservoir - Sports Fields	CTS Mobile Handheld Program	Maple Library Renovations
	Sonoma Heights Community Park - Ball Diamond Lighting	Electronic Document Management System	Electronic Document Management System	Electronic Document Management System
	Traffic Data Collection Inventory	Maple Community Centre- Landscape & Traffic Safety Improvements	Continuous Improvement - City Website	Continuous Improvement - City Website
	Vaughan Grove Park - Parking Expansion	Reposition Stn 74 Kleinburg Land	Reposition Stn 74 Kleinburg Build and Design	Pedestrian Crossing Enhancement Program - Pavement Marking
	Street Light Pole Replacement Program	Street Light Pole Replacement Program	Street Light Pole Replacement Program	Street Light Pole Replacement Program
	Tree Replacement	Tree Replacement	Tree Replacement	Tree Replacement
	Emerald Ash Borer Prog	Emerald Ash Borer Prog	Emerald Ash Borer Prog	Emerald Ash Borer Prog
	Woodbridge Yard Humber River Rehabilitation	UV1-D4 - Block 40 District Park Development	Vellore Village South BL 39 - Consulting/Design/Construction	VMC29-13 - Block 29 Park Design and Construction

Gas Tax (AMO) Funds

This is a federally supported program that is intended to assist Ontario municipalities with investing in environmentally sustainable municipal infrastructure projects, such as water, wastewater, solid waste, local roads, bridges and tunnels. It comes with the expectation that the investments will see Ontarians enjoying cleaner air, cleaner water and reduced greenhouse gas (GHG) emissions. The municipality must clearly demonstrate that the funding used for a project is incremental and the funding enabled a project implementation, enhanced its scope or accelerated its timing.

Staff reviewed the list of capital projects submitted and with concurrence of the Association of Municipalities of Ontario (AMO), staff have identified a number of capital projects eligible under the Municipal Gas Tax Funding Agreement totaling \$10.9M in 2014, \$8.3M in 2015, \$7.9M in 2016 and \$6.9M in 2017. Highlights are as follows.

- LED streetlight conversion

Capital Budget Overview

- Pedestrian and Bicycle Master Plan implementation
- Storm pond sediment removal
- Road, curb and sidewalk repair
- And other projects

Relationship to Vaughan Vision 2020/Strategic Plan

The budget process links to the Vaughan Vision 2020 through the setting of priorities and allocation of resources. Incorporated in the Capital Plan are the following resources supporting the City's preferred initiatives:

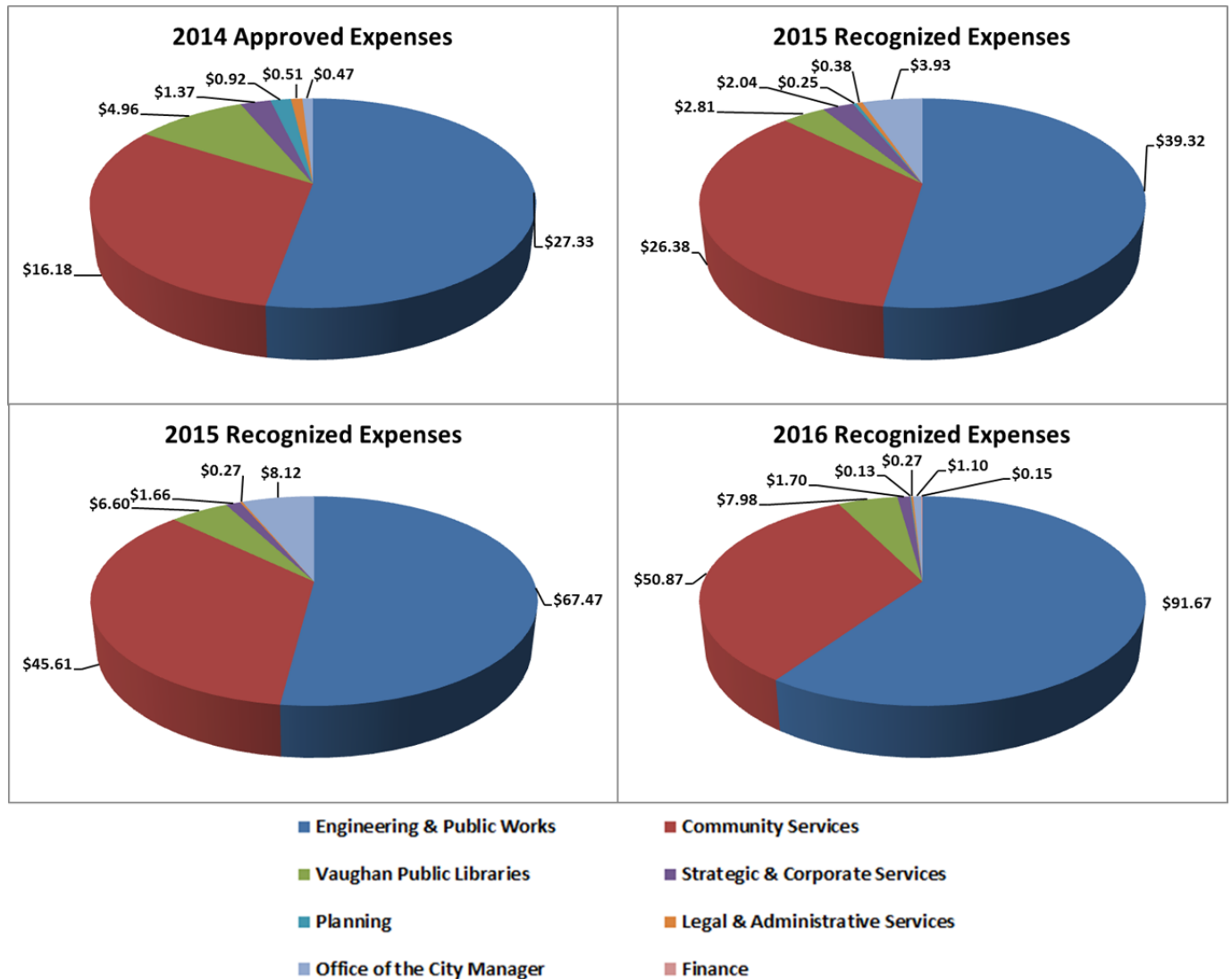
- \$2.6M – Develop and implement a corporate-wide asset management system
- \$56.9M – Develop a plan to build a dynamic Vaughan Metropolitan Centre (VMC)

In addition, there are also resources allocated to other Vaughan Vision strategic initiatives.

Summary Schedules

Capital Budget charts illustrating Capital Budget Revenues and Expenses for 2014 through 2017 are provided below. A more detailed summary by department is provided in volume two and a list of capital projects for each department is included within each department section.

Capital Budget Overview

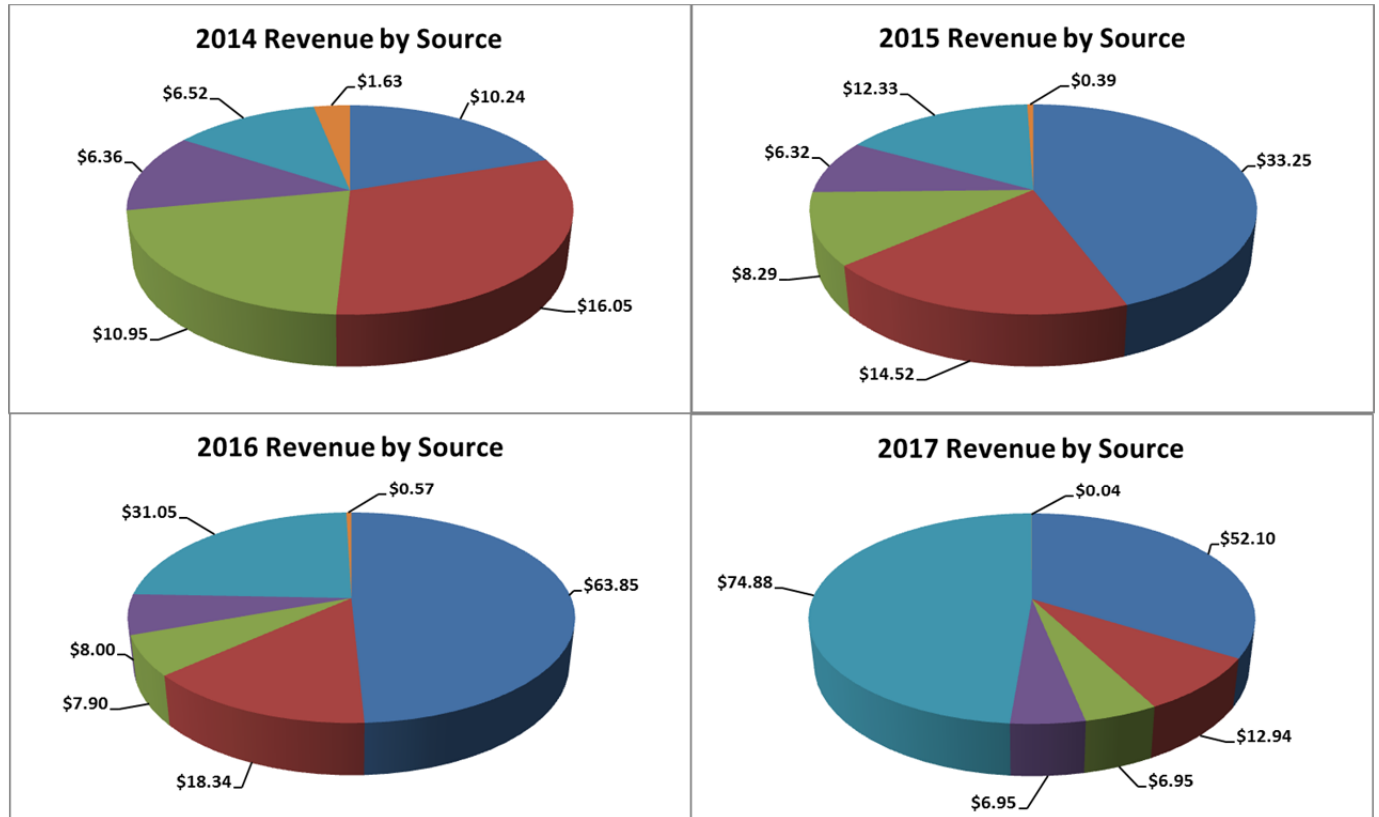


Capital Budget Overview

2014-2017 Project Expense Summary

Expenses	Budget 2014	Forecast 2015	Forecast 2016	Forecast 2017
City Manager's Office				
Economic & Business Development	103,000	0	0	0
Emergency Planning	0	0	0	197,110
Fire & Rescue Services	369,100	3,929,950	8,115,100	901,700
Total	472,100	3,929,950	8,115,100	1,098,810
Community Services				
Bulding & Facilities	3,396,108	5,123,997	34,284,634	20,970,800
Fleet	2,522,900	1,410,700	799,600	1,324,050
Park & Forestry Operations	2,098,454	2,227,421	1,542,891	1,509,861
Park Development	7,955,498	17,347,476	8,853,534	26,937,573
Recreation	203,901	269,400	125,100	125,100
Total	16,176,861	26,378,994	45,605,759	50,867,384
Engineering & Public Works				
Development Transportation Engineering	2,450,345	16,716,539	25,626,100	22,488,777
Engineering Services	21,568,632	18,846,562	21,819,891	21,412,524
Public Works	3,309,875	3,753,625	20,024,557	47,770,859
Total	27,328,852	39,316,726	67,470,548	91,672,160
Finance				
Financial Services	0	0	0	154,500
Total				154,500
Legal & Administrative Services				
ByLaw & Compliance	243,150	114,400	0	0
Real Estate	267,800	267,800	267,800	267,800
Total	510,950	382,200	267,800	267,800
Planning				
Building Standards	540,750	0	0	0
Development Planning	380,000	250,600	0	130,000
Total	920,750	250,600		130,000
Strategic & Corporate Services				
Access Vaughan	50,500	50,500	0	0
Environmental Sustainability	0	48,925	0	0
Human Resources	113,300	0	0	103,000
Information Technology Management	1,205,200	1,939,200	1,655,200	1,595,200
Total	1,369,000	2,038,625	1,655,200	1,698,200
Library Board				
Libraries	4,962,520	2,812,750	6,598,360	7,977,070
Total	4,962,520	2,812,750	6,598,360	7,977,070
Total Expense	51,741,033	75,109,845	129,712,767	153,865,924

Capital Budget Overview



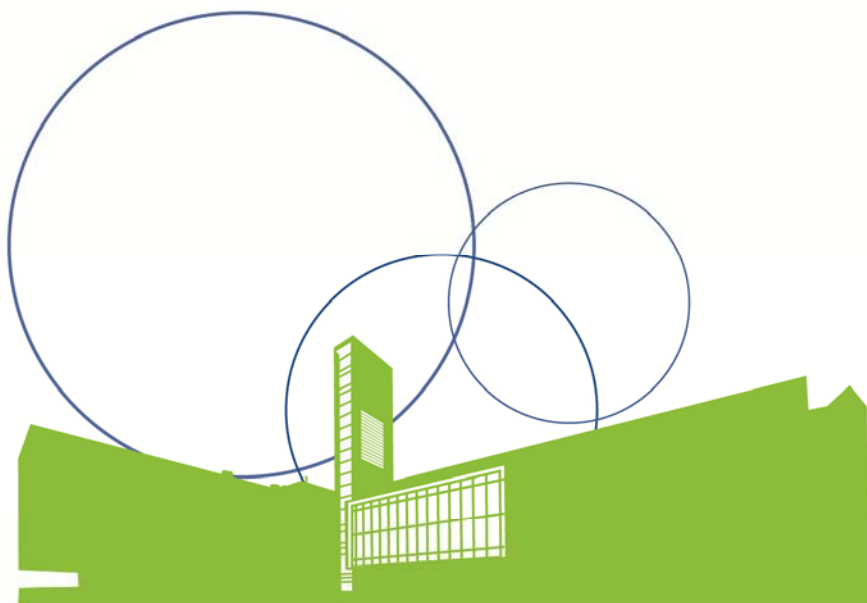
■ City-Wide DC
■ Gas Tax
■ Debenture Financing
■ Infrastructure
■ Transfer from Taxation
■ Other

Capital Budget Overview

2014-2017 Project Revenue Summary

Revenues	Budget 2014	Forecast 2015	Forecast 2016	Forecast 2017
City-Wide DC				
City Wide DC - Engineering	3,225,507	14,305,916	10,252,675	13,064,267
City Wide DC - Fire	179,700	2,428,550	4,287,794	0
City Wide DC - Fleet/P.W.	1,018,835	207,600	9,083,201	9,360,691
City Wide DC - General Gov.	457,300	128,335	0	241,729
City Wide DC - Library Buildings	2,678,990	697,725	4,041,392	4,551,633
City Wide DC - Park Dev.	2,682,808	12,193,503	6,597,400	24,881,649
City Wide DC - Recreation		3,287,700	29,589,300	0
Total	10,243,140	33,249,329	63,851,762	52,099,969
Infrastructure				
City Playhouse Reserve	22,151	0	0	0
Fire Equipment Reserve	189,400	1,038,150	2,977,100	901,700
Heritage Reserve	153,470	25,750	0	0
Information Technology Asset Replacement	1,050,700	1,129,700	1,140,700	1,140,700
Library Materials Reserve	1,495,900	1,777,500	1,910,960	1,949,170
Parks Infra. Reserve	3,100,912	2,763,423	1,980,388	2,627,861
Pre-B& F Infra. Reserve	3,053,940	1,319,065	786,146	193,300
Recreation Land Reserve	267,800	267,800	267,800	267,800
Roads Infra. Reserve	669,500	123,600	0	124,630
Sewer Reserve	280,000	0	0	0
Tree Replace Reserve	48,882	48,882	48,882	48,882
Uplands Revenue Reserve	67,000	730,732	67,000	
Vehicle Reserve	1,495,300	997,500	799,600	796,450
Water Reserve	4,158,050	4,299,594	8,357,162	4,889,381
Total	16,053,005	14,521,696	18,335,738	12,939,874
Gas Tax				
Gas Tax Reserve	10,945,316	8,294,940	7,901,852	6,947,525
Total	10,945,316	8,294,940	7,901,852	6,947,525
Taxation				
Transfer from Taxation	6,355,819	6,320,654	8,001,110	6,950,405
Total	6,355,819	6,320,654	8,001,110	6,950,405
LTD				
Debenture Financing	6,516,490	12,329,544	31,050,705	74,884,151
Total	6,516,490	12,329,544	31,050,705	74,884,151
Other				
Building Standards Reserve	540,750	0	0	0
Investing in Ontario Grant	861,900	206,361	571,600	44,000
Municipal Roads Infr. Grant	165,000	187,321	0	0
Other Recoveries	30,000	0	0	0
Shared Costs	29,613	0	0	0
Total	1,627,263	393,682	571,600	44,000
Total Revenue	51,741,033	75,109,845	129,712,767	153,865,924

Reserves

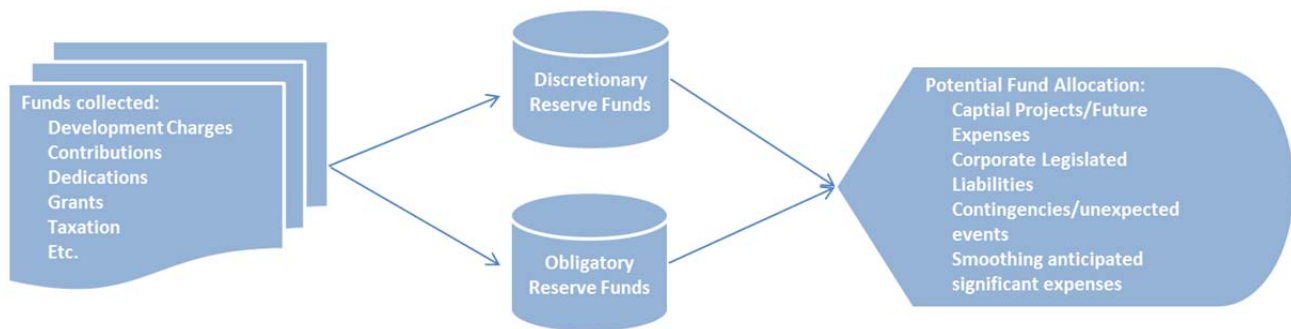


Reserves Structure

Reserve funds play a very important role in the City's finances and provide a strong indicator of the City's overall financial health. One of the key attributes of financial sustainability is appropriate reserve fund levels. The City sets aside funds, collected through various means (development charges, contributions, dedications, taxation, etc.) for the following intended purposes:

- Capital projects and future expenses
- Corporate legislated liabilities
- Dedications for future purposes
- Contingencies/unexpected events
- Anticipated significant expenses requiring smoothing over time

The diagram below illustrates the flow of funds collected through to their spending:



Reserve funds are closely linked to debentures and investments, and although treated separately through policy, they work in conjunction to meet the City's funding requirements, provide financial flexibility and mitigate pressures, all of which impact on the City's overall levy.

One of the key attributes of financial sustainability is appropriate reserve fund levels. Adequate reserve balances allow the City to manage service needs, sustain infrastructure, provide flexibility, mitigate risk and weather uncertainty.

The following general principles apply when managing reserve funds:

- 1) Alternative arrangements should be considered before creating a new reserve fund (accommodation within existing reserves, scope expansion, alternate funding arrangement, etc.)
- 2) If an option exists, discretionary reserve funds are preferable to obligatory reserve funds due to their flexibility
- 3) Reserves for different purposes shall be separate. Definitions should be specific, but flexibility can be accommodated by incorporating service groupings, such as applications
- 4) Obligatory reserve funds are defined through legislation. Reserve grouping by service, funding source, type, etc., will be developed as permitted

Reserves Structure

Reserve Funds Classifications

Reserve funds are classified into two categories: Discretionary and Obligatory.

Reserve funds (Discretionary) – An allocation of funds for when Council wishes to earmark, at their discretion, balances to finance a future expenditure, liability or other purpose. These reserves may not be referenced to a specific asset and segregation is not required. Discretionary reserves are funded from various sources including, but not limited to, allocated revenues, accumulated surpluses, dedicated contributions. Funding is typically determined during the budget process, unless unanticipated (e.g. budget to actual variances, in-year dedications).

The City has established a number of discretionary reserves to help manage municipal finances and protect against the unexpected events. For the purpose of policy development, these reserves have been further broken down into the following types:

- **Sustainability Reserves** – Intended to manage cash flows and mitigate wide fluctuations on the General Levy created by extraordinary and unforeseen events, one-time expenditures, revenue shortfalls, etc. Reserves within this category are as follows:
 - General Working Capital
 - Tax Rate Stabilization
 - Winterization
 - Engineering
 - Planning
 - Innovation
 - Year-End Surplus
 - Debenture Reserve Fund
 - Building Standards Service Continuity
- **Infrastructure Reserves** – Reserves form an important component of the Capital financing plan for infrastructure network items and are used specifically for the purpose of repairing and replacing assets as defined in the capital budget guidelines and the intended use/limitation section of each reserve. Reserves within this category are as follows:
 - Building and Facilities Infrastructure
 - Heritage Fund
 - Parks Infrastructure
 - Artificial Soccer Turf Reserve
 - Vehicle Replacement
 - Fire Equipment Replacement
 - Roads Reserve
 - Entrance and Streetscape Features
 - Uplands – Capital Improvement

Reserves Structure

- City Playhouse
- Information Technology Asset Replacement
- Library Material
- **Corporate Reserves** – Reserves protect against the consequences of certain risks, liabilities and corporate programs. Reserves within this category are as follows:
 - Election
 - Insurance
 - Employer Benefits
 - WSIB Claims Reserve
 - Suggestion Program
 - Management By-law
 - Innovation
- **Special Purpose Reserves** - Intended to manage cash flows that have been set aside to provide for the delivery of specific services. Reserves within this category are as follows:
 - Cemetery
 - Garnet A. Williams Community Centre Reserve
 - Industrial Development
 - Keele Valley Landfill
 - Senior Citizens Bequests
 - Sale of Public Land
 - Pierre Burton Discovery Centre Reserve
 - Water and Wastewater

Reserve funds (Obligatory)— These funds are prescribed for specific purposes through provincial statute and are required to be segregated from general municipal revenues. In addition, regulations may prescribe specific purposes, contributions, uses, restrictions, etc. These reserves have been categorized as follows:

- **Development Charge (DC) Reserves** – Collected fees are paid into the reserve fund for which the charge relates. Growth related projects are funded from these reserve funds and are typically outlined in the Development Charge Background Study forecast. As per the DC document, section 5.1 and 5.5, capital costs must be reduced by 10%, with exception of water, wastewater, storm water drainage, highway, fire protection. Reserves within this category are as follows:
 - City-wide – Management Studies
 - City-wide – Library
 - City-wide – Fire (100% DC eligible)
 - City-wide – Recreation
 - City-wide – Park Development
 - City-wide – Public Works/Fleet
 - City-wide – Roads (100% DC eligible)

Reserves Structure

- **Area Specific Reserves** – DCs collected are paid into the reserve fund for which the charge relates to specific water, wastewater and storm drainage capital projects outlined in the Development Charge Background Study. Reserves within this category are as follows:
 - Rainbow Creek Drainage Works
 - Pressure District 5 West Woodbridge Watermain
 - Pressure District 6 West Major MacKenzie Drive Watermain
 - Pressure District 6 East Rutherford Road Watermain
 - Pressure District 7 West Teston Road/America Avenue/Canada Drive Watermain
 - Dufferin/Teston Sanitary Sewer OPA 332
 - Ansley Grove Sanitary Subtrunk Sewer Improvements
 - Zenway/Fogal Sanitary Sub Trunk Extension
- **Restricted Grant Funding** – Funds supported by legislation (federal, provincial or other Act based). These reserves support the City's existing capital infrastructure. Reserves within this category are as follows:
 - Gas Tax Reserve
 - Municipal Roads and Infrastructure Grant Reserve (Federal)
 - Investing in Ontario Grant Reserve (Provincial)
- **Other Items** – Developer agreements may also stipulate the collection of fees from developers for specific purposes. These fees are paid into a reserve until such a time as the funds are required for capital project completion. Reserves within this category are as follows:
 - CIL Recreation Land
 - Tree Replacement Fee
 - Kleinburg Parking
 - Royal Palm Drive
 - Developer Agreement Reserves

The tables below illustrate the forecast reserve activity for 2014 through to 2017:

Reserves Structure

Summary Forecast by Classification:

Description	2013 Closing Balance (after Commitments)	Capital			2014 Closing Balance	Capital			2015 Closing Balance
		Contributions	Projects	Expenses		Contributions	Projects	Expenses	
Discretionary Reserves									
Sustainability	54,799,740	4,066,297	0	10,892,410	47,973,627	3,997,357	0	11,144,410	40,826,574
Infrastructure	35,236,822	9,151,548	11,298,273	0	33,090,097	10,926,626	9,905,420	0	34,111,303
Corporate	31,057,690	802,990	0	1,024,794	30,835,886	804,932	0	270,398	31,370,420
Special Purpose	(7,086,104)	(88,743)	0	0	(7,174,847)	(89,852)	0	0	(7,264,699)
Obligatory Reserves									
Development Charge	94,292,293	36,020,818	10,243,140	465,958	119,604,013	51,221,256	33,249,329	353,738	137,222,202
Area Specific	488,957	6,112	0	0	495,069	6,188	0	0	501,257
Restricted Grant	11,303,563	7,412,495	11,972,216	0	6,743,842	7,384,900	8,688,622	0	5,440,119
Other	67,770,441	773,893	857,432	3,421,000	64,265,902	734,696	316,682	3,322,000	61,361,915
Water/Wastewater	67,520,871	105,879,877	4,438,050	101,210,180	67,752,518	114,469,543	4,299,594	110,220,405	67,702,062
Grand Total	355,384,273	164,025,286	38,809,111	117,014,342	363,586,107	189,455,644	56,459,647	125,310,951	371,271,153

Description	2015 Closing Balance	Capital			2016 Closing Balance	Capital			2017 Closing Balance
		Contributions	Projects	Expenses		Contributions	Projects	Expenses	
Discretionary Reserves									
Sustainability	40,826,574	2,995,593	0	10,341,410	33,480,758	2,842,644	0	7,765,408	28,557,994
Infrastructure	34,111,303	12,367,701	9,661,894	0	36,817,110	15,621,813	7,800,811	0	44,638,112
Corporate	31,370,420	811,611	0	270,876	31,911,155	818,367	0	271,354	32,458,168
Special Purpose	(7,264,699)	(90,976)	0	0	(7,355,675)	(92,113)	0	0	(7,447,787)
Obligatory Reserves									
Development Charge	137,222,202	57,704,694	63,901,892	353,738	130,671,266	58,169,067	84,283,969	353,738	104,202,626
Area Specific	501,257	6,266	0	0	507,523	6,344	0	0	513,867
Restricted Grant	5,440,119	7,375,981	8,473,452	0	4,342,648	7,375,372	6,991,525	0	4,726,495
Other	61,361,915	699,307	316,682	3,274,000	58,470,540	663,732	316,682	3,281,000	55,536,590
Water/Wastewater	67,702,062	125,869,597	8,357,162	119,970,450	65,244,048	139,374,136	4,889,381	119,970,450	79,758,353
Grand Total	371,271,153	207,739,774	90,711,082	134,210,474	354,089,372	224,779,362	104,282,368	131,641,950	342,944,416

Reserves Structure

Detailed Reserve Forecast:

Reserve Continuity Schedule City of Vaughan 2014 - 2017

Reserve Number	Description	2013 Closing Balance (after Commitments)	Contributions	Capital Projects	Expenses	2014 Closing Balance	Contributions	Capital Projects	Expenses	2015 Closing Balance
Obligatory Reserves										
60172	Bldg Standards Continuity	16,044,427	180,644	540,750	2,645,000	13,039,321	147,229	0	2,522,000	10,664,550
61009	Subdiv. Contrib. Royal Palm	117,740	1,472			119,212	1,490			120,702
61010	Subdivider Contributions	4,537,271	56,716			4,593,987	57,425			4,651,412
61011	Geodetic Bench	952,849	0			952,849	0			952,849
61012	Tree Replacement Fee	572,475	0	48,882		523,593	0	48,882		474,711
61013	Greenways - WEA	526,060	0			526,060	0			526,060
61014	Open Space - WEA	15,286	0			15,286	0			15,286
61015	Sewer Camera Inspection	1,599,570	0			1,599,570	0			1,599,570
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000
61020	Recreation Land	43,074,391	531,906	267,800	776,000	42,562,497	525,357	267,800	800,000	42,020,055
61025	Gas Tax Reserve	8,631,444	7,412,495	10,945,316		5,098,623	7,384,900	8,294,940		4,188,582
61050	Entry Feature 427 / Hwy 7	140,896	1,761			142,657	1,783			144,440
61051	Municipal Rds & Infra Grant	684,985	0	165,000		519,985	0	187,321		332,664
61052	Investing in Ontario Grant	1,987,134	0	861,900		1,125,234	0	206,361		918,873
62010	CWDC - Engineering	36,982,902	19,316,736	3,225,507	238,269	52,835,862	27,571,137	14,305,916	238,269	65,862,814
62020	CWDC - Fire	(4,064,783)	896,792	179,700		(3,347,690)	1,300,093	2,428,550		(4,476,147)
62040	CWDC - Library Buildings	6,613,807	1,535,915	2,678,990		5,470,732	2,166,786	697,725		6,939,794
62060	CWDC - General Government	(3,941,110)	440,368	457,300	174,903	(4,132,945)	653,198	128,335	62,683	(3,670,766)
62080	CWDC - Parks Development	17,150,618	5,529,829	2,682,808	52,786	19,944,853	7,800,786	12,193,503	52,786	15,499,350
62090	CWDC - Public Works	6,727,433	864,998	1,018,835		6,573,596	1,207,038	207,600		7,573,035
62100	CWDC - Recreation	34,823,426	7,436,179	0		42,259,605	10,522,216	3,287,700		49,494,121
63070	D8-Rainbow Creek Drainage	3,044,162	38,052			3,082,214	38,528			3,120,742
63120	D13-Woodlot Acquisition	111,475	1,393			112,869	1,411			114,280
63150	D15-PD#5 W. Wdbridge Waterma	(2,584,164)	(32,302)			(2,616,466)	(32,706)			(2,649,172)
63153	D18-PD#6 W. Major Mac. Water	(757,855)	(9,473)			(767,328)	(9,592)			(776,920)
63154	D19-PD#6 E. Rutherford Water	(1,532,291)	(19,154)			(1,551,445)	(19,393)			(1,570,838)
63155	D20-PD#7 Watermain West	1,666,853	20,836			1,687,689	21,096			1,708,785
63158	D23-Dufferin/Teston Sanitary	72,172	902			73,074	913			73,987
63159	D24-Ansley Grove Sanitary	209,785	2,622			212,408	2,655			215,063
63160	D25 Zenway/Fogal Sub-Trunk	(6,606)	(83)			(6,688)	(84)			(6,772)
63162	D27 Huntington Road Sewer	376,901	4,711			381,612	4,770			386,382
Obligatory Reserves Total		173,855,253	44,213,317	23,072,788	3,886,958	191,108,825	59,347,039	42,254,633	3,675,738	204,525,493
Discretionary Reserves										
60000	General Working Capital	23,391,228	292,390			23,683,618	296,045			23,979,663
60010	Tax Rate Stabilization Fund	1,388,009	(2,071)		3,107,410	(1,721,473)	(38,440)		2,707,410	(4,467,322)
60020	Vehicle Replacement	4,204,903	433,115	1,495,300		3,142,719	426,691	997,500		2,571,909
60030	Fire Equipment Replacement	2,284,021	1,323,252	189,400		3,417,874	1,388,932	1,038,150		3,768,656
60040	Insurance	4,510,313	0			4,510,313	0			4,510,313
60050	Water	32,255,063	50,205,836	4,158,050	47,119,780	31,183,069	53,648,702	4,299,594	50,309,570	30,222,606
60060	Waste Water (Sewer)	35,265,808	55,674,042	280,000	54,090,400	36,569,450	60,820,841		59,910,835	37,479,456
60070	Cemetery	13,342	0			13,342	0			13,342
60080	Suggestion Program	33,302	0			33,302	0			33,302
60090	Industrial Development	27,605	345			27,950	349			28,300
60100	City Playhouse	40,481	15,461	22,151		33,791	15,516	0		49,308
60110	Engineering Reserve	10,076,619	2,981,059		5,285,000	7,772,678	2,982,024		5,337,000	5,417,702
60120	Sale of Public Lands	(7,833,764)	(97,922)			(7,931,686)	(99,146)			(8,030,832)
60121	Management By Law Reserve	95,818	1,198			97,016	1,213			98,228
60122	Winterization Reserve	4,360,088	54,501			4,414,589	55,182			4,469,772
60125	Kleinburg Parking Reserve	44,354	554			44,909	561			45,470
60130	Election Reserve	774,312	405,774		1,024,794	155,292	402,751		270,398	287,645
60140	Employer Benefit Contributio	22,658,852	283,236			22,942,087	286,776			23,228,863
60145	WSIB Claims	810,230	85,597			895,826	86,667			982,493
60150	Heritage Fund	2,106,948	238,946	153,470		2,192,425	245,084	25,750		2,411,759
60170	Pre 99 -Bldgs. & Facil.	12,483,541	2,785,656	3,053,940		12,215,256	2,946,696	1,319,065		13,842,887
60175	Planning Reserve	973,102	12,164			985,266	12,316			997,581
60180	Roads Infrastructure	6,329,919	497,876	669,500		6,158,295	507,601	123,600		6,542,296
60186	Streetscapes	664,400	486,929			1,151,329	493,015			1,644,345
60188	Parks Infrastructure	7,042,956	521,216	3,100,912		4,463,261	1,499,644	2,763,423		3,199,481
60189	Artificial Soccer Turf Reser	398,545	145,857			544,402	147,680			692,082
60190	Keele Valley Landfill	449,010	5,613			454,623	5,683			460,305
60192	City Hall Reserve	12,059	151			12,210	153			12,363
60211	ITM Reserve	17,814	1,061,029	1,050,700		28,144	1,119,978	1,129,700		18,422
60212	Library Material Reserve	6,297	1,495,979	1,495,900		6,375	1,992,716	1,777,500		221,591
60210	Innovation Reserve	2,174,864	27,186			2,202,050	27,526			2,229,576
60195	Uplands Capital Improv. Res.	(343,005)	146,231	67,000		(263,773)	143,073	730,732		(851,432)
60200	Year End Expend. Reserve	2,142,099	0			2,142,099	0			2,142,099
61000	Senior Citizen Bequests	201,289	2,516			203,806	2,548			206,353
61030	Debenture Payments	12,468,596	728,254		2,500,000	10,696,850	690,230		3,100,000	8,287,080
Discretionary Reserves Total		181,529,020	119,811,969	15,736,323	113,127,384	172,477,282	130,108,605	14,205,014	121,635,213	166,745,661
Grand Total		355,384,273	164,025,286	38,809,111	117,014,342	363,586,107	189,455,644	56,459,647	125,310,951	371,271,153

Reserves Structure

Reserve Number	Description	2015 Closing Balance	Contributions	Capital Projects	Expenses	2016 Closing Balance	Contributions	Capital Projects	Expenses	2017 Closing Balance
Obligatory Reserves										
60172	Bldg Standards Continuity	10,664,550	117,976	0	2,453,000	8,329,526	88,863	0	2,441,000	5,977,389
61009	Subdiv. Contrib. Royal Palm	120,702	1,509			122,211	1,528			123,739
61010	Subdivider Contributions	4,651,412	58,143			4,709,554	58,869			4,768,424
61011	Geodetic Bench	952,849	0			952,849	0			952,849
61012	Tree Replacement Fee	474,711	0	48,882		425,829	0	48,882		376,947
61013	Greenways - WEA	526,060	0			526,060	0			526,060
61014	Open Space - WEA	15,286	0			15,286	0			15,286
61015	Sewer Camera Inspection	1,599,570	0			1,599,570	0			1,599,570
61016	Catch Basin Repairs	78,000	0			78,000	0			78,000
61020	Recreation Land	42,020,055	518,446	267,800	821,000	41,449,700	511,198	267,800	840,000	40,853,098
61025	Gas Tax Reserve	4,188,582	7,375,981	7,901,852		3,662,711	7,375,372	6,947,525		4,090,558
61050	Entry Feature 427 / Hwy 7	144,440	1,806			146,246	1,828			148,074
61051	Municipal Rds & Infra Grant	332,664	0			332,664	0			332,664
61052	Investing in Ontario Grant	918,873	0	571,600		347,273	0	44,000		303,273
62010	CWDC - Engineering	65,862,814	31,249,550	10,252,675	238,269	86,621,420	31,855,716	13,064,267	238,269	105,174,600
62020	CWDC - Fire	(4,476,147)	1,449,789	4,287,794		(7,314,151)	1,459,421	0		(5,854,731)
62040	CWDC - Library Buildings	6,939,794	2,436,056	4,041,392		5,334,458	2,441,167	4,551,633		3,223,993
62060	CWDC - General Government	(3,670,766)	751,042	0	62,683	(2,982,407)	767,660	241,729	62,683	(2,519,158)
62080	CWDC - Parks Development	15,499,350	8,766,196	6,597,400	52,786	17,615,360	8,781,272	24,881,649	52,786	1,462,198
62090	CWDC - Public Works	7,573,035	1,309,628	9,083,201		(200,539)	1,225,916	9,360,691		(8,335,313)
62100	CWDC - Recreation	49,494,121	11,742,433	29,639,430		31,597,124	11,637,914	32,184,000		11,051,038
63070	D8-Rainbow Creek Drainage	3,120,742	39,009			3,159,751	39,497			3,199,248
63120	D13-Woodlot Acquisition	114,280	1,428			115,708	1,446			117,155
63150	D15-PD#5 W. Wdbridge Waterma	(2,649,172)	(33,115)			(2,682,287)	(33,529)			(2,715,815)
63153	D18-PD#6 W. Major Mac. Water	(776,920)	(9,711)			(786,631)	(9,833)			(796,464)
63154	D19-PD#6 E. Rutherford Water	(1,570,838)	(19,635)			(1,590,473)	(19,881)			(1,610,354)
63155	D20-PD#7 Watermain West	1,708,785	21,360			1,730,144	21,627			1,751,771
63158	D23-Dufferin/Teston Sanitary	73,987	925			74,912	936			75,849
63159	D24-Ansley Grove Sanitary	215,063	2,688			217,751	2,722			220,473
63160	D25 Zenway/Fogal Sub-Trunk	(6,772)	(85)			(6,857)	(86)			(6,942)
63162	D27 Huntingdon Road Sewer	386,382	4,830			391,212	4,890			396,102
Obligatory Reserves Total		204,525,493	65,786,248	72,692,026	3,627,738	193,991,976	66,214,515	91,592,176	3,634,738	164,979,578
Discretionary Reserves										
60000	General Working Capital	23,979,663	299,746			24,279,409	303,493			24,582,902
60010	Tax Rate Stabilization Fund	(4,467,322)	(70,263)		2,307,410	(6,844,995)	(97,484)		1,907,410	(8,849,889)
60020	Vehicle Replacement	2,571,909	424,609	799,600		2,196,918	423,835	796,450		1,824,303
60030	Fire Equipment Replacement	3,768,656	1,539,398	2,977,100		2,330,954	1,571,688	901,700		3,000,942
60040	Insurance	4,510,313	0			4,510,313	0			4,510,313
60050	Water	30,222,606	58,331,529	8,357,162	53,630,180	26,566,794	63,901,350	4,889,381	53,630,180	31,948,582
60060	Waste Water (Sewer)	37,479,456	67,538,068		66,340,270	38,677,254	75,472,786		66,340,270	47,809,770
60070	Cemetery	13,342	0			13,342	0			13,342
60080	Suggestion Program	33,302	0			33,302	0			33,302
60090	Industrial Development	28,300	354			28,654	358			29,012
60100	City Playhouse	49,308	15,710	0		65,018	15,906	0		80,924
60110	Engineering Reserve	5,417,702	1,947,537		5,534,000	1,831,239	1,960,332		5,503,000	(1,711,429)
60120	Sale of Public Lands	(8,030,832)	(100,385)			(8,131,218)	(101,640)			(8,232,858)
60121	Management By Law Reserve	98,228	1,228			99,456	1,243			100,699
60122	Winterization Reserve	4,469,772	55,872			4,525,644	56,571			4,582,214
60125	Kleinburg Parking Reserve	45,470	568			46,038	575			46,614
60130	Election Reserve	287,645	404,403		270,876	421,171	406,069		271,354	555,886
60140	Employer Benefit Contributio	23,228,863	290,361			23,519,224	293,990			23,813,215
60145	WSIB Claims	982,493	87,750			1,070,243	88,847			1,159,090
60150	Heritage Fund	2,411,759	252,344	0		2,664,102	259,942	0		2,924,044
60170	Pre 99 -Bldgs. & Facil.	13,842,887	3,686,673	786,146		16,743,414	5,443,757	193,300		21,993,872
60175	Planning Reserve	997,581	12,470			1,010,051	12,626			1,022,677
60180	Roads Infrastructure	6,542,296	521,802	0		7,064,097	536,346	124,630		7,475,813
60186	Streetscapes	1,644,345	499,178			2,143,523	696,765			2,840,288
60188	Parks Infrastructure	3,199,481	1,835,601	1,980,388		3,054,694	3,016,182	2,627,861		3,443,016
60189	Artificial Soccer Turf Reser	692,082	149,526			841,608	151,395			993,003
60190	Keele Valley Landfill	460,305	5,754			466,059	5,826			471,885
60192	City Hall Reserve	12,363	155			12,517	156			12,674
60211	ITM Reserve	18,422	1,179,109	1,140,700		56,832	1,238,911	1,140,700		155,043
60212	Library Material Reserve	221,591	2,123,875	1,910,960		434,506	2,126,298	1,949,170		611,634
60210	Innovation Reserve	2,229,576	27,870			2,257,445	28,218			2,285,664
60195	Uplands Capital Improv. Res.	(851,432)	139,876	67,000		(778,556)	140,787	67,000		(704,769)
60200	Year End Expend. Reserve	2,142,099	0			2,142,099	0			2,142,099
61000	Senior Citizen Bequests	206,353	2,579			208,933	2,612			211,544
61030	Debtenture Payments	8,287,080	750,231		2,500,000	6,537,311	607,107		354,998	6,789,419
Discretionary Reserves Total		166,745,661	141,953,527	18,019,056	130,582,736	160,097,395	158,564,847	12,690,192	128,007,212	177,964,839
Grand Total		371,271,153	207,739,774	90,711,082	134,210,474	354,089,372	224,779,362	104,282,368	131,641,950	342,944,416

Definitions for each reserve can be found within the Consolidated Reserve Policy, the Financial Master Plan and the 2013 Development Charge Background Study, which is posted to the City's website.

2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD		
2014	Access Vaughan Building Standards	AV-3020-14	Access Vaughan Phase II - Step D	Technology	City-Wide				50,500		50,500	50,442
		BS-1003-11	Building Department Computer System Upgrades	Technology	City-Wide				50,500		50,442	50,442
	Building Standards										540,750	540,750
											540,750	540,750
	Building & Facilities	BF-8237-14	Garnet A Williams Community Centre Remove Wall Covering in Pool area	Infrastructure Replacement	Ward 5		52,600				52,600	2,500
		BF-8270-14	Sunset Ridge Park Walkway Lighting	New Infrastructure	Ward 2				51,500		51,500	2,500
	Building & Facilities	BF-8318-14	Woodbridge College Park - Electrical Cabinet Replacement	Equipment Replacement	Ward 2		20,600				20,600	
		BF-8356-14	Woodbridge College Park - Electrical Cabinet Replacement (Baseball)	Equipment Replacement	Ward 2		20,600				20,600	
	Building & Facilities	BF-8359-14	Chancellor District Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 3			52,000			52,000	
		BF-8360-14	Alexandria Elisa Park Walkway Lighting Replacement	Infrastructure Replacement	Ward 2			32,000			32,000	
	Building & Facilities	BF-8361-14	Beverley Glen Park Walkway Lighting Replacement	Infrastructure Replacement	Ward 5			30,000			30,000	
		BF-8363-14	East District Park - Works Yard Dumping Ramp	Health & Safety	Ward 4				36,100		36,100	
	Building & Facilities	BF-8364-14	Woodbridge Yard - Works Yard Dumping Ramp	Health & Safety	Ward 2				36,100		36,100	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	Ward 5		67,000				67,000	
	Building & Facilities	BF-8376-14	Giovanni Caboto Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 3			30,000			30,000	
		BF-8377-14	Robert Watson Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 3			32,000			32,000	
	Building & Facilities	BF-8386-14	Reeves Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 1			32,000			32,000	
		BF-8397-14	Dufferin Clark Community Centre - Water Slide Refurbishment	Infrastructure Replacement	Ward 5		31,450				31,450	
	Building & Facilities	BF-8398-14	Garnet A Williams CC - Whirlpool Replacement	Infrastructure Replacement	Ward 5		108,050				108,050	
		BF-8401-14	Maple Community Centre - Replace Roller Shades	Infrastructure Replacement	Ward 1		26,210				26,210	
	Building & Facilities	BF-8406-14	Al Palladini Community Centre - West side concrete curbs and interlock removal	Infrastructure Replacement	Ward 2		51,500				51,500	
		BF-8414-14	Maple Community Centre Arena Rubber Office and Dressing Room Replacement	Infrastructure Replacement	Ward 1		75,465				75,465	
	Building & Facilities	BF-8420-14	Al Palladini Community Centre - Arena Dressing Room Showers East and West	Infrastructure Replacement	Ward 2		46,350				46,350	
		BF-8421-14	Al Palladini Community Centre Building Sound System	Infrastructure Replacement	Ward 2		26,780				26,780	
	Building & Facilities	BF-8422-14	Dufferin Clark Pool Blinds	Infrastructure Replacement	Ward 5		36,050				36,050	
		BF-8439-14	Michael Cranny House Basement Water-Proofing	Infrastructure Replacement	Ward 1		55,620				55,620	
	Building & Facilities	BF-8440-14	Dufferin Clark C.C.-Additional Heat Pump Replacements	Equipment Replacement	Ward 5		61,800				61,800	
		BF-8441-14	Father Bulfon CC-Outdoor Lighting	Equipment Replacement	Ward 2		137,200				137,200	
	Building & Facilities	BF-8444-14	Vellore Hall/School-Interior Floor Resurfacing	Infrastructure Replacement	Ward 3		97,850				97,850	
		BF-8445-14	Consulting Services-Roofing	Studies	City-Wide			30,000			30,000	
	Building & Facilities	BF-8451-14	Al Palladini CC-Roof Replacement	Infrastructure Replacement	Ward 2		1,196,448				1,196,448	
		BF-8452-14	Thornhill Outdoor Pool-Main Pool Boiler Replacement	Equipment Replacement	Ward 5		30,900				30,900	
	Building & Facilities	BF-8453-14	Maple CC-Heat Pump Replacement	Equipment Replacement	Ward 1		103,000				103,000	
		BF-8454-14	Maple CC-Arena Boiler Replacement	Equipment Replacement	Ward 1		51,500				51,500	
	Building & Facilities	BF-8455-14	JOC-Garage Bay Exhaust Upgrades	Equipment Replacement	Ward 1		51,500				51,500	
		BF-8456-14	Vaughan Mills Park-Security Camera Installation	New Equipment	Ward 2				41,200		41,200	
	Building & Facilities	BF-8457-14	Birdentwire Park-Security Camera Installation	New Equipment	Ward 1				41,200		41,200	
		BF-8458-14	Parks Building-Un-Manned-Eight Facilities in Total	Infrastructure Replacement	City-Wide		77,250				77,250	
	Building & Facilities	BF-8459-14	Woodbridge Soccer/Villa Giardino-Asphalt Paving	Infrastructure Replacement	Ward 2		88,837			29,613	118,450	
		BF-8460-14	Refrigeration Plant Safety Upgrades-Various Locations	Equipment Replacement	City-Wide		46,350				46,350	
	Building & Facilities	BF-8461-14	Woodbridge Pool Memorial Arena-Refrigeration Plant Equipment Replacement	Equipment Replacement	Ward 2		77,250				77,250	
		BF-8464-14	Gymnasium Safety Padding-Various Locations	New Equipment	City-Wide				50,985		50,985	
	Building & Facilities	BF-8465-14	Routley Park-Walkway Lighting Replacement	Infrastructure Replacement	Ward 1		30,900				30,900	
		BF-8466-14	Al Palladini CC-Outdoor Light Replacement	Equipment Replacement	Ward 2		128,750				128,750	
	Building & Facilities	BF-8468-14	Chancellor CC - Reconfiguration of Women's Pool Change Rooms	Infrastructure Replacement	Ward 3		73,600				73,600	

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other	
	Building & Facilities Total By/Law & Compliance	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	City-Wide	39,300	2,871,410	238,000	257,085		29,613	3,396,108
		BY-2523-14	Vehicles Lease Buyout	New Equipment	City-Wide				75,100			114,400
		BY-9534-14	ANIMAL SHELTER CAGING RETROFIT	Legal/Regulatory	City-Wide				47,250		30,000	77,250
					City-Wide				51,500			51,500
	By/Law & Compliance Total Development Planning	DP-9528-14	City of Vaughan City-Wide Urban Design Study	Growth/Studies	City-Wide	39,300			173,850		30,000	243,150
		DP-9537-14	Islington Avenue Streetscape Tree Planting Partnership with KARA and KBIA	Ratepayer(s) Request	Ward 1	180,000			20,000			200,000
		DP-9538-14	VMC Urban Design Guidelines (Playbook) Based on Policies of Secondary Plan	Growth/Studies	Ward 4	135,000			30,000			30,000
									15,000			150,000
	Development Planning Total Development Transportation Engineering					315,000			65,000			380,000
		DT-7097-14	Pedestrian and Cycle Strategy	Growth/Studies	City-Wide	414,575						414,575
		DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	245,140						245,140
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250						77,250
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500						51,500
		DT-7112-14	Kirby Road Municipal Class EA	Growth/Studies	Ward 1	891,980						891,980
		DT-7131-14	Clark Avenue West Cycle Facility Design and Construction	Growth/Development	Ward 5			327,000				327,000
		DT-7135-14	Coldspring Road and Stevenson Avenue Construction	Additional Funding	Ward 1	206,000						206,000
	Development Transportation Engineering Total Economic & Business Development Engineering Services	DT-7136-14	McNaughton Road Construction	Additional Funding	Ward 4	236,900						236,900
						2,123,345		327,000				2,450,345
		EB-9535-14	Community Improvement Plan Study	Studies	City-Wide	103,000						103,000
						103,000						103,000
	Economic & Business Development Engineering Services	EN-1837-14	Walkway Lighting - Mountbatten Road	New Infrastructure	Ward 5						30,000	30,000
		EN-1851-14	Traffic Data Collection Inventory	Asset Management Technology	City-Wide				329,600			329,600
		EN-1864-14	Walkway Lighting - Aberdeen Avenue and Andrea Lane	New Infrastructure	Ward 3						30,000	30,000
		EN-1879-14	Storm Water Management Facility for Gallanough Park	New Infrastructure	Ward 5			1,000,000				1,000,000
		EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - King Vaughan Road	Infrastructure Replacement	Ward 1			150,000				150,000
		EN-1904-14	Culvert Replacement - Merino Road	Infrastructure Replacement	Ward 1		669,500					669,500
		EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3, Ward 4					51,500		51,500
		EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 5					51,500		51,500
		EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		37,080			40,170		77,250
		EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 3		166,860			39,140		206,000
		EN-1940-13	2014 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward1, Ward 2, Ward 3, Ward 4			3,729,000				3,729,000
		EN-1941-13	2014 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 5				2,987,000			2,987,000
		EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 2		1,370,230			2,337,770		3,708,000
		EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 5		2,227,880			824,010		3,051,890
		EN-1958-13	Corporate Asset Management	Priority Initiative	City-Wide			2,620,320				2,620,320
		EN-1965-14	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 1	New Infrastructure	Ward 1, Ward 2, Ward 3	927,000						927,000
		EN-1981-14	Sidewalk & Street Lighting on Bathurst Street - Teston Rd to Woodland Acres Cres	New Infrastructure	Ward 1					129,800		129,800
		EN-1983-14	Street Lighting on Teston Road - Hwy 400 to Jane Street	New Infrastructure	Ward 1	175,162						175,162

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source				Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other
		EN-1987-14	Retaining Wall Conditional Assessment on Royalpark Way	Infrastructure Replacement	Ward 2				128,750	128,750	
		EN-1988-14	Culvert Rehabilitation on Balwin Avenue - Additional Creek Rehabilitation	Infrastructure Replacement	Ward 4				56,650	56,650	
		EN-1990-14	Railway Crossing Safety Assessment - City Wide	Studies	City-Wide				192,610	192,610	
		EN-1993-14	Bridge Rehabilitation - Willis Road	Infrastructure Replacement	Ward 2				165,000	165,000	
		EN-1994-14	Bridge Rehabilitation - North Johnson District Park	Infrastructure Replacement	Ward 2				72,600	72,600	
		EN-1995-14	Storm Water Management Improvements for Franklin Avenue	Infrastructure Replacement	Ward 5				599,500	599,500	
		EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	New Infrastructure	Ward 3		430,000			430,000	
	Engineering Services Total					1,102,162	4,901,550	7,499,320	522,210	6,516,490	1,026,900
	Fire & Rescue Services	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100			45,100	
		FR-3567-14	Station #75 Equipment for Engine 75	Growth/Equipment	Ward 3	119,700				119,700	
		FR-3571-14	Command Vehicle	Equipment Replacement	City-Wide	60,000				60,000	558,939
		FR-3591-14	Replace 7979 Fire Prevention Vehicle	Equipment Replacement	City-Wide		40,500			40,500	
		FR-3594-14	Replace Platoon Chief Vehicle	Equipment Replacement	City-Wide		73,800			73,800	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000			30,000	
	Fire & Rescue Services Total					179,700	189,400			369,100	558,939
	Fleet	FL-5132-14	ENG SERVICES-Replace 1085 with 3/4 ton Cargo Van	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5136-14	B & F - Replace 1155 with 3/4 ton Cargo Van	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5150-14	PW-RDS-Replace 1151 with 2 ton dump truck	Equipment Replacement	City-Wide		67,000			67,000	
		FL-5152-14	PKS-Replace 1141 with 3/4 ton pickup	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5153-14	PKS-FORESTRY/HORT-Replace 387,965,1054,1173,1174,1175,1194,1195,1466 with water tank sprayers	Equipment Replacement	City-Wide		29,700			29,700	
		FL-5156-14	B&F-Replace 1241 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5160-14	ENG SERVICES-Replace 1088 with 1/2 ton crew cab 4x2 pickup	Equipment Replacement	City-Wide		30,900			30,900	
		FL-5170-14	Bylaw Enforcement - Replace 1161 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900			30,900	
		FL-5171-14	ENG SERVICES-Replace 1268 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800			27,800	
		FL-5212-14	PW-RDS-Replace 1523 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900			30,900	
		FL-5225-14	PKS-4 new sand and salt conveyor loaders	New Equipment	City-Wide				25,800	25,800	3,100
		FL-5226-14	PKS-Replace 1278 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5227-14	PKS-Replace 1281 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5228-14	PKS-Replace 1145 with 3/4 crew cab pickup	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5229-14	PKS-Replace 1140 with 3/4 crew cab pickup	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5230-14	PKS-Replace 1335 with 10ft outfront rotary mower	Equipment Replacement	City-Wide		46,350			46,350	
		FL-5245-14	PKS-FORESTRY-1 new 1/2 ton ext cab 4x2 pickup	Growth/Equipment	City-Wide	27,810			3,090	30,900	109,985
		FL-5246-14	PKS-FORESTRY- 1 new 3/4 ton heavy duty 4x4 pickup	New Equipment	City-Wide				49,500	49,500	75,935
		FL-5312-14	PKS-Replace 1059 with a 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800			27,800	
		FL-5332-14	PKS- Replace 1439 with a 3/4 ton ext cab 4x4 pickup w/plow	Equipment Replacement	City-Wide		43,300			43,300	
		FL-5334-14	PKS - Replace 1144 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5337-14	PKS-Replace 1279 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5338-14	PKS-Replace 1338 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5339-14	PKS-Replace 1438 with 3/4 ton ext cab 4x4 pickup w/plow	Equipment Replacement	City-Wide		43,300			43,300	
		FL-5340-14	PKS-Replace 1471 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5341-14	PKS-Replace 1472 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900			63,900	

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source				Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation		
		FL-5342-14	PKS-Replace 1478 with 10' winged rotary mower	Equipment Replacement	City-Wide		46,400			46,400	46,400
		FL-5343-14	PKS-Replace 1479 with 10' winged rotary mower	Equipment Replacement	City-Wide		46,400			46,400	46,400
		FL-5344-14	PKS-Replace 1560 with 10' winged rotary mower	Equipment Replacement	City-Wide		46,400			46,400	46,400
		FL-5346-14	PKS-Replace 1343, 1590, 1591, 1592 with zero turn mowers	Equipment Replacement	City-Wide		53,600			53,600	53,600
		FL-5412-14	PKS-Replace 1291, 1469, 1470 with sweeper attachments	Equipment Replacement	City-Wide		27,800			27,800	27,800
		FL-5418-14	PKS-FORESTRY-Additional Small Equipment	New Equipment	City-Wide	18,500			2,100	20,600	20,600
		FL-5438-14	PKS- 1 new 3/4 ton crew cab pickup	Growth/Equipment	City-Wide	32,500			3,600	36,100	36,100
		FL-5439-14	PKS-new 3/4 ton crew cab pickup	Growth/Equipment	City-Wide	32,500			3,600	36,100	4,300
		FL-5441-14	PKS-8 new snow blower attachments	Growth/Equipment	City-Wide	74,200			8,200	82,400	9,900
		FL-5442-14	PKS-1 new 16' outfront mower	Growth/Equipment	City-Wide	78,800			8,800	87,600	10,500
		FL-5443-14	PKS-1 new 16' outfront mower	Growth/Equipment	City-Wide	78,800			8,800	87,600	10,500
		FL-5444-14	PKS- 1 new landscape trailer	Growth/Equipment	City-Wide	18,500			2,100	20,600	2,500
		FL-5445-14	PKS- 1 new landscape trailer	Growth/Equipment	City-Wide	18,500			2,100	20,600	2,500
		FL-5446-14	PKS- 1 new landscape trailer	Growth/Equipment	City-Wide	18,500			2,100	20,600	2,500
		FL-5447-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600	25,800	3,100
		FL-5448-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600	25,800	3,100
		FL-5449-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600	25,800	3,100
		FL-5450-14	PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	Growth/Equipment	City-Wide	23,200			2,600	25,800	3,100
		FL-5451-14	PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500	84,500	10,100
		FL-5460-14	PKS-Additional Small Equipment	Growth/Equipment	City-Wide	18,500			2,100	20,600	20,600
		FL-5461-14	PW-RDS-1 new crash truck assembly	Growth/Equipment	City-Wide	27,800			3,100	30,900	3,700
		FL-5462-14	PW-RDS-1 new crash truck assembly	Growth/Equipment	City-Wide	27,800			3,100	30,900	3,700
		FL-5463-14	PW-RDS-1 new 2 ton 4x4 dump truck	Growth/Equipment	City-Wide	60,300			6,700	67,000	8,000
		FL-5464-14	PW-RDS-1 new 3/4 ton 4x4 ext cab pickup with plow/arrow board/salt spreader	Growth/Equipment	City-Wide	51,000			5,700	56,700	6,800
		FL-5465-14	PW-WASTEWATER-1 new utility vehicle special equipment	Growth/Equipment	City-Wide	27,800			3,100	30,900	3,700
		FL-5467-14	PW-WATER-Replace 1639 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5469-14	PW-WASTEWATER-Replace 1580 with 1 ton unicef van	Equipment Replacement	City-Wide		44,300			44,300	
		FL-5486-14	RECREATION-Replace 882 with showmobile trailer	Equipment Replacement	City-Wide		180,250			180,250	
		FL-5489-14	PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500	84,500	10,100
		Fleet Total				856,610	1,495,300		170,990	2,522,900	294,520
	Human Resources	HR-9533-14	Attendance Management Automation	New Infrastructure	City-Wide				61,800	61,800	90,000
		HR-9536-14	Procure Learning Management System (LMS)	New Infrastructure	City-Wide				51,500	51,500	90,000
	Human Resources Total								113,300	113,300	90,000
	Information Technology Management	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		350,000			350,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		351,400			351,400	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		349,300			349,300	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide			154,500		154,500	
	Information Technology Management Total						1,050,700		154,500	1,205,200	
	Libraries	LI-4503-14	Bathurst Clark Resource Library Renovations-Phase 2	Infrastructure Replacement	Ward 5		250,000			250,000	
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide				140,000	140,000	
		LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	Ward 1	219,890			24,430	244,320	
		LI-4511-14	Civic Centre Library-Communications & Hardware	Growth/Development	Ward 1	680,400			75,600	756,000	
		LI-4530-14	Civic Centre Resource Library	Growth/Equipment	Ward 1	1,134,000			126,000	1,260,000	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,495,900			1,495,900	
		LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Growth/Development	Ward 3	294,600			32,700	327,300	
		LI-4543-13	Vellore Village South BL 39 - Land	Growth/Development	Ward 3	350,100			38,900	389,000	
		LI-4547-13	Bathurst Clark Resource Library - Main Bathroom Renovations	Infrastructure Replacement	Ward 5		100,000			100,000	
	Libraries Total					2,678,990	1,845,900		437,630	4,962,520	
	Park & Forestry Operations	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148	611,030	
		PO-6717-14	Soccer Field Redevelopment at York Catholic District School Board Locations	Infrastructure Replacement	City-Wide		203,940			203,940	

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD		
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941		417,941	
		PO-6740-14	Irrigation Central Control System Additions-Variou Locations	New Equipment	City-Wide				129,000		129,000	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		373,983				373,983	
		PO-6749-14	No Smoking By-Law Signs	Health & Safety	City-Wide				54,075		54,075	
		PO-6750-14	Park and Walkway Fencing	New Infrastructure	Ward 2				39,655		39,655	
		PO-6753-14	CTS Mobile Handheld Program	Technology	City-Wide				30,900		30,900	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		237,930				237,930	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		864,735		1,233,719		2,098,454	
		PK-6265-14	Maple Reservoir Park - Senior Soccer Field Lighting	New Infrastructure	Ward 1				374,894		3,650	
		PK-6322-14	Rose Mandarin Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 3		72,965				72,965	
		PK-6334-14	Heatherton Parkette - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 5		133,849				133,849	
		PK-6336-14	HR Breta Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		151,498				151,498	
		PK-6356-14	Sonoma Heights Community Park - Ball Diamond Lighting	New Infrastructure	Ward 2				229,184		229,184	1,825
		PK-6359-14	Maxey Park - Parking Lot Expansion	New Infrastructure	Ward 2				90,867		90,867	
		PK-6361-14	Bindertwine Park - Soccer Backstop and Sideline Fence	Infrastructure Replacement	Ward 1		138,368				138,368	
		PK-6365-14	UV1-D4 - Block 40 District Park Development	Growth/Development	Ward 3	352,900			39,212		392,112	
		PK-6377-14	Mapes Park-Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 2		155,513				155,513	
		PK-6381-14	Al Palladini Community Centre - Landscape and Pedestrian Improvements	New Infrastructure	Ward 2			61,002			61,002	
		PK-6382-14	Torii Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		269,474				269,474	
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5			91,650			91,650	
		PK-6385-14	Agostino Park - Multi-Use Field Development	New Infrastructure	Ward 4				100,683		100,683	8,939
		PK-6386-14	Calvary Church Sports Fields - Soccer Field Redevelopment	New Infrastructure	Ward 1				241,046		241,046	8,692
		PK-6388-14	Pedestrian Bridge Repairs and Replacement	Health & Safety	City-Wide			247,250			247,250	
		PK-6391-14	Torii Park - Bocce Court Development	New Infrastructure	Ward 3				90,519		90,519	1,000
		PK-6396-14	Yorkhill District Park - Playground Redevelopment	Infrastructure Replacement	Ward 5		470,839				470,839	
		PK-6407-14	Crieff Parkette - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		86,232				86,232	
		PK-6410-14	Joey Panetta Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		224,463				224,463	
		PK-6411-14	Melville Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		194,732				194,732	
		PK-6415-14	61W-N1 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	1,046,502			116,277		1,162,779	20,792
		PK-6431-14	61E-N1 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	803,402			89,267		892,669	20,340
		PK-6434-14	Mario Plastina Park - Expansion of Existing Play Equipment	New Infrastructure	Ward 1				49,749		49,749	
		PK-6436-14	Velnar Downs Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		184,190				184,190	
		PK-6452-14	UV1-LP1 - Block 40 Greenway Design and Construction	Growth/Development	Ward 3	480,004			53,334		533,338	17,402
		PK-6463-14	Maple Community District Park - Accessible Swings	Infrastructure Replacement	Ward 1		34,219				34,219	
		PK-6473-14	Vaughan Sports Village - Bocce Court Resurfacing	Infrastructure Replacement	Ward 1		66,026				66,026	
		PK-6475-14	Maple Airport Open Space - Bridge Replacement	Health & Safety	Ward 1			97,852			97,852	
		PK-6479-14	Parks Redevelopment Strategy	Studies	City-Wide				108,150		108,150	
		PK-6480-14	Pinegrove Pedestrian Bridge Replacement	Health & Safety	Ward 2		183,242				183,242	
		PK-6481-14	Soccer Field Fence	New Infrastructure	Ward 1		71,379				71,379	
		PK-6482-14	Vaughan Grove Park - Bocce Court Development	New Infrastructure	Ward 2		116,897				116,897	2,000
		PK-6483-14	Vaughan Grove Park - Parking Expansion	New Infrastructure	Ward 2		204,267				204,267	
		PK-6487-14	Bob O Link Parkette - Walkway Lighting	New Infrastructure	Ward 5		96,305				96,305	
		PK-6488-14	King High Park - Pathway Lighting	New Infrastructure	Ward 5		114,433				114,433	600
		PK-6489-14	Oak Bank Pond - Boardwalk Reconstruction	Infrastructure Replacement	Ward 5		30,591				30,591	
		PK-6490-14	Maple Reservoir Field Conversion to 9V9	New Infrastructure	Ward 1				29,995		29,995	

2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other	
2014	Park Development Public Works	PK-6492-14	Bindertwine Park - Ball Diamond Backstop and Fence Improvements	New Infrastructure	Ward 1				162,277		162,277	3,000
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide	2,682,808	2,212,959	680,996	2,378,735		7,955,498	88,240
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide				309,000		309,000	
		PW-2052-14	Road Patrol Hardware & Software	Technology	City-Wide			1,600,000			1,600,000	
		PW-2054-14	Environmental Assessment for a new works yard - west portion of the City	Growth/Development	City-Wide				25,800		25,800	
		PW-2057-14	Dome Doors	Legal/Regulatory	Ward 2	162,225			18,025		180,250	
		PW-2061-14	Woodbridge Yard Humber River Rehabilitation	Legal/Regulatory	City-Wide				38,625		38,625	500
		PW-2062-14	Works Yard Improvements(JOC-Dufferin-Woodbridge Yards)	Infrastructure Replacement	Ward 2				195,700		195,700	
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide				25,750		25,750	
		PW-2066-14	Yard Weigh Scale	New Equipment	City-Wide		206,000				206,000	
		PW-2068-14	Weston/400 & Industrial Park (Dry) Pond	Established Program	City-Wide			225,000	128,750		128,750	
		PW-2069-14	Four Valley Pond, Storm Water Management Pond #68	Established Program	Ward 3						225,000	
		PW-2070-14	English Daisy Court (Dry) Pond, Storm Water Management Pond #114	Established Program	Ward 4			300,000			300,000	
		RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	Ward 4			75,000			75,000	
2014	Real Estate Recreation	Public Works Total				162,225	206,000	2,200,000	741,650		3,309,875	500
		RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		267,800				267,800	
		RE-9524-14	City Playhouse Technical Equipment Upgrade	New Equipment	City-Wide		267,800				267,800	
		RE-9525-14	REC User Fee & Pricing Model Update	Studies	Ward 5		22,151				22,151	
2014	Approved Projects	Recreation Total							56,650		56,650	
						10,243,140	147,251	10,945,316	6,355,819	6,516,490	1,627,263	1,085,141

2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source				Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation		
2015	Access Vaughan Building & Facilities	AV-9532-15	Access Vaughan Phase II - Step E	Technology	City-Wide				50,500		50,500
		BF-8353-15	Splash Pad Controls Automation	New Infrastructure	City-Wide				50,500		50,500
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	Ward 5		67,000		46,400		67,000
		BF-8378-15	Carville Community Centre	Growth/Development	Ward 4	3,287,700			436,232		3,723,932
		BF-8405-15	Garnet Williams - Renovate Pool Changerooms	Infrastructure Replacement	Ward 5		157,220				157,220
		BF-8407-15	Al Palladini Community Centre - East Side - Concrete Curb Replacements	Infrastructure Replacement	Ward 2		52,406				52,406
		BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement	Infrastructure Replacement	Ward 2		39,829				39,829
		BF-8410-15	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC	New Infrastructure	City-Wide				66,950		66,950
		BF-8425-15	Al Palladini Community Centre Painting East and West Arenas	Infrastructure Replacement	Ward 2		84,460				84,460
		BF-8428-15	JOC - Rooftop Replacements	Infrastructure Replacement	Ward 1		61,800				61,800
		BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 5		61,800				61,800
		BF-8430-15	Garnet A Williams Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 5		82,400				82,400
		BF-8431-15	Michael Cranny House - HVAC Upgrades	Infrastructure Replacement	Ward 1		25,750				25,750
		BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	Infrastructure Replacement	Ward 5		82,400				82,400
		BF-8436-13	Security Camera & Equipment Replacements	Equipment Replacement	City-Wide		87,550				87,550
		BF-8462-15	Father Ermanno Bulfon CC Outdoor Rink-Refrigeration Plant Equipment Replacement	Equipment Replacement	Ward 2		149,350				149,350
		BF-8463-15	Al Palladini CC Refrigeration Plant Equipment Replacement	Equipment Replacement	Ward 2		334,750				334,750
Building & Facilities Total					3,287,700	1,286,715		549,582		5,123,997	
2016	ByLaw & Compliance Development Planning	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	City-Wide	39,300			75,100		114,400
		DP-9526-15	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Growth/Studies	Ward 5	162,000			18,000		180,000
		DP-9529-13	Design Review Panel Administration	Growth/Development	City-Wide	20,394			206		20,600
		DP-9536-15	Building Pedestrian Level Wind Study Impact-Software	Growth/Studies	City-Wide	45,000			5,000		50,000
Development Planning Total					227,394			23,206		250,600	
2017	Development Transportation Engineering	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	305,910					305,910
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250					77,250
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500					51,500
		DT-7113-15	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	Growth/Studies	Ward 1	247,200					247,200
		DT-7114-15	Portage Parkway - Applewood to Jane/ Detailed Design	Growth/Development	Ward 4	428,480					428,480
		DT-7120-13	Black Creek Renewal	Growth/Development	Ward 4	5,123,979			2,040,000		7,163,979
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	Ward 4	856,903			2,284,250		3,141,153
		DT-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	Ward 1	1,887,797					1,887,797
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	Ward 1	384,270					384,270
		DT-7125-15	OPA 820 (Steeles West) East - West Collector Road	Growth/Development	Ward 4	600,000					600,000
		DT-7134-15	Huntington Road Construction - Langstaff Road to Rutherford Road	Growth/Development	Ward 2	2,429,000					2,429,000
Development Transportation Engineering Total					12,392,289			4,324,250		16,716,539	
2018	Engineering Services	EN-1852-15	Drawing Index Enhancements	Asset Management Technology	City-Wide				103,000		103,000
		EN-1886-15	Bridge Rehabilitation - Humber Bridge Trail	Infrastructure Replacement	Ward 1			800,000			800,000
		EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement	Ward 5			500,000			500,000
		EN-1907-15	Creation of CAD Standards	Studies	City-Wide				51,500		51,500

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD		
Fire & Rescue Services Total	Fleet	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000				30,000	
		FR-3614-15	Replace Chief 73 Vehicle 7987	Growth/Equipment	City-Wide		45,000				45,000	
						2,428,550	1,038,150		463,250		3,929,950	2,069,310
		FL-5157-15	BYLAW - Replace 1160 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900				30,900	
		FL-5158-15	BLDG STANDARDS-Replace 1332 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800				27,800	
		FL-5169-15	BYLAW-Replace 1207 with 1/2 ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900				30,900	
		FL-5201-15	BYLAW-Replace 1276 with transit van	Equipment Replacement	City-Wide		30,900				30,900	
		FL-5204-15	ENG DEV TRANSP- Replace 1365 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800				27,800	
		FL-5205-15	ENG DEV TRANSP-Replace 1270 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800				27,800	
		FL-5215-15	PKS-1 new 2 ton 4x4 crew cab dump truck	New Equipment	City-Wide				67,000		67,000	8,000
		FL-5221-15	PKS- 4 new sand sifters	New Equipment	City-Wide				72,100		72,100	8,700
		FL-5232-15	ENG SERVICES-Replace 1366 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800				27,800	
		FL-5249-15	PKS-FORESTRY-Replace 1346 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,100				30,100	
		FL-5298-15	BYLAW-1 new 1/2 ton ext cab 4x4 pickup	Growth/Equipment	City-Wide	27,800			3,100		30,900	77,769
		FL-5299-15	BYLAW-1 new 1/2 ton ext cab 4x4 pickup	Growth/Equipment	City-Wide	27,800			3,100		30,900	77,769
		FL-5301-15	B&F-Replace 1246 with 3/4 ton ext cab 4x4 pickup w/plow	Equipment Replacement	City-Wide		43,300				43,300	
		FL-5303-15	B&F-Replace 1320 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100				36,100	
		FL-5315-15	PKS-Replace 1374,1375 with a 16' rotary mower	Equipment Replacement	City-Wide		82,400				82,400	
		FL-5320-15	PKS- Replace 1146 with a 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100				36,100	
		FL-5323-15	PKS- Replace 1371 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100				36,100	
		FL-5335-15	PKS - Replace 1287 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100				36,100	
		FL-5352-15	PKS-Replace 1607 with 16' outfront mower	Equipment Replacement	City-Wide		82,400				82,400	
		FL-5354-15	PKS-Replace 1707,1708,1714 with zero turn mowers	Equipment Replacement	City-Wide		40,200				40,200	
		FL-5365-15	FLT-Replace 1138 with Hybrid sedan	Equipment Replacement	City-Wide		30,900				30,900	
		FL-5422-15	PW-RDS-Replace 1209 with tandem dump truck	Equipment Replacement	City-Wide		309,000				309,000	
		FL-5452-15	PKS-Buy-out sidewalk plow lease	New Equipment	City-Wide				43,300		43,300	
		FL-5453-15	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500		84,500	10,100
		FL-5454-15	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500		84,500	10,100
		FL-5487-15	BYLAW-Replace 1509 with sedan	Equipment Replacement	City-Wide	207,600	997,500		205,600		1,410,700	192,438
Information Technology Management	Fleet Total	IT-2502-14	Electronic Document Management System	Technology	City-Wide				655,000		655,000	369,274
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		350,000				350,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		390,900				390,900	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		388,800				388,800	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide				154,500		154,500	
Libraries	Information Technology Management Total	LI-4504-13	Library Technology Upgrade	Technology	City-Wide		1,129,700		809,500		1,939,200	369,274
		LI-4521-15	Carville BI 11 Land	Growth/Development	Ward 4	350,100			38,900		389,000	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,777,500				1,777,500	
		LI-4540-15	Vellore Village South BL39 - Resource Materials	Growth/Development	Ward 3	347,625			38,625		386,250	
		LI-4548-15	AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton Resource Library	Legal/Regulatory	Ward 2				120,000		120,000	
Park & Forestry Operations	Libraries Total	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide	697,725	1,777,500		337,525		2,812,750	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide		48,882		611,030		611,030	
		PO-6741-15	Maple Community Centre-Landscape & Traffic Safety Improvements	New Infrastructure	Ward 1				417,941		417,941	
		PO-6742-15	Park Benches-Variou Locations	Equipment Replacement	City-Wide		74,200		180,250		180,250	
		PO-6743-15	Park Picnic Table-Variou Locations	Equipment Replacement	City-Wide		74,200		74,200		74,200	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		418,000				418,000	

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD			Other
		PO-6747-15	Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	Infrastructure Replacement	Ward 2		56,650				56,650		
		PO-6753-14	CTS Mobile Handheld Program	Technology	City-Wide				157,220		157,220		
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		237,930				237,930		
	Park & Forestry Operations Total						909,862		1,317,559		2,227,421		
	Park Development	PK-6305-15	Maple Valley Plan - North Maple Regional Park Phase I (A) Construction	Growth/Development	Ward 1	6,488,994			720,999		7,209,993		
		PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement	Ward 5		362,848				362,848		
		PK-6365-14	UV1-D4 - Block 40 District Park Development	Growth/Development	Ward 3	3,208,185			356,466		3,564,651	55,800	
		PK-6370-15	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	Infrastructure Replacement	Ward 5		663,732				663,732		
		PK-6373-15	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	New Infrastructure	Ward 2		460,000				460,000		
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5		91,650				91,650		
		PK-6389-15	Glen Shields Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5		284,872				284,872		
		PK-6390-15	Dufferin Reservoir - Sports Fields	New Infrastructure	Ward 4				482,684		482,684		
		PK-6393-15	West Maple Creek Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		204,102				204,102		
		PK-6394-15	UV2-D2 - Block 11 District Park w/CC - Park Design & Construction	Growth/Development	Ward 4	133,583			14,843		148,426		
		PK-6399-15	UV1-S2 - Block 33 Urban Square Design and Construction	Growth/Development	Ward 3	267,792			29,754		297,546		
		PK-6400-15	UV1-S3 - Block 33 Urban Square Design and Construction	Growth/Development	Ward 3	267,792			29,754		297,546		
		PK-6403-15	MacMillan Farm - Design and Construction	Growth/Development	Ward 4	439,164			48,796		487,960		
		PK-6405-15	Don and Humber River System Trail Signage (2015)	New Infrastructure	Ward 1, Ward 2, Ward 4, Ward 5			108,905			108,905		
			PK-6421-15	Princeton Gate Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		158,404			158,404		
		PK-6438-15	Marco Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		224,463			224,463			
		PK-6455-15	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	Growth/Development	Ward 4	1,387,993			154,221	1,542,214			
		PK-6461-15	Marco Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3		138,872			138,872			
		PK-6464-15	Rosedale North Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		73,321			73,321			
		PK-6465-15	Dufferin District Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		72,965			72,965			
		PK-6466-15	Woodbridge Highlands Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 2		74,244			74,244			
		PK-6474-15	Keffer Marsh - Bridge Replacement	Infrastructure Replacement	Ward 4			89,726		89,726			
		PK-6478-15	Maple Airport - Playground Surfacing and Accessible Swings	Infrastructure Replacement	Ward 1		70,422			70,422			
		PK-6489-14	Oak Bank Pond - Boardwalk Reconstruction	Infrastructure Replacement	Ward 5		237,930			237,930			
	Park Development Total					12,193,503	2,566,175	750,281	1,837,517	17,347,476	55,800		
	Public Works	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000		309,000		
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,700,000			1,700,000		
		PW-2057-14	Dome Doors	Legal/Regulatory	City-Wide				38,625		38,625		
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	City-Wide			1,500,000			1,500,000		
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000			206,000			
	Public Works Total						206,000	3,200,000	347,625	3,753,625			
	Real Estate	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800			267,800			
	Real Estate Total						267,800			267,800			
	Recreation	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		125,100				125,100		
		RE-9519-15	Vaughan Art Gallery Site Study	Studies	City-Wide				51,500		51,500		
		RE-9521-15	Retrofit to Energy-Efficient Lighting at Gallery space at MCC	New Infrastructure	Ward 1				25,800		25,800		
		RE-9522-15	Public Display Units for City Hall and MCC	New Infrastructure	Ward 1				67,000		67,000		
	Recreation Total						125,100			144,300	269,400		
	2015 Recognized Projects												
						33,249,329	14,521,696	8,294,940	6,320,654	12,329,544	393,682	75,109,845	2,686,822

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source				Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation		
2016	Building & Facilities	BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	Infrastructure Replacement	Ward 3		37,900			37,900	
		BF-8297-16	JOC - Retrofit Fire Department Training Area Washrooms	Infrastructure Replacement	Ward 1		73,600			73,600	
		BF-8329-16	Al Palladini Community Centre Arena Benches Capping	Infrastructure Replacement	Ward 2		46,400			46,400	
		BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	Equipment Replacement	Ward 2		20,600			20,600	
		BF-8358-16	Promenade Park - Electrical Cabinet Replacement	Equipment Replacement	Ward 5		20,600			20,600	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	Ward 5		67,000			67,000	
		BF-8378-15	Carville Community Centre	Growth/Development	Ward 4	29,589,300			3,926,088	33,515,388	515,659
		BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	Infrastructure Replacement	Ward 1		90,846			90,846	
		BF-8404-16	Woodbridge Arena - Replace Arena Boards	Infrastructure Replacement	Ward 2		118,750			118,750	
		BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	Infrastructure Replacement	Ward 2		77,250			77,250	
		BF-8433-16	Al Palladini Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 2		82,400			82,400	
		BF-8434-16	Maple Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 1		82,400			82,400	
		BF-8435-16	Woodbridge Pool & Arena - Rooftop Replacements	Infrastructure Replacement	Ward 2		51,500			51,500	
							769,246		3,926,088	34,284,634	515,659
		DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	246,170				246,170	
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250				77,250	
2017	Development Transportation Engineering	DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500				51,500	
		DT-7120-13	Black Creek Renewal	Growth/Development	Ward 4	5,320,388			13,796,739	19,117,127	
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	Ward 4	856,903			2,284,250	3,141,153	
		DT-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	Ward 1	1,887,797				1,887,797	
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	Ward 1	1,105,103				1,105,103	
							9,545,111		16,080,989	25,626,100	
		EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - King Vaughan Road	Infrastructure Replacement	Ward 1			500,000		500,000	
		EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	Ward 3		3,024,613		1,296,263	4,320,876	
		EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 1, Ward 2, Ward 3			2,782,000		2,782,000	
		EN-1918-15	2016 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5				2,826,320	2,826,320	
		EN-1919-15	2016 Pavement Management Program - Phase 3	Infrastructure Replacement	Ward 1, Ward 2, Ward 4				2,243,340	2,243,340	
		EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 2		2,123,062		1,301,226	3,424,278	
		EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 4		2,625,992		875,331	3,501,323	
		EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure	Ward 4	148,320				148,320	
		EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure	Ward 1	82,400				82,400	
		EN-1951-16	Sidewalk Upgrade on Jane Street - north of Teston Road	Infrastructure Replacement	Ward 1				100,000	100,000	
2018	Development Transportation Engineering	EN-1952-16	Sidewalk Upgrade on Nashville Road - west of Klein's Circle	Infrastructure Replacement	Ward 1				135,000	135,000	
		EN-1973-15	Streetscape for Concord West by York Region - Highway 7 and Keele Street	Growth/Development	Ward 4	289,899				289,899	
		EN-1974-16	2017 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3				56,650	56,650	

2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD			Other
Engineering Services	Fire & Rescue Services	EN-1975-16	2017 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5				56,650			56,650	
		EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		258,200		195,000			453,200	
		EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 1		119,305		27,985			147,290	
		EN-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	New Infrastructure	Ward 2, Ward 3	56,650						56,650	
		EN-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	New Infrastructure	Ward 3	45,320						45,320	
		EN-1984-16	Street Lighting on Keele Street - Langstaff Road to Rutherford Road	New Infrastructure	Ward 1, Ward 4	84,975						84,975	
		EN-1986-16	Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/ 220 Basaltic Road	New Infrastructure	Ward 4		228,800					228,800	
		EN-1994-14	Bridge Rehabilitation - North Johnson District Park	Infrastructure Replacement	Ward 2	707,564	8,151,162	3,510,800	8,878,765	571,600	336,600	21,819,891	
		FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100					45,100	
		FR-3573-16	Command Vehicle	Growth/Development	City-Wide	60,000						60,000	593,685
		FR-3578-16	Fire Prevention Vehicle	Growth/Development	City-Wide	40,000						40,000	95,815
		FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	Growth/Development	Ward 1	4,062,794			850,206			4,913,000	
		FR-3586-16	Replace 7972 Pumper	Equipment Replacement	City-Wide		699,400					699,400	
		FR-3590-16	Replace 7988 Training Vehicle	Equipment Replacement	City-Wide		43,600					43,600	
	FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	Equipment Replacement	City-Wide		189,000					189,000		
	FR-3593-16	Replace HAZ MAT 7942	Equipment Replacement	City-Wide		545,000					545,000		
	FR-3608-16	Station 76 Equipment for Firefighter Purchase	Growth/Equipment	Ward 4	125,000						125,000	6,100	
	FR-3610-16	Replace Aerial 7968 - Smeal 32m	Equipment Replacement	Ward 5		800,000					800,000	6,100	
	FR-3611-16	Replace 7971 Pumper	Equipment Replacement	City-Wide		625,000					625,000	6,100	
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000					30,000		
	Fire & Rescue Services Total						4,287,794	2,977,100	850,206		8,115,100	707,800	
	Fleet	Fleet	FL-5202-16	BYLAW-Replace 1179 with tandem axle trailer & crane	Equipment Replacement	City-Wide		20,600				20,600	
			FL-5211-16	PW-RDS-Replace 1370 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900				30,900	
			FL-5242-16	PW-WATER-Replace 1554 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100				36,100	
			FL-5243-16	PW-WATER-Replace 1562 with 3/4 ton van	Equipment Replacement	City-Wide		36,100				36,100	
FL-5300-16			ENG DEV TRANSP-Replace 1364 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800				27,800		
FL-5331-16			PKS-DEV-Replace 1368 with 1/2 ton crew cab 4x4 w/short box pickup	Equipment Replacement	City-Wide		27,800				27,800		
FL-5353-16			PKS-Replace 1608 with 16' outfront mower	Equipment Replacement	City-Wide		82,400				82,400		
FL-5361-16			PKS-Replace 1555,1566 with 16' outfront mower	Equipment Replacement	City-Wide		82,400				82,400		
FL-5392-16			PKS-Replace 1444 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100				36,100		
FL-5421-16			PW-RDS-Replace 1344 with Regenerative street sweeper	Equipment Replacement	City-Wide		288,400				288,400		
FL-5468-16			PW-WATER-Replace 1563 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100				36,100		
FL-5478-16			PW-WASTEWATER-Replace 1731 with 3/4 ton 4x4 ext cab pickup with plow	Equipment Replacement	City-Wide		43,300				43,300		
FL-5488-16			BYLAW-Replace 1684 with smart car	Equipment Replacement	City-Wide		25,800				25,800		
FL-5489-16			BYLAW-Replace 1685 with smart car	Equipment Replacement	City-Wide		25,800				25,800		
Fleet Total						799,600				799,600			
Information Technology Management	Information Technology Management	IT-2502-14	Electronic Document Management System	Technology	City-Wide			360,000			360,000		
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		360,000				360,000		
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		391,400				391,400		
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		389,300				389,300		
Fleet Total								154,500		154,500			
Information Technology Libraries	Information Technology Management	IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide								
		Information Technology Management Total						1,140,700	514,500		1,655,200		
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide		140,000				140,000		
		LI-4516-16	Carville Block 11- Resource Material	Growth/Development	Ward 4	347,650					386,250		
Information Technology Libraries								35,300		353,600			

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2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD		
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,910,960				1,910,960	
		LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Growth/Development	Ward 3	2,649,717			351,583		3,001,300	560,701
		LI-4540-15	Vellore Village South BL39 - Resource Materials	Growth/Development	Ward 3	347,625			38,625		386,250	
		LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	Growth/Equipment	Ward 3	236,300			26,200		262,500	
		LI-4542-16	Vellore Village South BL39 - Communications and Hardware	Growth/Development	Ward 3	141,800			15,700		157,500	
	Libraries Total					4,041,392	1,910,960		646,008		6,598,360	560,701
	Park & Forestry Operations	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148		611,030	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941		417,941	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		140,400				140,400	
		PO-6753-14	CTS Mobile Handheld Program	Technology	City-Wide				157,220		157,220	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		216,300				216,300	
	Park & Forestry Operations Total						405,582		1,137,309		1,542,891	
	Park Development	PK-6323-16	Marita Payne Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		72,965				72,965	
		PK-6345-16	Conley South Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5		280,531				280,531	
		PK-6346-16	Maple Valley Plan - North Maple Regional Park Phase I(B)	Growth/Development	Ward 1	5,561,995			617,999		6,179,994	313,309
		PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	Infrastructure Replacement	City-Wide		136,514				136,514	
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5			91,650			91,650	
		PK-6406-16	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	Growth/Development	City-Wide			593,400			593,400	
		PK-6409-16	Glen Shields Park - Activity Centre Improvements	Infrastructure Replacement	Ward 5		243,415				243,415	
		PK-6418-16	Vaughan Mills Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 2		201,602				201,602	
		PK-6419-16	Almont Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 2		118,984				118,984	
		PK-6420-16	Fossil Hill Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3		122,643				122,643	
		PK-6437-16	Giovanni Caboto Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		224,463				224,463	
		PK-6441-16	York Hill District Park - Hardscape and Walkway Replacement	Infrastructure Replacement	Ward 5			406,002			406,002	
		PK-6467-16	Comdel Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 3		85,770				85,770	
	PK-6468-16	Joseph Aaron Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		95,601				95,601		
	Park Development Total					5,561,995	1,582,488	1,091,052	617,999		8,853,534	313,309
	Public Works	PW-1972-16	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Growth/Development	Ward 2	10,118,606				6,090,951	16,209,557	
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000		309,000	
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,800,000			1,800,000	
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	City-Wide			1,500,000			1,500,000	
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000				206,000	
	Public Works Total					10,118,606	206,000	3,300,000	309,000	6,090,951	20,024,557	
	Real Estate	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800				267,800	
	Recreation	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		125,100				125,100	
	Recreation Total						125,100				125,100	
	2016 Recognized Projects					63,851,762	18,335,738	7,901,852	8,001,110	31,050,705	571,600	129,712,767
												2,097,469

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Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other	
2017	Building & Facilities	BF-8387-17	City Hall Public Square/Underground Parking Structure/Outdoor Rink	New Infrastructure	Ward 1				20,970,800	20,970,800	20,970,800	
		DP-9525-17	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Growth/Studies	Ward 4	117,000			13,000	20,970,800	20,970,800	
	Building & Facilities Total					117,000			13,000		130,000	
											130,000	
	Development Planning	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	250,000					250,000	
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250					77,250	
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500					51,500	
		DT-7120-13	Black Creek Renewal	Growth/Development	Ward 4	5,320,388			13,796,739		19,117,127	
		DT-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	Ward 1	1,887,797					1,887,797	
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	Ward 1	1,105,103					1,105,103	
			Engineering Total			8,692,038			13,796,739		22,488,777	
	Development Transportation	EP-0071-17	Primary and Alternate Emergency Operations Centres	Equipment Replacement	City-Wide		68,200		128,910		197,110	63,390
							68,200		128,910		197,110	63,390
	Emergency Planning	EN-1867-17	Pedestrian Crossing Enhancement Program - Pavement Marking	Health & Safety	City-Wide				206,000		206,000	
		EN-1947-17	Pedestrian Connectivity Study	New Infrastructure	Ward 5				117,420		117,420	
		EN-1973-15	Streetscape for Concord West by York Region - Highway 7 and Keele Street	Growth/Development	Ward 4	2,559,429					2,559,429	
		EN-1974-16	2017 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3			2,818,200			2,818,200	
		EN-1975-16	2017 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5				4,305,400		4,305,400	
		EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		3,338,815		4,425,872		7,764,687	
		EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 1		1,344,566		315,392		1,659,958	
		EN-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	New Infrastructure	Ward 2, Ward 3	770,440					770,440	
		EN-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	New Infrastructure	Ward 3	362,560					362,560	
		EN-1984-16	Street Lighting on Keele Street - Langstaff Road to Rutherford Road	New Infrastructure	Ward 1, Ward 4	481,525					481,525	
		EN-1985-17	Sidewalk on Doney Crescent - Keele Street to Cui-de-sac	New Infrastructure	Ward 4				44,000		44,000	
		EN-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	New Infrastructure	Ward 4	198,275					198,275	
		EN-1996-17	Municipal Structure Inspection and Reporting in 2017	Legal/Regulatory	City-Wide		124,630				124,630	
	Engineering Services	FI-0073-17	New Property Tax System	Infrastructure Replacement	City-Wide	4,372,229	4,808,011	2,818,200	323,420	9,046,664	44,000	21,412,524
									154,500		154,500	236,286
	Finance	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100				45,100	
		FR-3587-17	Replace 7955 Aerial 55 FT	Equipment Replacement	City-Wide		703,000				703,000	
		FR-3589-17	Replace 7981 Training Van	Equipment Replacement	City-Wide		33,600				33,600	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000				30,000	
		FR-3615-17	Fire Prevention Vehicle Replacement	Growth/Equipment	City-Wide		45,000				45,000	6,100
		FR-3616-17	Fire Prevention Vehicle Replacement	Growth/Equipment	City-Wide		45,000				45,000	6,100
							901,700		133,900		133,900	16,100
	Fire & Rescue Services	FL-5278-17	PKS-1 new dual stream compactor truck	New Equipment	City-Wide						25,800	
		FL-5318-17	RECREATION-Replace 1148 with 7 seater mini van with stow-n-go seats	Equipment Replacement	City-Wide						66,950	
		FL-5319-17	PKS-Replace 1286 with a 2 ton crew cab 4x4 dump truck	Equipment Replacement	City-Wide						30,900	
		FL-5330-17	FLEET MGMT-Replace 1157 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide						30,900	
	Fleet											
	Fire & Rescue Services Total											
	Finance Total											
	Fire & Rescue Services											
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	Fire & Rescue Services											
	Finance Total											
	Fire & Rescue Services											
	Finance Total											

2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source				Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation		
		FL-5333-17	PKS-HORT- Replace 1352 with 1 ton reg. cab 4x4 dump truck	Equipment Replacement	City-Wide		27,800	28,900		56,700	
		FL-5348-17	PKS-Replace 1511 with narrow sidewalk tractor with plow/salt spreader	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5349-17	PKS-Replace 1512 with narrow sidewalk tractor with plow/salt spreader	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5350-17	PKS-Replace 1513 with narrow sidewalk tractor with plow/salt spreader	Equipment Replacement	City-Wide		63,900			63,900	
		FL-5426-17	PW-RDS-Replace 1373 with Regenerative street sweeper	Equipment Replacement	City-Wide		288,400			288,400	
		FL-5431-17	PW-RDS-Replace 1702 with service body sign truck with sliding platform	Equipment Replacement	City-Wide		92,700			92,700	
		FL-5436-17	B&F-Replace 1670 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100			36,100	
		FL-5440-17	PKS-4 new salt supply systems	Growth/Equipment	City-Wide	24,100			2,700	26,800	3,200
		FL-5465-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500	84,500	10,100
		FL-5466-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500	84,500	10,100
		FL-5467-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500	84,500	10,100
		FL-5468-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500	84,500	10,100
		FL-5466-17	PW-WATER--Replace 1665 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100			36,100	
		HR-9533-14	Attendance Management Automation	New Infrastructure	City-Wide	328,100	796,450		199,500	1,324,050	59,700
	Fleet Total								103,000	103,000	
	Human Resources										
	Information Technology										
	Management										
		IT-2502-14	Electronic Document Management System	Technology	City-Wide				300,000	300,000	
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		360,000			360,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		391,400			391,400	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		389,300			389,300	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide				154,500	154,500	
	Information Technology Management Total						1,140,700		454,500	1,595,200	
	Libraries										
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide				140,000	140,000	
		LI-4512-17	Maple Library Renovations	Infrastructure Replacement	Ward 1				770,000	770,000	
		LI-4516-16	Carville Block 11- Resource Material	Growth/Development	Ward 4	347,650			38,600	386,250	
		LI-4518-17	Carville BL11 - Furniture and Equipment	Growth/Equipment	Ward 4	236,250			26,250	262,500	
		LI-4522-16	Carville BL11 - Consulting Design/Construction	Growth/Development	Ward 4	2,809,958			372,842	3,182,800	614,262
		LI-4524-17	Carville Community Library - Communications and Hardware	Growth/Development	Ward 4	141,750			15,750	157,500	
		LI-4525-17	Vellore Village Community Library	Growth/Development	Ward 3	318,300			35,300	353,600	
		LI-4526-17	Vellore Village Community Library - Land	Growth/Development	Ward 3	350,100			38,900	389,000	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,949,170			1,949,170	
		LI-4546-13	Vellore Village Community Library - Resource Materials	Growth/Development	Ward 3	347,625			38,625	386,250	
	Libraries Total					4,551,633	1,949,170		1,476,267	7,977,070	614,262
	Park & Forestry Operations										
		PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148	611,030	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941	417,941	
		PO-6745-17	Nashville Cemetery-Road Extension	New Infrastructure	Ward 1				57,700	57,700	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		114,963			114,963	
		PO-6751-17	Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	New Infrastructure	Ward 2				91,927	91,927	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		216,300			216,300	
	Park & Forestry Operations Total						380,145		1,129,716	1,509,861	
	Park Development										
		PK-6112-17	LeParc Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 4		321,000			321,000	
		PK-6279-17	Reeves Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 1		76,258			76,258	
		PK-6287-17	UV2-D1 - Block 18 District Park Development	Growth/Development	Ward 4	619,852			68,873	688,725	
		PK-6308-17	UV1-N25 - Block 40 Neighbourhood Park Design & Construction	Growth/Development	Ward 3	1,080,925			120,103	1,201,028	
		PK-6309-17	UV1-N28 - Block 40 Neighbourhood Park Design and Construction	Growth/Development	Ward 3	563,318			62,591	625,909	

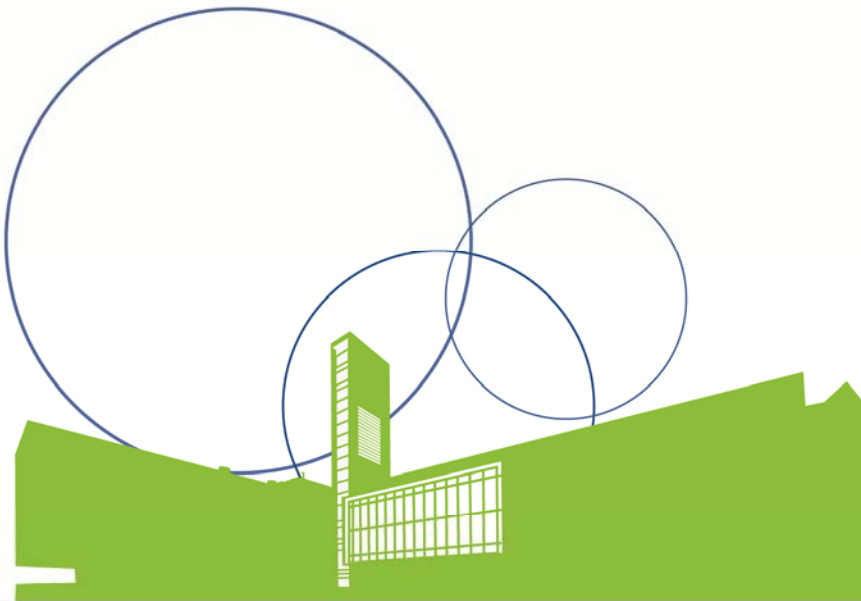
2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source				Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation		
		PK-6310-17	UV1-N29 - Block 47 Neighbourhood Park Design & Construction	Growth/Development	Ward 1	1,166,378			129,597	1,295,975	
		PK-6321-17	Alexandra Elisa Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 2		84,194			84,194	
		PK-6327-17	Belair Way Park - Bocce Court Redevelopment	Infrastructure Replacement	Ward 3		133,128			133,128	
		PK-6340-17	Frank Robson Park - Ball Diamond Irrigation System	New Infrastructure	Ward 1				86,469	86,469	3,500
		PK-6347-17	LP-N6 Block 12 Linear Park	Growth/Development	Ward 4	138,967			15,440	154,407	4,300
		PK-6348-17	LP-N9 Block 12 Linear Park	Growth/Development	Ward 4	160,450			17,828	178,278	5,000
		PK-6351-17	Jersey Creek Park - Playground Equipment (Swing)	Infrastructure Replacement	Ward 3		36,460			36,460	
		PK-6360-17	Vellore Village Community Centre - Soccer Field Redevelopment	Infrastructure Replacement	Ward 3		356,900			356,900	
		PK-6368-17	Bindertwine Park - Ball Diamond Fencing	New Infrastructure	Ward 1			32,000		32,000	
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5			91,650		91,650	
		PK-6394-15	UV2-D2 - Block 11 District Park w/CC - Park Design & Construction	Growth/Development	Ward 4	1,214,396			134,934	1,349,330	
		PK-6397-13	VMC23-2 - Vaughan Metropolitan Centre Black Creek Park Design and Construction	Growth/Development	Ward 4	558,016			62,002	620,018	
		PK-6398-17	VMC30-6 - Block 30 Urban Square Design and Construction	Growth/Development	Ward 4	500,942			55,660	556,602	
		PK-6401-17	61W-N2 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	468,847			52,094	520,941	
		PK-6402-17	61W-S7 - Block 61 Urban Square Design and Construction	Growth/Development	Ward 1	267,800			29,756	297,556	
		PK-6404-17	Glen Shields Park - Pathway Lighting	Infrastructure Replacement	Ward 5			269,675		269,675	
		PK-6408-17	Concord Thornhill Regional Park - Playground Rubber Surfacing Replacement	Infrastructure Replacement	Ward 5		151,438			151,438	
		PK-6412-17	911 Park Signage Program	Legal/Regulatory	City-Wide		98,717		98,717	197,434	
		PK-6414-17	UV1-S1 - Block 40 Urban Square Design and Construction	Growth/Development	Ward 3	513,868			57,096	570,964	
		PK-6422-17	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	New Infrastructure	City-Wide			368,000		368,000	
		PK-6423-17	Glen Shields Park - Shade Structure	New Infrastructure	Ward 5			79,954		79,954	
		PK-6424-17	61W-N3 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	575,127			63,903	639,030	
		PK-6425-17	61W-G8 - Block 61 Greenway Park Design and Construction	Growth/Development	Ward 1	671,639			74,626	746,265	
		PK-6426-17	CC11-P2 - Block 11 Caville Centre Parkette Design and Construction	Growth/Development	Ward 4	167,762			18,640	186,402	
		PK-6427-17	Hayhoe Mills Park - Design & Construction	Growth/Development	Ward 2	386,512			42,946	429,458	
		PK-6428-17	VMC29-1 - Block 29 Neighbourhood Park Design and Construction	Growth/Development	Ward 4	547,774			60,864	608,638	
		PK-6429-17	VMC29-10 - Block 29 Urban Square Design and Construction	Growth/Development	Ward 4	326,487			36,276	362,763	
		PK-6430-17	VMC30-7 - Block 30 Vaughan Metropolitan Centre Park Design and Construction	Growth/Development	Ward 4	1,050,469			116,719	1,167,188	
		PK-6432-17	61E-P4 - Block 61 Parkette Design and Construction	Growth/Development	Ward 1	136,760			15,196	151,956	
		PK-6433-17	Active Together Master Plan 5 year update	Growth/Studies	City-Wide	124,729			13,859	138,588	
		PK-6440-17	York Hill District Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		46,083			46,083	
		PK-6443-17	Maple Community Centre - Ball Diamond Irrigation	Infrastructure Replacement	Ward 1		97,881			97,881	
		PK-6445-17	KA-P4 Kipling Avenue Area Parkette	Growth/Development	Ward 2	118,480			13,164	131,644	
		PK-6446-17	KA-N1 - Kipling Avenue area Neighbourhood Park Design and Construction	Growth/Development	Ward 2	609,850			67,761	677,611	
		PK-6447-17	KA-P2 Kipling Avenue Area Parkette	Growth/Development	Ward 2	152,236			16,915	169,151	
		PK-6448-17	KA-P3 Kipling Avenue Area Parkette	Growth/Development	Ward 2	183,362			20,374	203,736	
		PK-6449-17	VMC29-13 - Block 29 Park Design and Construction	Growth/Development	Ward 4	1,665,752			185,084	1,850,836	
		PK-6450-17	YS1-N2 - Block 1 Neighbourhood Park Design and Construction	Growth/Development	Ward 5	766,577			85,175	851,752	
		PK-6451-17	YS1-P1 Block 1 Parkette Design and Construction	Growth/Development	Ward 5	161,552			17,950	179,502	

2014 - 2017 Capital Project Listing - By Year

Year	Department	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other	
		PK-6456-17	61W-N4 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	830,349			92,261			922,610
		PK-6457-17	UV1-N30 - Block 47 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	430,480			47,831			478,311
		PK-6458-17	Maple Valley Plan - North Maple Regional Park Phase 2 Construction	Growth/Development	Ward 1	5,093,402			565,934			5,659,336
		PK-6459-17	Maple Lions Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		129,286					129,286
		PK-6460-17	Robert Watson Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3		129,840					129,840
		PK-6462-17	Vellore Heritage Square - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3		100,837					100,837
		PK-6470-17	Winding Lane Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		42,370					42,370
		PK-6471-17	Worth Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		54,877					54,877
		PK-6472-17	Rosedale Park North - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5		245,292					245,292
		PK-6477-17	Wade Gate Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5		192,037					192,037
		Park Development Total					21,253,058	2,296,598	2,658,592	31,069,948	26,937,573	12,800
	Public Works	PW-1972-16	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Growth/Development	Ward 2	12,785,911						43,855,859
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000			309,000
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,900,000				1,900,000
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	City-Wide			1,500,000				1,500,000
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000					206,000
		Public Works Total					12,785,911	3,400,000	309,000	31,069,948	47,770,859	
	Real Estate	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800					267,800
	Real Estate Recreation	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		267,800					267,800
		Recreation Total					125,100					125,100
	2017 Recognized Projects					52,099,969	12,939,874	6,947,525	6,950,405	74,864,151	44,000	153,865,924
												998,638

Water & Wastewater Budgets and Consumption Rates



Water & Wastewater/Storm Budgets & Consumption Rates

The Water and Wastewater/Storm Budget is adopted by Council separate from the Operating and Capital Budgets and on April 29, 2014 Council adopted the 2014 Budget.

The primary source of revenue for water and wastewater/storm operations is consumption rates, totalling \$109.5 million for 2014. The consumption rate revenues net of operating costs and Region of York purchases are transferred to the respective water and wastewater reserves. The net earnings provide for the delivery of clean potable water, wastewater services and for the future renewal and replacement of the City's underground infrastructure.

Water sales will generate a net contribution of \$5.7 million to the water reserve and wastewater services will generate \$6.0 million to the wastewater reserve thereby providing the necessary funds to maintain a financially sustainable water and wastewater system for the future.

Annual Residential Impact

The average residential customer with a consumption of 300 cubic meters of water per annum will see a combined increase of \$75.27 (\$53.97 is the Region of York portion) or 8.85%. The combined monthly rate increase for water and wastewater is \$6.27. The 2014 budgets include an annual rate increase of 5.85% for water and an 11.50% increase for wastewater for a combined increase of 8.85%.

The consumption rate increase is the result of:

- Over 70% of the increase is related to the Regional increase of 7.5% for the cost of potable water and an increase of 12% for wastewater services. These increases are based on Regional water and wastewater reserve adequacy study.
- An increase in the reserve contributions for the future renewal of the water and wastewater infrastructure represents the second largest component of the rate increase.
- The impact of inflationary pressures as it relates to existing operational contracts and agreements.
- The net increases in maintenance, administration, additional staffing resources and other expenditures.

Following is a summary of the combined water and wastewater increase and the Region of York and City of Vaughan's relative share of that increase:

	INCREASE SUMMARY BY PERCENT & CENTS PER M³		
Region of York Cost of Water & Wastewater	6.35%	17.99	¢
City of Vaughan Operating Costs	1.10%	3.14	¢
City of Vaughan Infrastructure Contribution to Reserves	1.40%	3.96	¢
TOTAL 2014 INCREASE	8.85%	25.09	¢

Water & Wastewater/Storm Budgets & Consumption Rates

Rate Components

The largest cost component of the consumption rate is the purchase of potable water and wastewater services from the Region as shown below. Water purchases and wastewater purchased services in particular have gone up over the past number of years by 10% annually. Both increases are primarily due to the need to build reserves for future Regional infrastructure requirements.

The City, like the Region, needs to ensure that sufficient reserves will be available for future infrastructure replacement. A significant component of the consumption rates is “Contribution to Reserves.” These are the funds that are transferred to the reserves each year for the future water & wastewater infrastructure replacement.

The 2014 water and wastewater rate components per cubic meter are as follows:

	WATER	WASTEWATER	COMBINED	% SHARE
RATE COMPONENTS PER CUBIC METER				
Regional Purchased Services	\$0.8697	\$1.1099	\$1.9796	64%
Unmetered Water	0.1282	0	0.1282	4%
Maintenance	0.1203	0.1425	0.2628	9%
Other*	0.1336	0.0784	0.2120	7%
Lifecycle Contribution - Reserve	0.1557	0.3473	0.5030	16%
TOTAL PER CUBIC METER	\$1.4075	\$1.6781	\$3.0856	100%

* General Admin., Joint Serv., Financing, O/H

Service Fee Update

To update the Water and Wastewater/Storm service fees by-law by including a fee for bulk water sales. The water sold at the City's water filling stations will be priced at the current combined water and wastewater rate per cubic meter.

The Safe Drinking Water Act (SDWA) – Licencing Requirements

The Safe Drinking Water Act (SDWA) is comprehensive in its legislative requirements and was enacted to place all legislation and regulations relating to the treatment and distribution of drinking water into one Act. The SDWA expands on existing policy and practices and introduces new regulations to protect drinking water. It includes certification of drinking water system operators and analysts and puts in place certain financial reporting requirements and the need for municipalities to develop financially sustainable water treatment and distribution systems.

Water & Wastewater/Storm Budgets & Consumption Rates

Drinking Water Quality Management Standard (DWQMS)

The Sustainable Water and Sewage Systems Act (SWSSA) require that an approved financial plan must apply for a period of at least six years, and include details of the drinking water system's proposed or projected:

- Financial Position
- Financial Operations
- Gross Cash Receipts & Gross Cash Payments

The City's first financial plan was approved by Council on June 11, 2010 and submitted to the Ministry of the Environment on June 18, 2010, and the Ministry of Municipal Affairs and Housing on June 25, 2010. The second financial plan approved by Council on December 10th, 2013, along with the necessary license and permit renewal forms, was submitted to the Ministry of the Environment in January of 2014 with copies being forwarded to the Ministry of Municipal Affairs and Housing. This budget is relatively in line with the six year financial plan but adjusted for new information.

Storm Water Infrastructure Priority Projects

A well-maintained storm drainage system is integral to:

- Minimizing the risk of flooding on city streets and private properties;
- Enhancing water quality treatment initiatives;
- Supporting monitoring and maintenance practices;
- Meeting current and future regulatory requirements; and,
- Adapting to the demands of climate change.

Work completed to date on the City-Wide Drainage & Stormwater Management Study and Stormwater/Drainage Master Plan has led staff to identify several upcoming priority maintenance and capital projects within the City's stormwater management program. These projects range in size and scale from service level enhancements in the Thornhill area to storm pond cleaning across the City. Similarly, high intensity storm events of recent years in the various areas of the City have shown improvements in how the storm water system is managed and funded.

In keeping with the City's commitment to sound asset management principles, a new study will be initiated to evaluate and update maintenance and replacement cost projections for the City's existing and future stormwater infrastructure. Although there was some research conducted on this issue as part of the 2009 Water and Wastewater Rate Study, this earlier work needs to be updated to better quantify the potential future costs of proactive stormwater management.

A Stormwater Rate Feasibility Study will begin in 2014 which will provide a comprehensive life cycle costing analysis on existing and future infrastructure requirements. The rate study will also

Water & Wastewater/Storm Budgets & Consumption Rates

examine different types of rate structures that could be used to provide a sustainable and affordable funding model for the stormwater system.

Water Conservation

Water conservation is an important issue for the future growth and development of York Region. As part of the Ministry of the Environment's approval to York Region for the twinning of the South-East Collector Trunk Sewer, and the inter-basin water transfer, the Region, and all of its area municipalities, must implement a water conservation program, along with a sewage inflow/infiltration program. Combined, these two strategies must show a 10% reduction in peak flows to the treatment facility.

Recent work undertaken by York Region and the local municipalities has shown that the average household's consumption of water has been steadily decreasing over the past few years. This is no doubt in part due to more public awareness about water conservation, as well as changes in plumbing fixtures and home appliances. Low flush toilets, low flow shower heads, and high efficiency washing machines are just a few examples of where changes in design have allowed for significantly less water to be used per household.

Public Works has undertaken a number of initiatives to reduce unmetered water use. Although flushing of watermains is required to ensure water quality is maintained in areas with low consumption, the water sampling protocol in place allows for better identification of when this needs to occur.

The banding of hydrants in new development areas has reduced unauthorized water taking, and encourages water haulers to source water from one of the City's four water filling stations.

The anode protection program for iron watermains, initiated in 2005 and still underway today, continues to perform very well, yielding a 50% decrease in the number of water main breaks in the water distribution system.

Public Works completed the industrial/commercial/institutional (ICI) water meter calibration program in 2012, and a total of 2,951 ICI water meters were inspected/calibrated.

There are 524 water meters that cannot be re-calibrated and have been identified for replacement over the next five years. Accordingly, funds were included in the 2013 Water Budget and additional funds have been included in the 2014 Water Budget to complete this replacement process.

In 2013 Public Works staff also started to gather information from various water meter manufacturers in order to finalize the development of the technical specifications of the 524 meters and scope of work in order to issue a Request For Proposals to perform these large water meter replacements.

Water & Wastewater/Storm Budgets & Consumption Rates

Measures are also in place to capture water consumption data from developers who are required to implement a flushing program. Flushing programs ensure that water quality is maintained until sufficient users are in place to ensure a regular changeover of water takes place in watermains. This data is used to charge back the developers for the water they use in this process.

York Region's "Water For Tomorrow" Program

The Water for Tomorrow water conservation programs are designed to provide the tools residents and businesses need to conserve water in the home, in the garden and at work. In 2013 these tools included:

- Rebates for water efficient fixtures such as furnace humidifiers and clothes washers
- Free water audits and incentives for Industrial, Commercial and Institutional (ICI) sector, which include a facility assessment of water use and determining potential savings from equipment and/or process improvements. Rebates are provided based on water savings for businesses which implement these improvements
- Workshops for residents on water efficient landscape practices and techniques.

York Region's Long Term Water Conservation Strategy identifies a suite of program components that enhance the Region's commitment to innovative water conservation programming, water resource protection, energy conservation and greenhouse gas reduction. These components will be implemented over the period up to 2051. The City has recently committed to the strategy, and in the near future, additional programs will be put forward by staff for consideration as part of the budget process.

The Region's water conservation strategy can be viewed on the Region's web site at: www.york.ca. The City has committed to the Strategy, and is pursuing a leak detection program in partnership with the Region.

2014 Water Budget - Revenue & Expenditure Highlights

2014 Water Budget Factors

The consumption volume is conservatively estimated and is developed based on current consumption patterns, annual growth estimates as noted below and does not reflect any weather predictions. The budgeted 2014 water billing revenue includes a 1.0% growth factor for residential, 0.75% commercial growth factor and a 5.85% water rate increase.

Expenditures generally reflect changes in operational activity, cost of living increases, inflationary pressures and reflect increases based on existing contracts or agreements.

Water & Wastewater/Storm Budgets & Consumption Rates

Water Rate Plan 2015 to 2017 and Long Term Strategy

In the short term it is expected that the City's water rate will increase in the area of approximately 6% annually. This level of rate increase is necessary to provide for the wholesale cost of water, the on-going maintenance of the underground infrastructure, other costs and to provide sufficient funds for the future renewal of the water distribution system.

In the long term a City-wide water/wastewater servicing strategy that is in accordance with the Municipal Class Environmental Assessment process has recently been completed. This plan will establish the framework for the provision of a sustainable water/wastewater infrastructure throughout existing and proposed communities to the year 2031.

The City-wide water/wastewater servicing strategy in accordance with the Municipal Class Environmental Assessment process establishes the framework for the provision of sustainable water/wastewater infrastructure needs throughout existing and proposed communities. Programs to optimize efficiencies in existing and expanding systems are beyond this scope for 2015-2017 pending implementation and future funding requirements.

2014 Water Budget Highlights

Budgeted Water Revenues & Purchases:

The approved water consumption rate of \$1.4075 per cubic meter will generate funds to meet annual operational requirements, finance and administration costs, overhead costs and a contribution that will be placed in the water reserve for future infrastructure renewal.

The 2014 budgeted residential and commercial water billings totalling \$50.8 million include a 5.85% rate increase. This includes other revenues mainly from bulk water sales budgeted at \$336K up from the previous year due to increased flushing revenue.

Purchases of potable water from the Region are budgeted at \$36.1 million and this includes an estimate for unmetered water totalling \$4.7 million as outlined further below. These costs include a 7.5% rate increase from the Region which represents 78% of the total water rate increase. The resulting gross margin totals \$14.7 million or 29%.

Installation and service fees are expected to be lower by \$150k due to lower demand. Bank Interest revenue is expected to increase to \$140K due to a higher reserve balance.

Budgeted Unmetered (Non-Revenue) Water Consumption

The 2014 budget for unmetered water is at 13% maintaining the same level as in the past few years.

Water & Wastewater/Storm Budgets & Consumption Rates

The Non-Revenue Water can be broken down as:

- Apparent Losses – Customer meter degradation
- Real Losses – Leakage on mains, service connections
- Unbilled Consumption – Fire suppression, irrigation of sports fields

A number of initiatives are currently underway by staff to maintain and reduce (where possible) the overall yearly non-revenue consumption. The highest potential for improvement lies within the apparent and real loss components. As noted earlier, the large Industrial/Commercial / Institutional (ICI), meter calibration program has taken place, and funds have been allocated to replace those meters that could not be calibrated.

To further minimize NRW, the City, in partnership with York Region, will be undertaking a leak detection program. This program will help to further identify potential sources of water loss in the underground infrastructure. Staff also working with York Region and other local area municipalities to further identify and minimize sources of NRW through more detailed analysis of bulk metering and overall analysis of the system as a whole.

Unbilled consumption represents the smallest portion of non-revenue water and relates to items such as fire suppression, main flushing and maintenance, etc. Where possible wastewater/wastewater services are recovered internally for City purposes; such as recreation's swimming pools, City facilities, water features, etc.

The result of the above initiatives and strategies will assist in reducing the City's annual loss due to non-revenue water, which is challenging to justify and will take time to realize noticeable changes.

Budgeted Water Expenditures:

2014 budgeted expenditures total \$10.0 million, slightly lower from last year's budget. Expenditures cover maintenance and installation, administration, financing, overhead, joint service costs and other. The overall decrease in the 2014 budgeted costs of \$247K is primarily in maintenance due to efficiencies and lower planned activity totalling \$526K for some contractor services, offset by increased general administration at \$317K as a result of new complements which have been gapped, full year impact of prior year new hires and other costs such as professional fees and training.

Additional Resource Requests – Water

For 2014, the funds are included in the water budget for additional resource requests (ARR) and have been gapped. The additional staff complements in Public Works are required to meet growing demands, City initiatives and are fully funded by water consumption rates.

Water & Wastewater/Storm Budgets & Consumption Rates

- .50 FTE Water Asset Management Coordinator (Engineering Services/Public Works)

A full time Asset Management Coordinator for the Engineering and Public Works Commission is required to perform activities related to asset management of all water & wastewater assets (i.e. sanitary and storm sewers, water mains, pumping stations, etc.) supporting the recommendations outlined in the Corporate Asset Management Strategy. This position will be split between water and wastewater and will report to the Manager of Capital Planning and Infrastructure.

- .29 FTE Water Asset Management Manager (Corporate Shared)

A full time Manager of Corporate Asset Management is necessary for the successful implementation of the Corporate Asset Management Framework and Strategy. This position will lead the Asset Management Office which will consist of 4 Asset management Coordinators within the Community Services, Engineering and Public Works Commissions. A portion of this FTE was previously approved in the City's 2014 budget.

- .60 FTE Treasury Clerk E (Finance) (.40 FTE Approved in Operating Budget)

This position will assist in identifying potential billing discrepancies on a more timely basis specifically for residential customers and to mitigate back billing issues through quality control/quality audit process. This will also ensure that all revenue streams are maximized. This can be accomplished by verifying that new accounts are billed against meter installations and building standards records in a timely manner. In order to maximize recoveries this position will assist in the recordkeeping for developer billings process according to the subdivision agreements.

- 1.0 FTE Backflow Prevention Administrator (Public Works)

This position will facilitate with the development, implementation, monitoring and general administration of the Backflow Prevention Program and shall have an active role in the enforcement of the 'Backflow Prevention Bylaw'. The City delivers safe and clean drinking water (to the end user) through a network of watermain's and local distribution systems. Backflow Prevention Program is intended to take a proactive approach towards preventing the contamination of water to the City's water distribution system. This relates to the legislative requirement The Safe Drinking Water Act (SDWA).

Budgeted Water Lifecycle Contribution - Reserve

The 2014 budgeted transfer from water operations to the water reserve is \$5.7 million. These funds will further provide for future capital requirements of the water infrastructure. To put this in perspective the City's current value for water infrastructure assets totals \$341.7 million of which \$80.7 million is amortized theoretically used up. . It should be noted that these are historical dollars and therefore does not represent the future replacement cost of existing infrastructure.

Water & Wastewater/Storm Budgets & Consumption Rates

The forecasted Capital drawdown on the reserve in 2014 for water related infrastructure needs is expected to be \$4.2 million. Committed capital costs represent approved capital projects not yet begun or completed and total \$6.3 million.

The budgeted reserve balance at the end of 2014 is projected to be \$33.8 million after committed capital projects, approximately 10% of the asset value. These funds will support the future capital requirements of the water infrastructure help move to full cost recovery to ensure the City's drinking water systems are financially secure and sustainable as required under the new Municipal Drinking Water License Program.

2014 Wastewater Budget - Revenue & Expenditure Highlights

2014 Wastewater Budget Factors

The budgeted 2014 wastewater billing revenue includes a 1.0 residential, 0.75% commercial growth factor and an 11.50% wastewater rate increase. The volume of wastewater is not metered and therefore the wastewater consumption volume is based on water assumptions.

Expenditures generally reflect changes in regional requirements, operational activity, cost of living increases, inflationary pressures and reflect increases based on existing contracts or agreements.

Wastewater Plan 2015 - 2017

Over the next three years it is expected that the City's wastewater rate will increase in the range of approximately 11% to possibly less than 8% as a result of forecasted decreases in Regional wastewater rates. This level of rate increase is necessary to provide for the wholesale cost of wastewater, on-going maintenance of the underground infrastructure and to provide sufficient funds for the future renewal of the wastewater/storm infrastructure system.

In the long term a City-wide water/wastewater servicing strategy that is in accordance with the Municipal Class Environmental Assessment process has recently been completed. This plan will establish the framework for the provision of a sustainable water/wastewater infrastructure throughout existing and proposed communities to the year 2031.

The City-wide water/wastewater servicing strategy in accordance with the Municipal Class Environmental Assessment process establishes the framework for the provision of sustainable water/wastewater infrastructure needs throughout existing and proposed communities. Programs to optimize efficiencies in existing and expanding systems are beyond this scope for 2015-2017. Future cost requirements will be incorporated in the wastewater operating budget as they are rolled out in the future.

Water & Wastewater/Storm Budgets & Consumption Rates

2014 Wastewater Budget Highlights

Budgeted Wastewater Revenues and Costs:

The approved wastewater rate of \$1.6781 per cubic meter generate funds to meet annual operational requirements, finance and administration costs, overhead costs and a contribution that will be placed in the wastewater reserve for future infrastructure renewal.

The budgeted residential and commercial wastewater billings in 2014 include an 11.50% rate increase combined with new account activity and revenues are expected to reach \$58.7 million.

The cost for the wastewater disposal service from the Region is budgeted at \$45.2 million and these costs include a 12.0% rate increase from the Region which represents 69% of the total wastewater rate increase. The Region's treatment cost for wastewater is based on potable water purchased by the City. The resulting gross margin totals \$13.5 million or 23%.

Budgeted Other Wastewater Revenues

Installation and service fees declined \$16K due to demand. The 2014 local improvement revenue is budgeted at \$234 and is mostly offset by the cost of debentures. Bank interest revenue is expected to increase by \$169K due to a higher reserve balance.

Budgeted Wastewater Expenditures:

2014 budgeted expenditures total \$8.4 million up from last year's budget \$0.5 million covering maintenance, administration, storm sewer, financing, joint services, overhead and other. Budgeted maintenance at \$3.8 million is up by \$0.2 million primarily due to contractor increases for sewer camera inspections, flushing and main repairs offset by higher new development recoveries.

General administration is up \$192K primarily due to the full year impact of prior year staffing, new additional resource requests and other minor adjustments in discretionary costs for professional fees, training and permit fees.

Storm sewer maintenance is up by \$75K over last year's budget primarily due to higher contractor services in the area of pond management and drainage.

Additional Resource Requests – Wastewater

For 2014, additional funds are included in the wastewater budget for the additional resource requests (ARR) and have been gapped. The additional staff complements in Public Works (PW) are required to meet growing demands, City initiatives and are fully funded by water consumption rates.

Water & Wastewater/Storm Budgets & Consumption Rates

- 1.0 FTE Environmental Program Planner (Public Works – FTE Transfer)

This FTE is a transfer from PW with new duties realigned to reflect wastewater administrative activities. This position is primarily responsible for the gathering of all developer related contractor invoices, labour distribution etc. according to subdivision agreements pending assumption. This will support the invoicing process performed in Finance.

- 1.0 FTE Sewer Use Compliance & By-Law Coordinator (Public Works)

The Sewer Use Program/By-law is intended to protect sewer systems, streams, and lakes. The By-law establishes limits on the discharge of substances that may impact the safe operation of sewers, adversely affect public health, property or the environment. This position will be responsible for sampling and monitoring industrial and commercial discharges, investigates Sewer Use complaints, notify parties in violation of the By-law and ensures that all costs are recovered associated with system repairs.

- .29 FTE Water Asset Management Manager (Corporate)

A full time Manager of Corporate Asset Management is necessary for the successful implementation of the Corporate Asset Management Framework and Strategy. This position will lead the Asset Management Office which will consist of 4 Asset management Coordinators within the Community Services, Engineering and Public Works Commissions. A portion of this FTE was previously approved in the City's 2014 budget.

- .50 FTE Water Asset Management Coordinator (Engineering Services/Public Works)

A full time Asset Management Coordinator for the Engineering and Public Works Commission is required to perform activities related to asset management of all water & wastewater assets (i.e. sanitary and storm sewers, water mains, pumping stations, etc.) supporting the recommendations outlined in the Corporate Asset Management Strategy. This position will be split between water and wastewater and will report to the Manager of Capital Planning and Infrastructure.

Budgeted Wastewater/Storm Lifecycle Contribution - Reserve

The 2014 budgeted transfer from wastewater operations to the wastewater/storm reserve is \$6.0 million. These funds will provide for the future capital requirements of the wastewater/storm infrastructure. To put this in perspective the City's current value for wastewater/storm infrastructure assets total \$1.175 billion of which \$221 million is amortized, theoretically used up. It should be noted that these are historical dollars, and therefore does not represent the future replacement cost of existing infrastructure.

Water & Wastewater/Storm Budgets & Consumption Rates

The forecasted Capital drawdown on the reserve in 2014 for water related infrastructure needs is expected to be \$0.3 million. Committed capital costs represent approved capital projects not yet begun or completed and total \$2.7 million.

The budgeted reserve balance at the end of 2014 is projected to be \$41.0 million after committed capital projects, approximately 3.5% of the asset value and significantly below the amount amortized. These funds will support future capital requirements of the wastewater/storm infrastructure and move towards a wastewater/storm system that is financially secure and sustainable. Requirements in the immediate future are provided for, but future additional funding will be required to address larger projects anticipated in mid to longer term forecasts.

The Corporation of the City of Vaughan

2014 Draft Operating Budget

Water Reserve Fund

Description	2014 Draft Budget	% of Sales	2013 Annual Budget	% of Sales
Water Revenues				
Residential Billings	31,387,680		29,658,660	
Commercial Billings	19,079,840		18,753,720	
Other	335,540		293,430	
	\$50,803,060		\$48,705,810	
Water Purchases				
Metered Water Purchases	31,378,540		29,871,880	
Non-Revenue Water	4,700,000	13.0%	4,450,000	13.0%
	\$36,078,540		\$34,321,880	
GROSS MARGIN	\$14,724,520	29.0%	\$14,383,930	29.5%
Other Revenues				
Installation and Service Fees	576,250		726,000	
Interest	440,000		380,000	
	\$1,016,250	2.0%	\$1,106,000	2.3%
Expenses				
Maintenance and Installation Cost	5,007,935		5,530,365	
General Administration	2,057,865		1,745,155	
Joint Service Costs	759,855		776,490	
Debenture Payments	214,550		202,790	
Administration Overhead	1,651,120		1,756,860	
Insurance Allocation	300,915		227,410	
	\$9,992,240	19.7%	\$10,239,070	21.0%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,748,530	11.3%	\$5,250,860	10.8%

Statement of Continuity - Water Reserve

Description	2014 Draft Budget	2013 Annual Budget
Reserve Balance - Beginning - Actual	\$32,255,064	\$27,066,334
Reserve contribution from Water Operations	5,748,530	5,250,860
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(4,158,050)	(877,816)
- Committed		
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$33,845,544	\$31,439,378

The Corporation of the City of Vaughan

2014 Draft Operating Budget

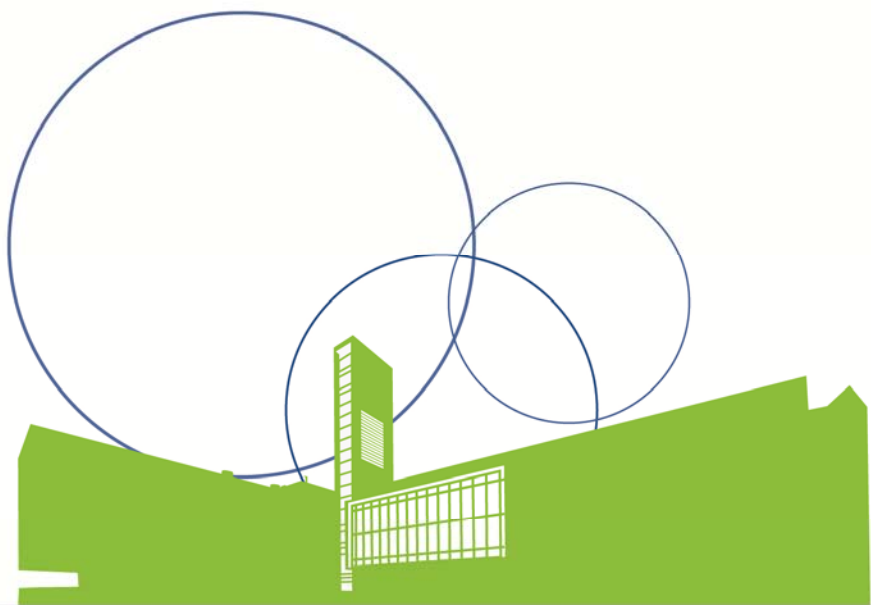
Wastewater Reserve Fund

Description	2014 Draft Budget	% of Sales	2013 Annual Budget	% of Sales
Wastewater Revenues				
Residential Billings	36,211,940		32,743,180	
Commercial Billings	22,502,440		21,746,480	
	\$58,714,380		\$54,489,660	
Wastewater Expenses				
Regional Treatment Charges	\$45,230,670		\$41,344,290	
GROSS MARGIN	\$13,483,710	23.0%	\$13,145,370	24.1%
Other Revenues				
Local Improvements	233,780		213,200	
Installation and Service Fees	164,000		180,000	
Interest	514,430		345,000	
	\$912,210	1.6%	\$738,200	1.4%
Expenses				
Maintenance and Installation Cost	3,773,935		3,611,240	
General Administration	664,910		473,120	
Storm Sewer Maintenance	1,772,615		1,697,825	
Joint Service Costs	506,570		517,665	
Debenture Payments	222,895		213,200	
Administration Overhead	1,100,745		1,171,240	
Insurance Allocation	325,985		246,365	
	\$8,367,655	14.3%	\$7,930,655	14.6%
LIFECYCLE CONTRIBUTION - RESERVE	\$6,028,265	10.3%	\$5,952,915	10.9%

Statement of Continuity - Wastewater Reserve

Description	2014 Draft Budget	2013 Annual Budget
Reserve Balance - Beginning - Actual	\$35,265,810	\$31,552,860
Reserve contribution from Wastewater Operations	6,028,265	5,952,915
Capital Fund Transfer - Year End Actual - Yearly Budget - Committed	(280,000)	(2,090,900)
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$41,014,075	\$35,414,875

City of Vaughan Tax Rate Table



C I T Y O F V A U G H A N

2014 TAX RATES

ASSESSMENT CATEGORY	TAX CODES	T A X R A T E S					
		Municipal GENERAL	Municipal HOSPITAL	Municipal TOTAL	Regional	Education	TOTAL
<u>Residential</u> Taxable Full Taxable: Shared Payment-In-Lieu	RT RH	0.00232153 0.00232153	0.00010263 0.00010263	0.00242416 0.00242416	0.00416733 0.00416733	0.00203000 0.00203000	0.00862149 0.00862149
<u>Multi Residential</u> Taxable Full	MT	0.00232153	0.00010263	0.00242416	0.00416733	0.00203000	0.00862149
<u>Commercial</u> Commercial Taxable Full Commercial: Taxable Shared Payment-In-Lieu Commercial: Taxable Excess Land Commercial New Construction: Taxable Full Commercial New Construction: Taxable Excess Land Office Building New Construction: Taxable Full Office Building New Construction: Taxable Excess Land Shopping Centre New Construction: Taxable Full Shopping Centre New Construction: Taxable Excess Land Commercial: Taxable Vacant Land Commercial: Taxable Farmland I Parking Lot: Taxable Full	CT,DT,ST CH CU,DU,SU XT XU YT YU ZT ZU CX C1 GT	0.00259361 0.00259361 0.00181553 0.00259361 0.00181553 0.00259361 0.00181553 0.00259361 0.00181553 0.00181553 0.00181553 0.00058038 0.00259361	0.00011467 0.00011467 0.00008026 0.00011467 0.00008026 0.00011467 0.00008026 0.00011467 0.00008026 0.00008026 0.00008026 0.00002566 0.00011467	0.00270828 0.00270828 0.00189579 0.00270828 0.00189579 0.00270828 0.00189579 0.00270828 0.00189579 0.00189579 0.00189579 0.00060604 0.00270828	0.00465575 0.00465575 0.00325902 0.00465575 0.00325902 0.00465575 0.00325902 0.00465575 0.00325902 0.00325902 0.00325902 0.00104183 0.00465575	0.01055636 0.01055636 0.00738945 0.01055636 0.00738945 0.01055636 0.00738945 0.01055636 0.00738945 0.00738945 0.00738945 0.00050750 0.01055636	0.01792039 0.01792039 0.01254426 0.01792039 0.01254426 0.01792039 0.01254426 0.01792039 0.01254426 0.01254426 0.01254426 0.00215537 0.01792039
<u>Industrial</u> Industrial: Taxable Full Industrial: Taxable Shared Payment-In-Lieu Industrial: Taxable Excess Land Industrial: Taxable Excess Land Shared Payment-In-Lieu Industrial: Taxable Vacant Land Industrial: Taxable Farmland I Industrial New Construction: Taxable Full Industrial New Construction: Taxable Excess Land Large Industrial New Construction: Taxable Full	IT,LT IH IU,LU IK IX I1 JT JU KT	0.00304677 0.00304677 0.00198040 0.00198040 0.00198040 0.00058038 0.00304677 0.00198040 0.00304677	0.00013470 0.00013470 0.00008756 0.00008756 0.00008756 0.00002566 0.00013470 0.00008756 0.00013470	0.00318147 0.00318147 0.00206796 0.00206796 0.00206796 0.00060604 0.00318147 0.00206796 0.00318147	0.00546921 0.00546921 0.00355499 0.00355499 0.00355499 0.00104183 0.00546921 0.00355499 0.00546921	0.01220000 0.01220000 0.00793000 0.00793000 0.00793000 0.00050750 0.01220000 0.00793000 0.01220000	0.02085068 0.02085068 0.01355295 0.01355295 0.01355295 0.00215537 0.02085068 0.01355295 0.02085068
<u>Pipeline</u> Taxable Full	PT	0.00213348	0.00009432	0.00222780	0.00382978	0.01483767	0.02089525
<u>Farm</u> Taxable Full	FT	0.00058038	0.00002566	0.00060604	0.00104183	0.00050750	0.00215537
<u>Managed Forest</u> Taxable Full	TT	0.00058038	0.00002566	0.00060604	0.00104183	0.00050750	0.00215537

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Members of Council



Back row (left to right): Regional Councillor Gino Rosati, Councillor Tony Carella (Ward 2), Councillor Rosanna DeFrancesca (Ward 3), Regional Councillor Deb Schulte, Councillor Alan Shefman (Ward 5),

Front Row: (left to right): Councillor Marilyn Iafrate (Ward 1), Mayor, The Honourable Maurizio Bevilacqua, Councillor Sandra Yeung Racco (Ward 4), Regional Councillor Michael Di Biase.

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010003 - Mayor Bevilacqua														
	Labour Costs													
		Staffing Costs (incl Benefits)	190,879	198,082	208,151	77.0%	10,069	5.1%	211,745	3,594	212,294	549	212,843	549
		Total Labour Costs	190,879	198,082	208,151		10,069	5.1%	211,745	3,594	212,294	549	212,843	549
	Other Expenses													
		Communications	1,909	3,500	3,500	1.3%	0	0.0%	3,500	0	3,500	0	3,500	0
		Community Advertising & Promotion	20	39,241	29,541	10.9%	(9,700)	(24.7)%	29,541	0	29,541	0	29,541	0
		General Mtce & Repairs	241	3,380	2,900	1.1%	(480)	(14.2)%	2,900	0	2,900	0	2,900	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Equipment & Furniture	1,975	3,000	3,000	1.1%	0	0.0%	3,000	0	3,000	0	3,000	0
		Office Supplies & Expenses	3,003	6,000	7,300	2.7%	1,300	21.7%	7,300	0	7,300	0	7,300	0
		Operating Leases	8,645	8,645	9,645	3.6%	1,000	11.6%	9,645	0	9,645	0	9,645	0
		Other	0	100	2,186	0.8%	2,086	2,086.0%	7,703	5,517	13,379	5,676	19,168	5,789
		Staff Development & Training	293	500	600	0.2%	100	20.0%	600	0	600	0	600	0
		Utilities & Fuel	2,995	2,800	3,500	1.3%	700	25.0%	3,500	0	3,500	0	3,500	0
		Total Other Expenses	19,081	67,166	62,172	23.0%	(4,994)	(7.4)%	67,689	5,517	73,365	5,676	79,154	5,789
Total 010003 - Mayor Bevilacqua			209,960	265,248	270,323	100.0%	5,075	1.9%	279,434	9,111	285,659	6,225	291,997	6,338

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010004 - Reg. Councillor Rosati														
	Labour Costs													
		Staffing Costs (incl Benefits)	111,619	152,203	153,196	84.0%	993	0.7%	155,615	2,419	155,962	347	156,309	347
		Total Labour Costs	111,619	152,203	153,196		993	0.7%	155,615	2,419	155,962	347	156,309	347
	Other Expenses													
		Communications	1,133	1,480	2,500	1.4%	1,020	68.9%	2,500	0	2,500	0	2,500	0
		Community Advertising & Promotion	40	11,500	13,500	7.4%	2,000	17.4%	13,500	0	13,500	0	13,500	0
		Meals & Travel	9,216	9,216	9,216	5.1%	0	0.0%	9,216	0	9,216	0	9,216	0
		Office Equipment & Furniture	440	1,000	0	0.0%	(1,000)	(100.0)%	0	0	0	0	0	0
		Office Supplies & Expenses	710	2,200	2,200	1.2%	0	0.0%	2,200	0	2,200	0	2,200	0
		Other	0	300	710	0.4%	410	136.7%	4,411	3,701	8,235	3,824	12,136	3,901
		Staff Development & Training	0	1,047	1,047	0.6%	0	0.0%	1,047	0	1,047	0	1,047	0
		Total Other Expenses	11,538	26,743	29,173	16.0%	2,430	9.1%	32,874	3,701	36,698	3,824	40,599	3,901
Total 010004 - Reg. Councillor Rosati			123,156	178,946	182,369	100.0%	3,423	1.9%	188,489	6,120	192,660	4,171	196,908	4,248

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010005 - Reg. Councillor Di Biase														
	Labour Costs													
		Staffing Costs (incl Benefits)	127,397	141,843	143,566	81.0%	1,723	1.2%	145,925	2,359	146,318	393	146,711	393
		Total Labour Costs	127,397	141,843	143,566		1,723	1.2%	145,925	2,359	146,318	393	146,711	393
	Other Expenses													
		Communications	3,156	3,600	4,000	2.3%	400	11.1%	4,000	0	4,000	0	4,000	0
		Community Advertising & Promotion	5,317	12,000	11,000	6.2%	(1,000)	(8.3)%	11,000	0	11,000	0	11,000	0
		Meals & Travel	9,216	9,416	9,216	5.2%	(200)	(2.1)%	9,216	0	9,216	0	9,216	0
		Office Equipment & Furniture	0	2,000	1,000	0.6%	(1,000)	(50.0)%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	523	4,450	6,450	3.6%	2,000	44.9%	6,450	0	6,450	0	6,450	0
		Other	0	182	1,583	0.9%	1,401	769.8%	5,289	3,706	9,113	3,824	13,014	3,901
		Staff Development & Training	25	500	500	0.3%	0	0.0%	500	0	500	0	500	0
		Total Other Expenses	18,236	32,148	33,749	19.0%	1,601	5.0%	37,455	3,706	41,279	3,824	45,180	3,901
Total 010005 - Reg. Councillor Di Biase			145,633	173,991	177,315	100.0%	3,324	1.9%	183,380	6,065	187,597	4,217	191,891	4,294

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010007 - Reg. Councillor Schulte														
	Labour Costs													
		Staffing Costs (incl Benefits)	105,141	127,692	126,179	71.6%	(1,513)	(1.2)%	128,480	2,301	128,850	370	129,220	370
		Total Labour Costs	105,141	127,692	126,179		(1,513)	(1.2)%	128,480	2,301	128,850	370	129,220	370
	Other Expenses													
		Communications	1,331	2,500	2,500	1.4%	0	0.0%	2,500	0	2,500	0	2,500	0
		Community Advertising & Promotion	58	12,620	29,500	16.7%	16,880	133.8%	29,500	0	29,500	0	29,500	0
		Meals & Travel	3,154	9,608	7,072	4.0%	(2,536)	(26.4)%	7,072	0	7,072	0	7,072	0
		Office Equipment & Furniture	15	5,000	2,469	1.4%	(2,531)	(50.6)%	2,469	0	2,469	0	2,469	0
		Office Supplies & Expenses	2,193	7,800	4,800	2.7%	(3,000)	(38.5)%	4,800	0	4,800	0	4,800	0
		Other	0	100	100	0.1%	0	0.0%	3,818	3,718	7,642	3,824	11,543	3,901
		Professional Fees	0	1,500	500	0.3%	(1,000)	(66.7)%	500	0	500	0	500	0
		Staff Development & Training	774	6,000	3,000	1.7%	(3,000)	(50.0)%	3,000	0	3,000	0	3,000	0
		Total Other Expenses	7,526	45,128	49,941	28.4%	4,813	10.7%	53,659	3,718	57,483	3,824	61,384	3,901
Total 010007 - Reg. Councillor Schulte			112,667	172,820	176,120	100.0%	3,300	1.9%	182,139	6,019	186,333	4,194	190,604	4,271

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010009 - Councillor lafrate														
	Labour Costs													
		Staffing Costs (incl Benefits)	114,489	119,202	121,544	83.4%	2,342	2.0%	123,898	2,354	124,298	400	124,698	400
		Total Labour Costs	114,489	119,202	121,544		2,342	2.0%	123,898	2,354	124,298	400	124,698	400
	Other Expenses													
		Communications	2,526	2,860	2,960	2.0%	100	3.5%	2,960	0	2,960	0	2,960	0
		Community Advertising & Promotion	7,563	9,300	9,300	6.4%	0	0.0%	9,300	0	9,300	0	9,300	0
		Meals & Travel	9,216	10,416	9,216	6.3%	(1,200)	(11.5)%	9,216	0	9,216	0	9,216	0
		Office Equipment & Furniture	444	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	1,824	3,220	2,517	1.7%	(703)	(21.8)%	2,517	0	2,517	0	2,517	0
		Other	14	0	0	0.0%	0	0.0%	3,045	3,045	6,230	3,185	9,532	3,302
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	2,813	5,352	200	0.1%	(5,152)	(96.3)%	200	0	200	0	200	0
		Total Other Expenses	24,398	31,148	24,193	16.6%	(6,955)	(22.3)%	27,238	3,045	30,423	3,185	33,725	3,302
Total 010009 - Councillor lafrate			138,888	150,350	145,737	100.0%	(4,613)	(3.1)%	151,136	5,399	154,721	3,585	158,423	3,702

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010010 - Councillor Carella														
	Labour Costs													
		Staffing Costs (incl Benefits)	106,008	107,903	109,773	79.8%	1,870	1.7%	112,055	2,282	112,424	369	112,793	369
		Total Labour Costs	106,008	107,903	109,773		1,870	1.7%	112,055	2,282	112,424	369	112,793	369
	Other Expenses													
		Communications	2,212	2,140	2,140	1.6%	0	0.0%	2,140	0	2,140	0	2,140	0
		Community Advertising & Promotion	9,721	13,250	13,350	9.7%	100	0.8%	13,350	0	13,350	0	13,350	0
		Meals & Travel	9,236	9,416	9,416	6.8%	0	0.0%	9,416	0	9,416	0	9,416	0
		Office Equipment & Furniture	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	2,629	2,000	1,900	1.4%	(100)	(5.0)%	1,900	0	1,900	0	1,900	0
		Other	42	201	757	0.6%	556	276.6%	2,469	1,712	4,209	1,740	5,967	1,758
		Staff Development & Training	137	300	300	0.2%	0	0.0%	300	0	300	0	300	0
		Total Other Expenses	23,978	27,307	27,863	20.2%	556	2.0%	29,575	1,712	31,315	1,740	33,073	1,758
Total 010010 - Councillor Carella			129,986	135,210	137,636	100.0%	2,426	1.8%	141,630	3,994	143,739	2,109	145,866	2,127

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010012 - Councillor Yeung Racco														
	Revenue													
		Ward Sponsorships	3,200	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	3,200	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	105,682	106,332	113,394	79.7%	7,062	6.6%	115,736	2,342	116,136	400	116,536	400
		Total Labour Costs	105,682	106,332	113,394		7,062	6.6%	115,736	2,342	116,136	400	116,536	400
	Other Expenses													
		Communications	2,189	3,550	3,550	2.5%	0	0.0%	3,550	0	3,550	0	3,550	0
		Community Advertising & Promotion	6,020	8,300	7,400	5.2%	(900)	(10.8)%	7,400	0	7,400	0	7,400	0
		Meals & Travel	11,591	12,916	13,116	9.2%	200	1.5%	13,116	0	13,116	0	13,116	0
		Office Equipment & Furniture	126	500	500	0.4%	0	0.0%	500	0	500	0	500	0
		Office Supplies & Expenses	1,721	2,750	2,750	1.9%	0	0.0%	2,750	0	2,750	0	2,750	0
		Other	295	339	277	0.2%	(62)	(18.3)%	2,372	2,095	4,527	2,155	6,728	2,201
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	910	950	1,250	0.9%	300	31.6%	1,250	0	1,250	0	1,250	0
		Staffing Costs (incl Benefits)	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	22,852	29,305	28,843	20.3%	(462)	(1.6)%	30,938	2,095	33,093	2,155	35,294	2,201
Total 010012 - Councillor Yeung Racco			125,334	135,637	142,237	100.0%	6,600	4.9%	146,674	4,437	149,229	2,555	151,830	2,601

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

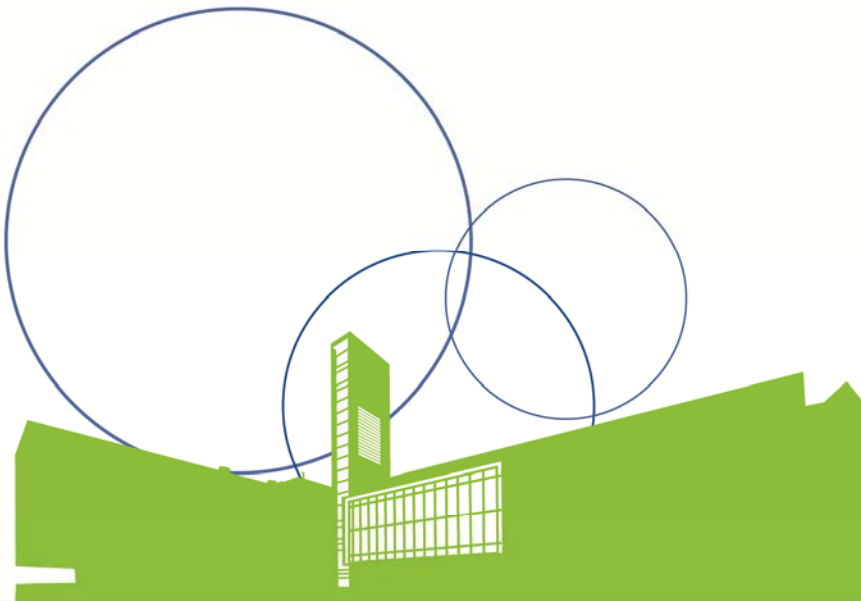
Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010013 - Councillor DeFrancesca														
	Labour Costs													
		Staffing Costs (incl Benefits)	108,828	110,581	121,583	82.2%	11,002	9.9%	123,929	2,346	124,329	400	124,729	400
		Total Labour Costs	108,828	110,581	121,583		11,002	9.9%	123,929	2,346	124,329	400	124,729	400
	Other Expenses													
		Communications	2,335	2,435	2,435	1.6%	0	0.0%	2,435	0	2,435	0	2,435	0
		Community Advertising & Promotion	10,770	11,498	11,750	7.9%	252	2.2%	11,750	0	11,750	0	11,750	0
		Meals & Travel	10,790	11,296	10,116	6.8%	(1,180)	(10.4)%	10,116	0	10,116	0	10,116	0
		Office Equipment & Furniture	126	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	166	1,250	1,000	0.7%	(250)	(20.0)%	1,000	0	1,000	0	1,000	0
		Other	22	0	100	0.1%	100	0.0%	2,565	2,465	5,101	2,536	7,698	2,597
		Staff Development & Training	786	870	900	0.6%	30	3.4%	900	0	900	0	900	0
		Total Other Expenses	24,996	27,349	26,301	17.8%	(1,048)	(3.8)%	28,766	2,465	31,302	2,536	33,899	2,597
Total 010013 - Councillor DeFrancesca			133,823	137,930	147,884	100.0%	9,954	7.2%	152,695	4,811	155,631	2,936	158,628	2,997

Revenue and Expenditure Summary

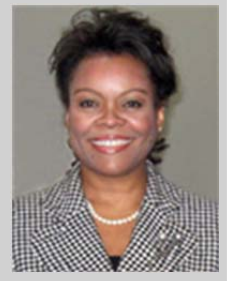
2014 Operating Budget & 2015-2017 Operating Plan

Business Unit	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
010011 - Councillor Shefman														
	Revenue													
		Ward Sponsorships	966	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	966	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	114,660	115,890	121,871	84.3%	5,981	5.2%	124,161	2,290	124,531	370	124,901	370
		Total Labour Costs	114,660	115,890	121,871		5,981	5.2%	124,161	2,290	124,531	370	124,901	370
	Other Expenses													
		Communications	2,797	3,200	3,300	2.3%	100	3.1%	3,300	0	3,300	0	3,300	0
		Community Advertising & Promotion	10,730	16,503	10,500	7.3%	(6,003)	(36.4)%	10,500	0	10,500	0	10,500	0
		Meals & Travel	1,880	4,300	4,200	2.9%	(100)	(2.3)%	4,200	0	4,200	0	4,200	0
		Office Equipment & Furniture	327	1,000	1,000	0.7%	0	0.0%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	1,809	2,000	1,500	1.0%	(500)	(25.0)%	1,500	0	1,500	0	1,500	0
		Other	0	500	288	0.2%	(212)	(42.4)%	1,910	1,622	3,536	1,626	5,146	1,610
		Staff Development & Training	786	1,950	1,950	1.3%	0	0.0%	1,950	0	1,950	0	1,950	0
		Total Other Expenses	18,329	29,453	22,738	15.7%	(6,715)	(22.8)%	24,360	1,622	25,986	1,626	27,596	1,610
Total 010011 - Councillor Shefman			132,023	145,343	144,609	100.0%	(734)	(0.5)%	148,521	3,912	150,517	1,996	152,497	1,980

Integrity Commissioner



Integrity Commissioner



Suzanne Craig

Commissioner's Message:

The City of Vaughan's Code of Ethical Conduct continues to be viewed as a benchmark document in Ontario, as has been demonstrated by the fact that the Office of the Integrity Commissioner for City of Vaughan has been consulted by numerous jurisdictions to provide expert commentary on the development or enhancement of their Codes of Conduct, as well as, on the development of best practices in creating a culture of ethics and accountability at the municipal level in Ontario.

The mandate of the Integrity Commissioner is to ensure that the Code of Conduct and ethics governing elected officials is objectively applied, working in collaboration with City Council and the City's administration.

This may entail:

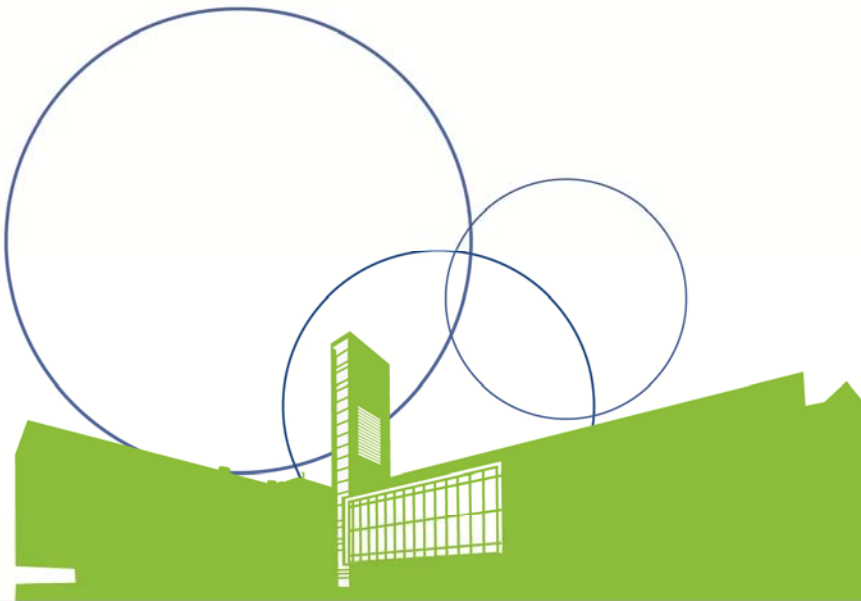
- Conducting inquiries into requests made by a member of the public, Council, or a Member of Council, into whether a Member of Council has contravened any applicable Code of Conduct.
- Determining whether a Member of Council has in fact contravened Council's Code of Conduct and report any violation with any recommendation for sanction, in accordance with the Municipal Act and any prevailing City protocols or policies, to a public meeting of Council and to the general public through the City's website.
- Providing written and oral advice to individual Members of Council about their own situation under the Code of Conduct and other policies and protocols governing the ethical behaviour of Council.
- Providing Council with specific and general opinions and advice on the City's policies and protocols regulating the conduct of Members of Council and issues of compliance with those policies and protocols.
- Publishing an annual report on the work of the Office of the Integrity Commissioner, including examples in general terms of advice rendered and complaints received and disposed of.
- Providing general advice to Members of Council and working with City of Vaughan staff on issues of ethics and integrity including codes of conduct, policies, protocols and office procedures, and emphasizing the importance of ethics for public confidence in municipal government.

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Integrity Commissioner														
	Labour Costs													
		Staffing Costs (incl Benefits)	113,019	150,000	150,200	75.1%	200	0.1%	150,266	66	150,400	134	150,533	133
		Total Labour Costs	113,019	150,000	150,200		200	0.1%	150,266	66	150,400	134	150,533	133
	Other Expenses													
		Communications	771	2,250	2,250	1.1%	0	0.0%	2,250	0	2,250	0	2,250	0
		Meals & Travel	0	360	360	0.2%	0	0.0%	360	0	360	0	360	0
		Office Supplies & Expenses	2,853	7,800	7,660	3.8%	(140)	(1.8)%	7,594	(66)	7,460	(134)	7,327	(133)
		Operating Leases	20,588	20,600	20,600	10.3%	0	0.0%	20,600	0	20,600	0	20,600	0
		Other	0	180	180	0.1%	0	0.0%	180	0	180	0	180	0
		Professional Fees	0	14,000	14,000	7.0%	0	0.0%	14,000	0	14,000	0	14,000	0
		Staff Development & Training	0	4,750	4,750	2.4%	0	0.0%	4,750	0	4,750	0	4,750	0
		Total Other Expenses	24,212	49,940	49,800	24.9%	(140)	(0.3)%	49,734	(66)	49,600	(134)	49,467	(133)
Total Integrity Commissioner			137,231	199,940	200,000	100.0%	60	0.0%	200,000	0	200,000	0	200,000	0

Internal Audit



Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Internal Audit Department provides independent, objective assurance and consulting activity designed to add value and improve the City's operations. The Department helps the City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The department's core responsibilities are to conduct operational and compliance audits and provide advisory services where requested.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide assurance that key risks are effectively mitigated and key controls function as intended.
2. Provide education and advice to City departments to help them develop risk mitigation strategies and establish and maintain good governance, accountability and control.
3. Support the City's objective to maintain transparency and openness.

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Ensure a High Performing Organization
 - Staff provide education and advice to City departments to help them develop risk mitigation strategies and establish and maintain good governance, accountability and control
2. Demonstrate Excellence in Service Delivery
 - The Department provides high quality independent and objective assurance and consulting services to City departments and conducts operational and compliance audits, adding value and improving the City's operations
3. Ensure Financial Sustainability
 - The Department provides assurance that key risks are effectively mitigated and key controls function as intended, protecting the financial sustainability of the organization.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	2	2	1		-	1
Part Time	0	0	-	-	-	-
Overtime	-	-	-	-	-	-

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

Internal Audit at Vaughan is evolving with the objective of being more service focused. This is an emerging strength and one that is starting to have some return on investment. Other strengths include using a risk based audit planning model to determine assignments and areas of priority focus.

The organization is beginning to realize the value Internal Audit is contributing through its advisory focus and risk management training.

The most significant constraint/risk is continuity of service. Current funding does not allow for service expansion. The business plan beyond 2015 is in jeopardy unless resources are in place to deal with City growth and emerging risks. There is still a need to build risk management skill capability in the department. Although this is gradually emerging, the resources required to develop those skills still remains a significant challenge.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

The most significant challenge for the Internal Audit Department will be to properly assess the control and risk management environment with limited resources. Vaughan as a rapidly growing and evolving community will have to make critical decisions balancing effective control and risk management with longer term financial sustainability. Internal Audit provides value when it can advise management on the appropriate level of control and provide assurance to the governing body that controls are working effectively. The pressures associated with auditing the City have become complex and sophisticated due to rapid growth, internal/external changes and technology.

Internal Audit can help play a proactive role by working with management to assess that the right controls are in place to manage the right risks. The challenge is being able to determine the risk criteria or risk framework is well defined or known so the appropriate balance of control versus risk can be applied. While being a significant challenge to both the organization and Internal Audit, it also provides the best opportunity to better manage the organization going forward.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

Internal audit has a small budget (\$400K) with approximately 85% of that budget in salaries and benefits. There is no funding for contract services and limited funding for suitable automated tools. Traditionally, internal audit is not a funding priority unless it can demonstrate value to the organization. That value is hard to quantify and is best realized in being able to address issues before they become problems.

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Provide high quality internal audit services through a combination of assurance and advisory services	Establish a Corporate Risk Profile and Gap Analysis	Q4	One additional staff is being proposed for 2014
	Support the Development of an Integrated Risk Management Strategy	Q1/Q2	
Promote and Uphold Professional Standards	Establish an ongoing internal quality assessment program.	Q3	
Support a Culture of Continuous Learning	Develop Internal Audit Competency Framework	Q2	
	Establish an Internal Audit Staff Development Program	Q4	
2015 Initiatives			
Provide high quality internal audit services through a combination of assurance and advisory services	Maintain and update the Corporate Risk Profile and Gap Analysis	Q4	
	Evaluate the effectiveness of the Integrated Risk Management Strategy	Q3	
Promote and Uphold Professional Standards	Establish a formalized quality and assurance and improvement program to integrate monitoring and continuous improvement into the audit process.	Q2	
Support a Culture of Continuous Learning	Enhance and update the Internal Audit Competency Framework	Q1	
	Enhance and update the Internal Audit Staff Development Program	Q1	

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Action Plan Implementation Percentage					75%
EFFECTIVENESS: How well do we do it?					
Completion of Audit Plan (Percentage of adjusted Audit Plan)					90%
SERVICE QUALITY: Is anyone better off?					
Client Survey Results Percentage Satisfied					75%

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

Internal Audit has begun tracking Client Survey Results. The first survey was done in 2012 and the second, to be done in October 2013 will be used to track improvement. This is the main service quality measure as it provides insight as to the value of the envisioned internal audit service model.

Internal Audit will begin collecting data for the other measures in 2013. This will include tracking completion to an adjusted audit plan (recognizing plan changes approved by Council), and tracking percentage action plan implementation.

Corporate Risk Profile data collection will begin in 2014, once integrated risks are better known, trending baseline data will be developed.

**Department Head
Sign-off**

Date (mm/dd/yy)

City Manager

Date (mm/dd/yy)

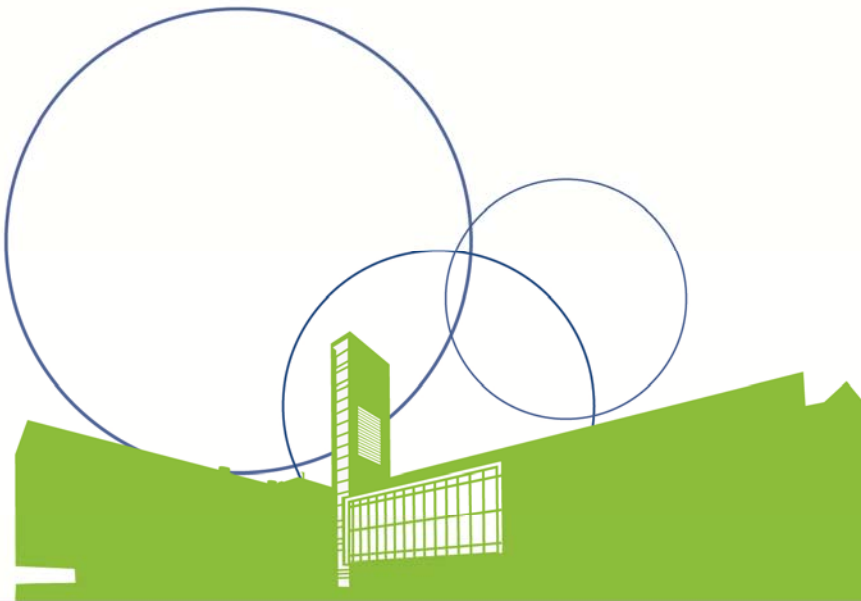
Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Internal Audit														
	Labour Costs													
		Staffing Costs (incl Benefits)	312,823	358,967	434,258	101.1%	75,291	21.0%	454,640	20,382	467,638	12,998	479,002	11,364
		Total Labour Costs	312,823	358,967	434,258	101.1%	75,291	21.0%	454,640	20,382	467,638	12,998	479,002	11,364
	Other Expenses													
		Communications	1,450	3,500	2,000	0.5%	(1,500)	(42.9)%	2,000	0	2,000	0	1,850	(150)
		Joint Services & Department	192	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	412	2,000	1,200	0.3%	(800)	(40.0)%	1,200	0	1,200	0	1,200	0
		Office Equipment & Furniture	7,685	6,135	8,435	2.0%	2,300	37.5%	2,535	(5,900)	3,035	500	2,685	(350)
		Office Supplies & Expenses	2,270	4,250	3,450	0.8%	(800)	(18.8)%	3,450	0	3,400	(50)	3,300	(100)
		Other	276	2,250	750	0.2%	(1,500)	(66.7)%	750	0	600	(150)	600	0
		Professional Fees	1,351	2,000	9,000	2.1%	7,000	350.0%	8,500	(500)	8,400	(100)	9,000	600
		Reserve Transfers	(37,254)	(100,000)	(50,000)	-11.6%	50,000	(50.0)%	0	50,000	0	0	0	0
		Staff Development & Training	4,446	14,550	20,550	4.8%	6,000	41.2%	21,150	600	20,950	(200)	20,950	0
		Total Other Expenses	(19,172)	(65,315)	(4,615)	-1.1%	60,700	(92.9)%	39,585	44,200	39,585	0	39,585	0
Total Internal Audit			293,652	293,652	429,643	100.0%	135,991	46.3%	494,225	64,582	507,223	12,998	518,587	11,364

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Internal Audit															
Internal Audit Coordinator	FT	1.00	106,974	(31,698)	75,276			1.00	75,276		(986)		5,054		5,307

Office of the City Manager



Office of the City Manager



Barbara Cribbett
Interim City Manager

Message from the City Manager

Every day our dedicated employees demonstrate the City of Vaughan's commitment to service, organizational and staff excellence. I am incredibly proud of the successes we have achieved this year, including our fitness and health programs receiving the Heart Wise designation, Vaughan Celebrates Concerts in the Park and Vaughan Celebrates WinterFest being recognized as two of the top 100 festivals and events in Ontario, our business mission to Israel earning an award of excellence from the Economic Development Council of Ontario, and our Corporate Communications department winning three 2014 APEX Awards of Excellence for achieving communications excellence. These are just a few examples of the accomplishments that continue to make Vaughan a world-class city.

This is an exciting time in Vaughan as there are a number of key initiatives underway, including the development of the Vaughan Metropolitan Centre, construction of the Civic Centre Resource Library, ground breaking of the Mackenzie Vaughan Hospital and continued progress on the Toronto-York Spadina Subway Extension. These achievements could not have been possible without strong financial leadership and discipline which ensure our residents receive value for their tax dollars. All of this, as well as the organizational accomplishments we're making every day, helps us to improve efficiency, maintain transparency and be financially responsible.

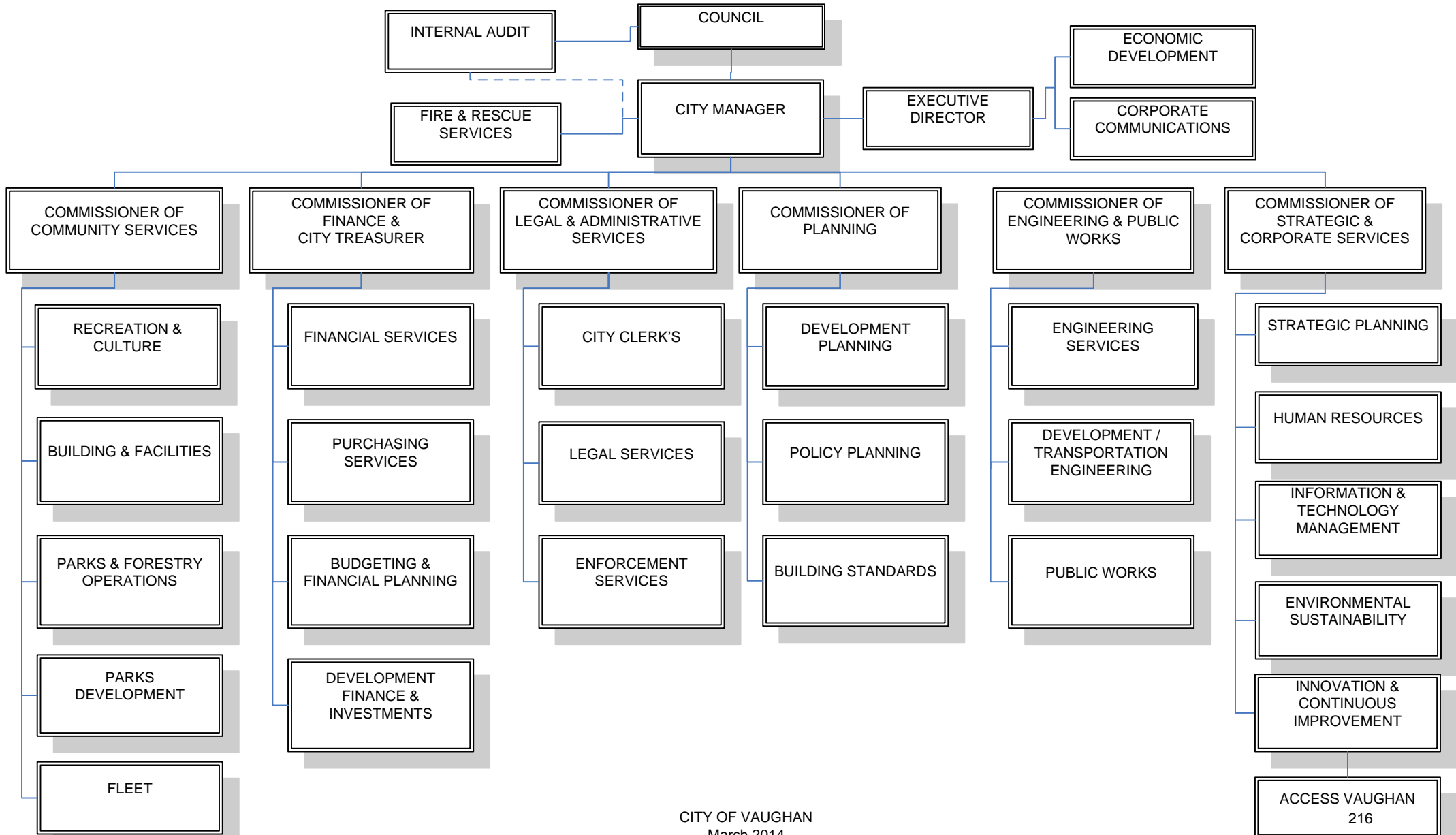
I am pleased to share the 2014 Budget Book with our residents and businesses. It provides an overview of the City's operating budget, hospital tax levy, water and wastewater services budgets, and capital budget. It also includes information on the City's strategic plan, financial policies, departmental business plans and our community's growth. I look forward to what happens next as we work together to create a great future for Vaughan.

Barbara Cribbett
Interim City Manager

CORPORATION OF THE CITY OF VAUGHAN

STRUCTURE OF OPERATIONS

CIVIC ADMINISTRATION



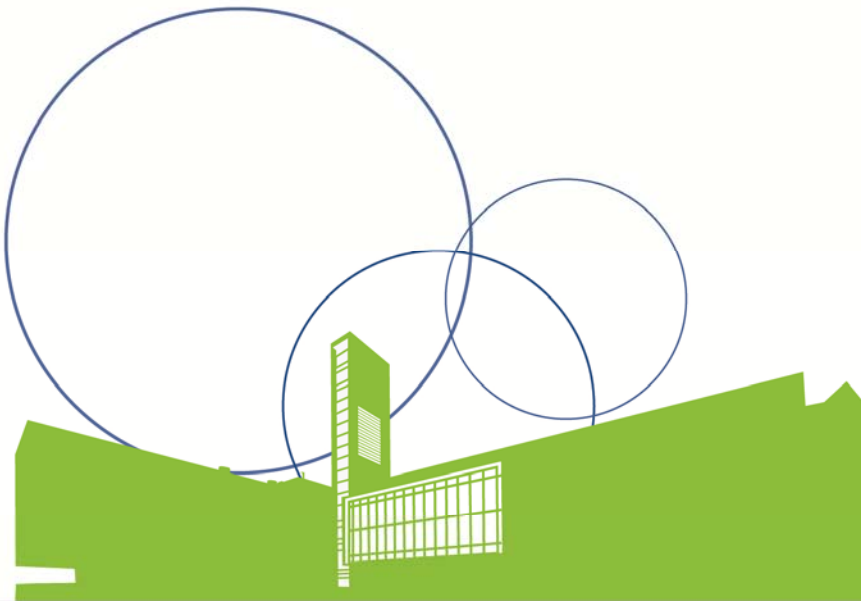
Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
City Manager														
	Revenue													
		Tourism/Rec'n Grant	11,099	0	0	0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	11,099	0	0	0%	0	0.0%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	591,394	615,896	778,244	89.3%	162,348	26.4%	800,466	22,222	811,284	10,818	822,104	10,820
	Other Expenses													
		Communications	2,078	4,120	3,620	0.4%	(500)	(12.1)%	3,370	(250)	3,370	0	3,370	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	0	100	100	0.0%	0	0.0%	100	0	100	0	100	0
		Meals & Travel	5,298	8,100	7,600	0.9%	(500)	(6.2)%	7,600	0	7,600	0	7,600	0
		Office Equipment & Furniture	0	4,700	8,000	0.9%	3,300	70.2%	4,000	(4,000)	4,000	0	4,000	0
		Office Supplies & Expenses	5,888	11,380	11,574	1.3%	194	1.7%	11,574	0	11,574	0	11,574	0
		Operating Leases	30,132	8,460	9,396	1.1%	936	11.1%	9,396	0	9,396	0	9,396	0
		Other	886	7,220	2,000	0.2%	(5,220)	(72.3)%	2,000	0	2,000	0	2,000	0
		Professional Fees	16,190	29,860	35,000	4.0%	5,140	17.2%	35,000	0	35,000	0	35,000	0
		Service Contracts and Materials	61	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	2,259	14,320	11,270	1.3%	(3,050)	(21.3)%	10,270	(1,000)	10,270	0	10,270	0
		Utilities & Fuel	5,369	5,060	5,060	0.6%	0	0.0%	5,060	0	5,060	0	5,060	0
		Total Other Expenses	68,163	93,320	93,620	10.7%	300	0.3%	88,370	(5,250)	88,370	0	88,370	0
	Total Expenses		659,557	709,216	871,864	100.0%	162,648	26.7%	888,836	16,972	899,654	10,818	910,474	10,820
Total City Manager			648,458	709,216	871,864		162,648	22.9%	888,836	16,972	899,654	10,818	910,474	10,820

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
City Manager Manager of Corporate Asset Management	FT	1.00	146,952	(83,763)	63,189			1.00	63,189		1,798	-	7,400		7,770

Executive Director

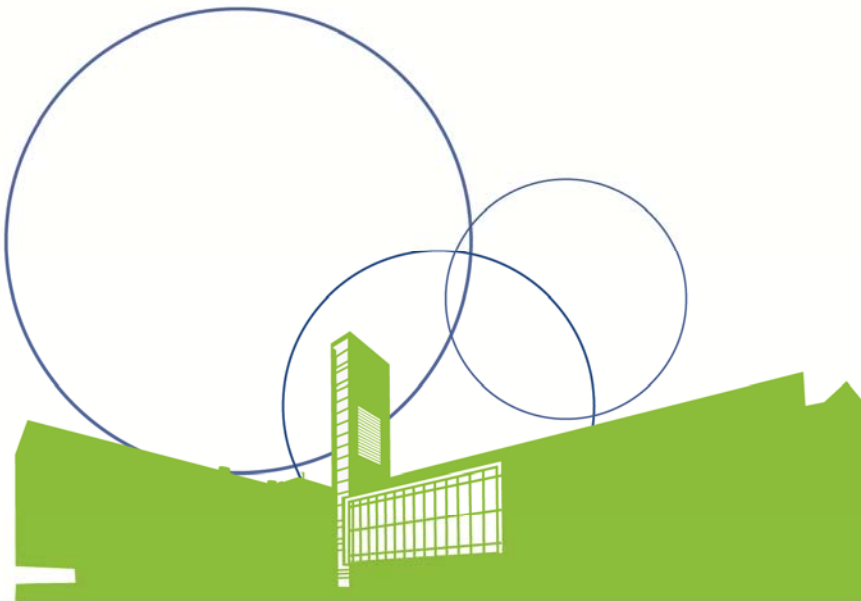


Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Executive Director														
	Labour Costs													
		Staffing Costs (incl Benefits)	216,788	272,142	220,278	109.1%	(51,864)	(19.1)%	225,569	5,291	226,632	1,063	227,696	1,064
	Other Expenses													
		Communications	1,804	0	1,300	0.6%	1,300	0.0%	1,300	0	1,300	0	1,300	0
		Community Advertising & Promotion	0	0	2,500	1.2%	2,500	0.0%	2,500	0	2,500	0	2,500	0
		Meals & Travel	1,145	1,030	800	0.4%	(230)	(22.3)%	800	0	800	0	800	0
		Office Equipment & Furniture	0	0	1,000	0.5%	1,000	0.0%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	1,451	1,010	1,510	0.7%	500	49.5%	1,510	0	1,510	0	1,510	0
		Other	2,892	0	1,500	0.7%	1,500	0.0%	1,500	0	1,500	0	1,500	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	(14,087)	(65,524)	(33,000)	(16.3)%	32,524	(49.6)%	0	33,000	0	0	0	0
		Staff Development & Training	455	1,790	6,100	3.0%	4,310	240.8%	6,100	0	6,100	0	6,100	0
		Total Other Expenses	(6,340)	(61,694)	(18,290)	(9.1)%	43,404	(70.4)%	14,710	33,000	14,710	0	14,710	0
Total Executive Director			210,448	210,448	201,988	100.0%	(8,460)	(4.0)%	240,279	38,291	241,342	1,063	242,406	1,064

Economic and Business Development



Business Overview

Service Statement:

The City of Vaughan's Economic Development Department's service offerings are focused on attracting, nurturing and growing the economic activity across the City. The department's vision as articulated in the 10-Year Economic Development Strategy is:

To position the City of Vaughan as the gateway between the GTA and a globalized, knowledge-based marketplace, as well as positioning the City as an incubator of talent, innovation and entrepreneurship rooted in a dynamic and creative economy with a world-class quality of life.

Major economic drivers and catalysts that directly influence, and affect economic growth and prosperity in the City, and strongly influence the services offered by the Economic Development Department include the following:

- Development of Vaughan's new downtown the **Vaughan Metropolitan Centre (VMC)**.
- Expansion of **Highway 427**, providing growth within the **Vaughan Enterprise Zone (VEZ)**.
- Development of the **Vaughan Health Centre Precinct** and **Mackenzie Vaughan Hospital**.
- Creation of an **Innovation Park at the Kortright Centre** in partnership with the Toronto and Region Conservation Authority, York Region.
- Revitalization of **Kleinburg Main Street** in partnership with the Kleinburg Business Improvement Association (KBIA).
- **Integrated Entertainment and Gaming Complex**.
- New employment lands in the **Vaughan Mills Secondary Area** and **400 North Employment Lands**.

Core Activities:

The services and programs offered by the department fall into the following core service categories:

- | | |
|---|--------------------------------|
| ▪ Business Investment and Attraction | ▪ Employment Zone Development |
| ▪ Business Retention and Growth Support | ▪ Foreign Business Development |
| ▪ Economic Cluster Development | ▪ Small Business Development |

The Economic Development Department places additional focus on preparing for the future by taking the necessary steps to ensure that the "voice" of business is reflected in City policy and initiatives.

2014/17 Business Plan

Key Outcomes & Results:

In the 10-Year Economic Development Strategy titled “Building a Gateway to Tomorrow’s Economy” four main goals have been identified to ensure the City achieves economic prosperity through the attraction of new investment, retention and growth of existing companies and overall enhanced quality of life. These main goals include:

1. Be the **gateway** of economic activity to the Greater Toronto Area.
2. **Incubate** and enable entrepreneurial activities.
3. Provide **best-in-class** economic development services for our stakeholders.
4. Grow Vaughan’s dynamic **quality of place** and creative economy.

Based on Vaughan Vision 20|20 the Economic Development Department will contribute towards achieving the following goals:

1. **Manage Growth & Economic Well-Being**
 - ✓ Programs and services are focused on facilitating economic growth as well as ensuring future economic vitality through infrastructure, development policies, and labour force analyses.
2. **Demonstrate Service Excellence**
 - ✓ The Department provides a variety of service designed to attract new businesses, maintain the existing employment base, and ensure economic growth and vitality in the future.
3. **Preserve our Heritage & Support Diversity, Arts & Culture**
 - ✓ Staff members are dedicated to supporting a vibrant economy with a wide range of employment opportunities that foster and support the City’s creative community.

Key outcomes and results expected from the successful implementation of the 10-Year Economic Development Strategy include:

- Increased retention and expansion of existing Vaughan businesses.
- Attraction of new businesses and investment to Vaughan, resulting in new job creation.
- Formalization of new strategic partnerships that help the department move the goals and objectives forward.
- Establishment of a results oriented International Business Development program focused on Italy, China and Israel.
- Enhanced access to resources and strategic linkages regionally, nationally, and internationally for Vaughan businesses.
- Heightened brand awareness.
- Increased support for small and medium-sized businesses across all the key convergence sectors.

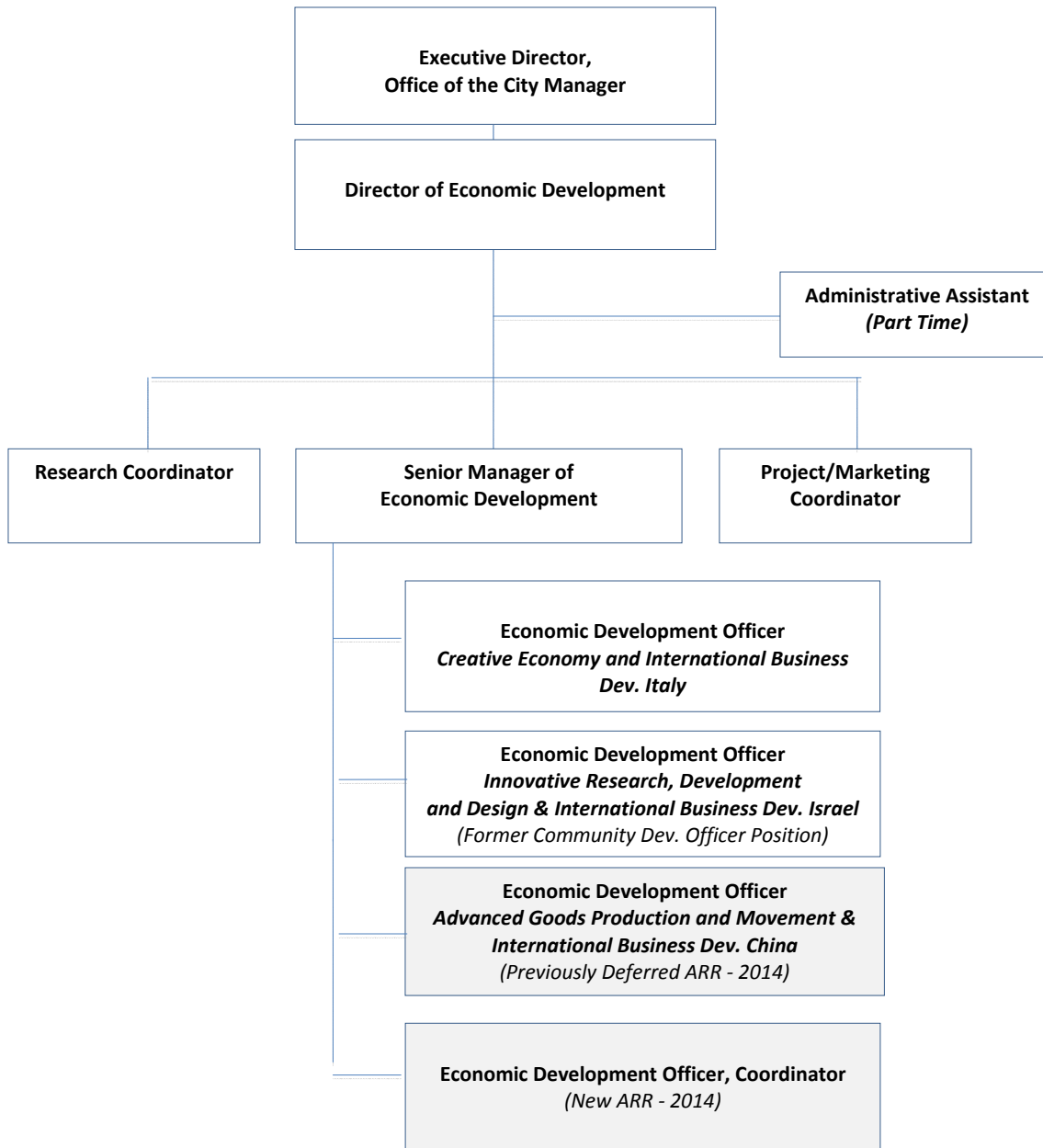
Staffing Profile:

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time¹	6	8	2¹	-	-	-
Part Time	0.69	0.69	-	-	-	-
Overtime	0	0	-	-	-	-

NOTES:

1. A new position “Economic Development Officer – Advanced Goods Production and Movement” has already been given status in the 2012 budget cycle.

Economic Development Dept. Organizational Chart:



NOTES:

1. This new position "Economic Development Officer – Advanced Goods Production and Movement" was already submitted and given status in the 2012 budget cycle, then deferred to 2014 cycle.
2. The economic development is submitting an ARR in the 2014 budget cycle for an additional position "Economic Development Officer, Coordinator".

2014/17 Business Plan

Service Profile

Current Service State:

Strengths

- Strong economic drivers positioning the City for significant and rapid economic growth such as the Vaughan Metropolitan Centre, extension of Highway 427, development of a new hospital, among many other drivers.
- Significant supply of developable lands.
- Entrepreneurial mindset with close to 80 percent of businesses operating in Vaughan falling within the SME category.
- Highly diversified industry sectors many of which are positioned for continued impressive growth.
- Strong multi-cultural presences.
- Strong regional transportation routes and systems, including a subway connecting Vaughan to the City of Toronto.
- Rapidly growing population.
- Re-alignment of the economic development organizational structure, which will have a positive impact on the operational efficiency, productivity and enhanced level of customer services and concentration on generating measureable results.
- Net importer of jobs, attracting employees from across the Greater Toronto Area.
- Access to a skilled labour force, which is expected to increase further with the expansion of the subway and rapid transit strengthening the connection between Vaughan and the Greater Toronto Area.
- Strong support from Council with a common commitment to supporting businesses.
- Vaughan is a net importer of jobs and has been for many years.

Weaknesses/Pressures/Constraints/Threats

- Conversion of employment lands to retail or residential uses – encroachment issues also impacts on employment uses.
- Workload pressures, relative to the human resources.
- Budgetary pressures.
- Outstanding planning studies (i.e., OP, Secondary Plans, Zoning Bylaws).
- Infrastructure availability in VEZ and new employment areas (timing issues).
- Availability of employment lands for purchase, rising cost of lands and development charges.
- Worldwide economic uncertainties (i.e., strength of Canadian dollar, US economy, etc.)
- Increased competition from the US jurisdictions that offer businesses very lucrative financial incentives.

Future Direction for the Service:

Opportunities

- To leverage the significant economic drivers that exist across the City that will positively influence economic growth and prosperity.
- To establish strong connections and collaboratively work with internal departments across the City, most notably Planning, Public Works, Engineering, and Corporate Communications.
- To strengthen economic partnerships with strategic partners.
- To grow international business development interests in key markets, with a focus on Italy, China and Israel.
- To become the key economic driver of the Greater Toronto Area over the next twenty years.
- To make Vaughan the gateway for goods, business and investment travelling to and from the GTA.

Financial Impact:

Some of the impacts being experienced now or expected in the future and worth noting include the following:

- The Economic Development Department is currently undergoing a renewal or restructuring of roles and responsibilities in an effort to increase productivity and overall effectiveness at generating economic growth and increased customer service. During the transition period the department will experience increases resource pressures until all positions are filled.
- Approach to international business development has shifted to focus on working on pre-mission matchmaking, ongoing follow-up support programs, year round lead generation and making stronger in-market commitments in an effort to generate stronger results, which has an increased demand on both human and financial resources.
- Expanded service level and program development scope has a direct impact on the demand for more resources.
- Unpredictability of the number and related expenses linked to the in-coming international business delegations.
- Increased use of sponsorship to help offset expenses.
- A strategy is underway to continue fundamental work that has already been started.

2014/17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
<i>Searchable Land & Space Directory</i> <i>(Goal #1 & 3)</i> Launch an online searchable database of available land and space, featuring GIS mapping and report printing tools focused on investment attraction.	<ul style="list-style-type: none"> Implement the Fast Facility GIS software tools, accessible through the City of Vaughan website. Market business development tool to prospective investors. 	2014 (Q1) to 2017	Mayor and Council Fast Facility Corp. Comm. Dept. Planning Dept. York Region
EDO Concierge Program <i>(Goal #1)</i> Customer Experience, Customer Service, and Productivity Improvement Program.	Initial research and program design/development. Create and Develop the EDO Concierge Program, which includes the following components: <ol style="list-style-type: none"> Customer Service Excellence review and enhancement (e.g., operational workflow analysis, CRM, etc.) Creation and implementation of a Site Selection Support Program Sales Training Program for EDO's & Leadership Team Business Ambassador Program Economic Gardening Program Investor Readiness Development of Best in Class Economic Development Approaches 	2013 (Q4) to 2014 (Q1) launching in 2014 or sooner Program will be implemented in 2014 – 2017 with continuous improvement	Mayor and Council City Manager All Relevant City of Vaughan Dept.'s Customer Service Consultants Sales Consultants CRM Consultants Colleges & Universities Real Estate & Site Selection Community Business Associations Industry Associations

2014/17 Business Plan

<p>Employment Zone Development (Goal #1) Ensure the long-term flexibility, vitality and competitiveness for employment areas in Vaughan.</p>	<ul style="list-style-type: none"> Creation of marketing tools that successfully communicate the City of Vaughan's unique selling proposition, available incentives and competitive advantages. Creation of a highly targeted direct marketing campaign targeting prospective investors across all convergence sectors. Develop an annual forum with real estate industry to solicit feedback on Vaughan's competitiveness and industry requirements for employment areas. 	<p>2014 (Q4)</p> <p>2014 (Q1) with updates in future years</p> <p>2014 (Q1) launched in 2013, implemented in 2014 - 2017</p>	<p>Real Estate & Development Community Corp. Comm.</p>
<p>International Business Development Program (Goal #1) Create a market driven, results oriented Foreign Business Development Program to key markets including Italy, China, Israel and secondary focuses including Delta, BC and Austin, TX.</p>	<ul style="list-style-type: none"> Launch and manage in-Market Presence and Direct Investment Attraction Programs in the following markets: <ul style="list-style-type: none"> - Israel - Italy - China Establish relationship and strategic linkages with Delta, BC 	<p>2014 (Q1) with ongoing implementation in 2014 – 2017</p>	<p>Mayor and Council City Manager Corp. Comm. Dept. ColdSpring Commerce Italian Chamber of Commerce Global Linkages UJA Federation Canada Israel Chamber of Commerce Vaughan Chamber of Commerce VentureLAB</p>
<p>Vaughan Healthcare Centre Precinct (Goal #1)</p>	<ul style="list-style-type: none"> Undertake an Economic Development Feasibility Study for employment lands located within the Vaughan Healthcare Centre Precinct 	<p>2014 (Q4) with some follow-up in 2014 (Q1)</p>	<p>City Manager's Office</p>
<p>York Region Initiatives (Goal #1) Collaborate with York Region on major economic development initiatives.</p>	<ul style="list-style-type: none"> Post-Secondary Institution Attraction Strategy Information & Communications Technology Study 	<p>2014 – 2017 ongoing</p>	<p>All Relevant City of Vaughan Dept.'s York Region Regional Municipalities External Consultants David Trick & Associates Colleges & Universities</p>

2014/17 Business Plan

	<ul style="list-style-type: none"> Broadband Study 		
Post-Secondary Institution Attraction <i>(Goal #2)</i> Identify opportunities to attract post-secondary institutions including a new university and college.	<ul style="list-style-type: none"> Continue working in partnership with Post-Secondary Institutions in an effort to formalize a new initiative and ultimately a strong presence in Vaughan. 	2014 – 2017 ongoing	Centennial College York University Seneca College Rotman School of Business (University of Toronto) Ryerson University George Brown College The Banff Centre Mackenzie Health Vaughan Arts Centre of Excellence Kortright Centre York Region David Trick & Associates
Place-Branding, Marketing and Promotion <i>(Goal #4)</i> Undertake a place-branding strategy to articulate a unique and compelling identity for the City.	<ul style="list-style-type: none"> Launch and continue to maintain a branding campaign that competitively positions the City. 	2014 – 2017 ongoing	Mayor and Council City Manager
2015 Initiatives			
Office Attraction in the Vaughan Metropolitan Centre (VMC) – Community Improvement Plan (CIP) <i>(Goal #1)</i> Position the VMC as Vaughan’s premiere office node.	Create and implement a Community Improvement Plan (CIP) in an effort to incent office development in the VMC.	2015 - 2017	Mayor and Council Planning Dept. Finance Dept. Engineering Dept. Clerks Dept. VMC Landowners Altus Group VIVA Metrolinx
International Business Development Program <i>(Goal #1)</i>	<ul style="list-style-type: none"> Management of in-Market Presence: <ul style="list-style-type: none"> Israel Italy China Business Mission to Italy and China. 	2014 – 2017	Mayor and Council City Manager Corp. Comm. Dept. ColdSpring Commerce Italian Chamber of Commerce Global Linkages UJA Federation Canada Israel Chamber of Commerce Vaughan Chamber of Commerce VentureLAB

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<i>Economic Gardening</i> <i>(Goal #2)</i> Develop an "Economic Gardening" Program.	<ul style="list-style-type: none"> ▪ EDO's responsible for key sectors will be responsible for conducting corporate calls within their area of expertise. ▪ Conduct a minimum of 200 calls per year. Strategically select businesses and invite Mayor and Council to participate in high profile calls. ▪ Launch a Business Ambassador Program. 	2015 – 2017	Mayor and Council All Relevant City of Vaughan Dept.'s Provincial Government Federal Government External Consultants
<i>"Virtual" Business Incubator & International Commercialization Centre</i> <i>(Goal #2)</i> Develop and deliver a series of programs created to support entrepreneurs locally and internationally.	<ul style="list-style-type: none"> ▪ Investigate options for an online tool capable of delivering market intelligence and creating a collaborate network. ▪ Also explore other options for launching a niche business incubator one focused on getting results for the high growth potential firms and SME's. 	2015 – 2017	Mayor and Council City Manager VBEC Private Sector Sponsors Province Government Federal Government Chamber of Commerce
<i>Tourism Support</i> <i>(Goal #4)</i> Work with the Regional Tourism Organization – District 6 and York	<ul style="list-style-type: none"> ▪ Implement and launch new initiatives designed to ensure Vaughan effectively accesses tourism marketing investments from the Province. 	2015 – 2017	All Relevant City of Vaughan Dept.'s RTO - 6 York Region Provincial Government

2016 Initiatives

<i>International Business Development</i> <i>(Goal #1)</i>	<ul style="list-style-type: none"> ▪ Management of in-Market Presence: <ul style="list-style-type: none"> - Israel - Italy - China ▪ Business Mission to Israel. 	2016 – 2017	Mayor and Council City Manager Corp. Comm. Dept. ColdSpring Commerce Italian Chamber of Commerce Global Linkages UJA Federation Canada Israel Chamber of Commerce Vaughan Chamber of Commerce VentureLAB
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2014/17 Business Plan

<p>Convergence Sectors (Goal #2) Create and launch key sector profiling, value chain and program development for key economic convergence clusters including:</p> <p>(1) Innovative Research, Development and Design;</p> <p>(2) Advanced Goods Production and Movement.</p> <p>In addition to (3) Creative Economy and Culture.</p>	<ul style="list-style-type: none"> ▪ Market research, intelligence gathering and analysis. ▪ Create cluster maps for key sectors. ▪ Profile and supporting marketing collateral creation. ▪ Develop a list of target prospects. ▪ Program development, which include specialized events and networking opportunities. 	2016 – 2017	<p>Planning Dept. Licensing Dept. Third Party Research Resources Province Government Federal Government Industry Associations</p>
<p>Innovation Park at Kortright (Goal #2) Kortright Innovation Park expansion and growth.</p>	<ul style="list-style-type: none"> ▪ Explore opportunities for participation in new initiatives that compliment the City of Vaughan's Economic Development Strategy. 	2016 – 2017	<p>Mayor and Council City Manager Kortright</p>
<p>Attraction of Conventions & Conferences (Goal #4) Make Vaughan a destination for multi-day conventions, conferences and tradeshows.</p>	<ul style="list-style-type: none"> ▪ Develop and implement a strategy designed to attract conventions and conferences. Strategy should identify a list of prospective target conferences in order to implement a direct marketing approach to business development. 	2016 – 2017	<p>All Relevant City of Vaughan Dept.'s RTO - 6 Local Convention Centres Local Hotels Provincial Government Professional, Business, and Industry Associations</p>
2017 Initiatives			
<p>Access to Capital Program (Goal #2) Improve the availability of angel and venture capital in Vaughan.</p>	<ul style="list-style-type: none"> ▪ Develop a database of local investors and companies seeking investment opportunities. ▪ Develop and facilitate a program for training entrepreneurs in techniques for accessing capital from these sources. 	2017	<p>Private Sector Investors Banks Venture Capitalists York Angels VentureLAB</p>

2014/17 Business Plan

<p>International Business Development (Goal #1)</p>	<ul style="list-style-type: none"> Management of in-Market Presence: <ul style="list-style-type: none"> - Israel - Italy - China Business Mission to Italy and China. 	<p>2017</p>	<p>Mayor and Council City Manager Corp. Comm. Dept. ColdSpring Commerce Italian Chamber of Commerce Global Linkages UJA Federation Canada Israel Chamber of Commerce Vaughan Chamber of Commerce VentureLAB</p>
<p>Creative Economy Development & Growth (Goal #4)</p> <p>Build on the strengths in the creative cultural industries to support growth of the creative economy in Vaughan.</p> <p>VMC Cultural & Creative Hub Recognize the VMC as the City's cultural and creative hub by undertaking initiatives to plan, market and promote the downtown using specialized marketing and promotion approaches that reflect the "cool factor" of the target audiences.</p>	<ul style="list-style-type: none"> Develop and implement a strategy for developing the creative economy within the VMC. Directly target prospective business investors who fall within the "creative economy" category and encourage them to locate within the VMC. Identify opportunities for creating a "buzz" and "excitement" for the VMC at all stages of development. 	<p>2017</p>	<p>All Relevant City of Vaughan Dept.'s Colleges & Universities</p>
<p>Tourism Investment Attraction (Goal #4)</p> <p>Target additional trans-regional amusement facilities to supplement Canada's Wonderland.</p>	<ul style="list-style-type: none"> Directly target prospective business investors who fall within the "large tourist attraction" category and encourage them to locate within the VMC. 	<p>2017</p>	<p>RTO - 6 Provincial Government York Region Existing Local Tourism Businesses</p>

2014/17 Business Plan

Business Performance

Key Performance Indicators:

Economic Development (Office of the City Manager)

Vaughan Vision Themes	Strategic Outcomes & Results	Department Objectives	Performance Measure	Measurement Type		
				Efficiency	Effectiveness	Service Quality
ORGANIZATIONAL EXCELLENCE: Manage Growth & Economic Well-Being	Plan and facilitate business growth and economic development		Complete 200 targeted corporate calls across all three EDO's	X		
			Provide superior customer service and site selection/investment support to prospective investors: <ul style="list-style-type: none"> 125 solicited prospects 100+ unsolicited prospects 	X		
		Develop Vaughan as the incubator of entrepreneurial activity for the economic region	Number of business consultations developed by VBEC per FTE as per MEDI requirements.	X		
			Number of jobs created through assistance of VBEC per FTE as per MEDI requirements.	X		
		Develop a dynamic and effective VMC economic development strategy	Provide superior customer service and site selection/investment support to prospective investors for the VMC specifically: <ul style="list-style-type: none"> 50 solicited prospects 50+ unsolicited prospects 		X	
SERVICE EXCELLENCE: Preserve Our Heritage & Support Diversity, Arts & Culture		Grow Vaughan's dynamic quality of place and creative economy	International business development program activities: <ul style="list-style-type: none"> 10 to 15 companies participating in business missions 20 to 25 companies participating the local international business development program Pre-qualified match-making program generating results for each participant In-market offices generating investment leads 		X	X
		Position Vaughan as the gateway for economic activity in the Greater Toronto Area				
SERVICE EXCELLENCE: Demonstrate Service Excellence		Provide best-in-class economic development services	80% of contacts surveyed who reported that the information provided was useful or very useful			X

2014/17 Business Plan

Key Performance Indicators Conclusion:

The goal of Vaughan's Economic Development Strategy is to position a dynamic and growing City, situated on the leading edge of one of North America's most dynamic economic centres, to attract key investments, key people and key community assets in order to create a thriving, healthy economy rooted in a high quality of life. A number of indicators have been chosen to assess the City's performance:

- In 2012, the number of people employed totaled 175,500, and is projected to grow to 266,100 jobs by 2031. Since 2002, the number of people employed in Vaughan has increased by an annual average of 3.3 percent.
- The largest employment sector in 2012 was Manufacturing, representing 23.4 percent of employment, followed by Retail Trade at 12.7 percent, and Construction at 11.8 percent.
- The fastest-growing employment sector between 2011 and 2012 was Health Care and Social Assistance at 11.4 percent.
- From 2002 to 2012, the Information and Cultural Industries grew by an annual average of 11.5 percent, making it the fastest-growing employment sector for the ten-year time frame.
- In 2012, there were 9,913 businesses in Vaughan, a growth of 2.9 percent from 2011, projected to reach 10,000 businesses in 2013/2014.
- Vaughan's population increased by 20.7 percent between 2001 and 2006. June 2013 population of 313,490 is expected to grow to 416,600 by 2031.
- The City of Vaughan processed over 39,000 building permit applications between 2006 to 2012.
- From 2006 to 2012, \$8.2 billion worth of building permits were approved by the City. While Vaughan's permits went above the \$1 billion mark from 2006 to 2011, 2012 experienced a decrease in investment mainly due to the national slow down in the housing sector.
- Vaughan has the largest supply of Greenfield employment lands in the Greater Toronto Area with more than 2,400 acres available.

Focused on generating results the Economic Development Department is deeply committed to engaging all external and internal stakeholders in the successful implementation of this business plan.

Department Head
Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Economic and Business Develop.														
	Labour Costs													
		Staffing Costs (incl Benefits)	799,057	996,067	1,212,707	75.5%	216,640	21.7%	1,229,892	17,185	1,262,163	32,271	1,285,014	22,851
	Other Expenses													
		Communications	2,696	3,755	3,755	0.2%	0	0.0%	3,755	0	3,755	0	3,755	0
		Community Advertising & Promotion	87,872	140,547	140,547	8.7%	0	0.0%	140,547	0	140,547	0	140,547	0
		Joint Services & Department Transfers	587	(1,000)	(1,000)	(0.1)%	0	0.0%	(1,000)	0	(1,000)	0	(1,000)	0
		Meals & Travel	73,334	56,550	5,200	0.3%	(51,350)	(90.8)%	5,200	0	5,200	0	5,200	0
		Office Equipment & Furniture	3,603	2,000	4,700	0.3%	2,700	135.0%	2,000	(2,700)	2,000	0	2,000	0
		Office Supplies & Expenses	12,400	12,189	13,683	0.9%	1,494	12.3%	13,683	0	13,683	0	13,683	0
		Other	911	1,000	1,000	0.1%	0	0.0%	1,000	0	1,000	0	1,000	0
		Professional Fees	162,291	50,000	101,550	6.3%	51,550	103.1%	226,550	125,000	226,550	0	226,550	0
		Reserve Transfers	(51,700)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	94,759	108,301	108,301	6.7%	0	0.0%	108,301	0	108,301	0	108,301	0
		Staff Development & Training	13,239	15,753	16,109	1.0%	356	2.3%	16,109	0	16,109	0	16,109	0
		Total Other Expenses	399,993	389,095	393,845	24.5%	4,750	1.2%	516,145	122,300	516,145	0	516,145	0
	Total Expenses		1,199,050	1,385,162	1,606,552	100%	221,390	23%	1,746,037	139,485	1,778,308	32,271	1,801,159	22,851
Total Economic and Business Develop.			1,199,050	1,385,162	1,606,552		221,390	16.0%	1,746,037	139,485	1,778,308	32,271	1,801,159	22,851

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Economic & Business Development															
Business Development Officer - Advanced Goods	FT	1.00	93,189		93,189			1.00	93,189	-	3,085	-	4,814	-	3,054
Economic Development Coordinator	FT	1.00	82,813		82,813			1.00	82,813	-	2,778	-	4,177	-	4,386

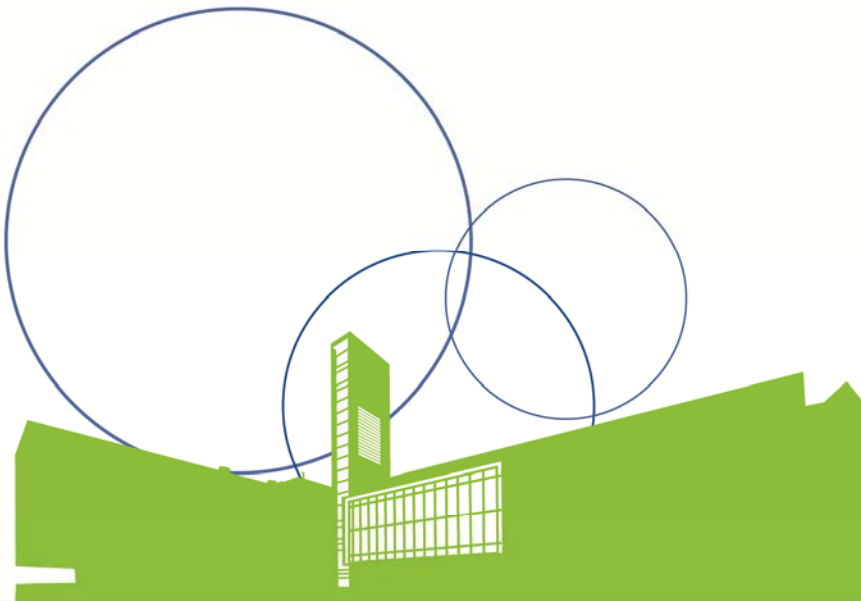
Recognized 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
<i>Economic & Business Development</i>														
Business Development & Attractions Program										125,000				

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Economic & Business Development	2014	EB-9535-14	Community Improvement Plan Study	Studies	City-Wide	103,000						103,000	
	2014 Total					103,000						103,000	
Economic & Business Development Total						103,000						103,000	

Corporate Communications



2014-17 Business Plan

Business Overview

Service Statement:

The City of Vaughan's Corporate Communications Department provides strategic communications products, services and advice that inform and engage the City's stakeholders; manages corporate protocols; and facilitates internal communications. The department's vision is to:

Position the City of Vaughan as a two-way communications organization - internally and externally – by engaging our citizens and measuring our effectiveness in communication to ensure a broader awareness and understanding of City programs and services.

There are four core principles that guide the delivery of the services provided by Corporate Communications and link with the goals, objectives and action items within the department:

1. **Consistency:** Communication is consistent, constant and accurately promotes the Vaughan brand
2. **Citizen-focused communications:** Communication is interactive, engaging, conveyed in plain language, and delivered in a manner that best meets the needs of the citizens.
3. **Continuous improvement and feedback:** Communication is informed, measured and always refined by research and feedback.
4. **Support the Corporate Culture:** Communication is driven internally by values and standards and is a responsibility of all employees while being led by Corporate Communications.

Core Activities:

The role of Corporate Communications is to provide strategic communications products, services and advice to the corporation that enable stakeholders to be engaged and well-informed. Core activities fall into the following categories:

- eCommunications: 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

Key Outcomes & Results:

There are clear goals that drive key outcomes and results of this business plan and link to the overall corporate communications strategy.

The goals within the Corporate Communications Strategy are:

- **Lead:** Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications.
- **Engage:** Promote citizen participation – both online and off.
- **Action:** Take a proactive and efficient approach to communicating the Vaughan story to our stakeholders.
- **Position:** Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents.

2014-17 Business Plan

Based on industry best practices, market research and current communication trends, as well as input from internal and external stakeholders, the Communications Strategy outlines a new vision, framework and plan that will guide the communications function at the City of Vaughan for the next two years.

Key outcomes and results expected from the successful implementation of the Corporate Communications Strategy include:

- Develop an internal communications campaign to promote the new communications vision and standards
- Deploy a City Manager's Communications Plan to support the internal communications campaign
- Develop and employ a measurement program to ensure the Communications vision and goals are continually evaluated
- Employ a team approach within communications, and use these cross-functional teams to support internal clients/departments.
- Develop a proper intake process to better manage projects and find efficiencies
- Align common strategic messaging by providing consistent key messages, templates and tools
- Establish common "look and feel" elements to ensure one City voice
- Use plain language standards in City-wide information
- Develop a more robust and comprehensive social media strategy to further enhance our social media tools and engage more users
- Establish an Internal Communications Steering Committee with reps/ambassadors from each department
- Manage a more robust and proactive media relations plan
 - Expand current practices to develop a strategy to be more proactive
 - Identify "Subject experts" in each department and fully media train/support these individuals
 - Enhance the media clipping service to include more analysis and broader reach
- Develop more "memorable" and "engaging" communications by using innovative and creative means
- Develop a Vaughan Mobile App that can be used as a tool internally and externally
- Develop a multi-cultural communications strategy to better reach our diverse community
- Develop a "Channel Strategy" that clearly outlines preferred City communication channels/formats for different audiences
- Develop a comprehensive advertising strategy

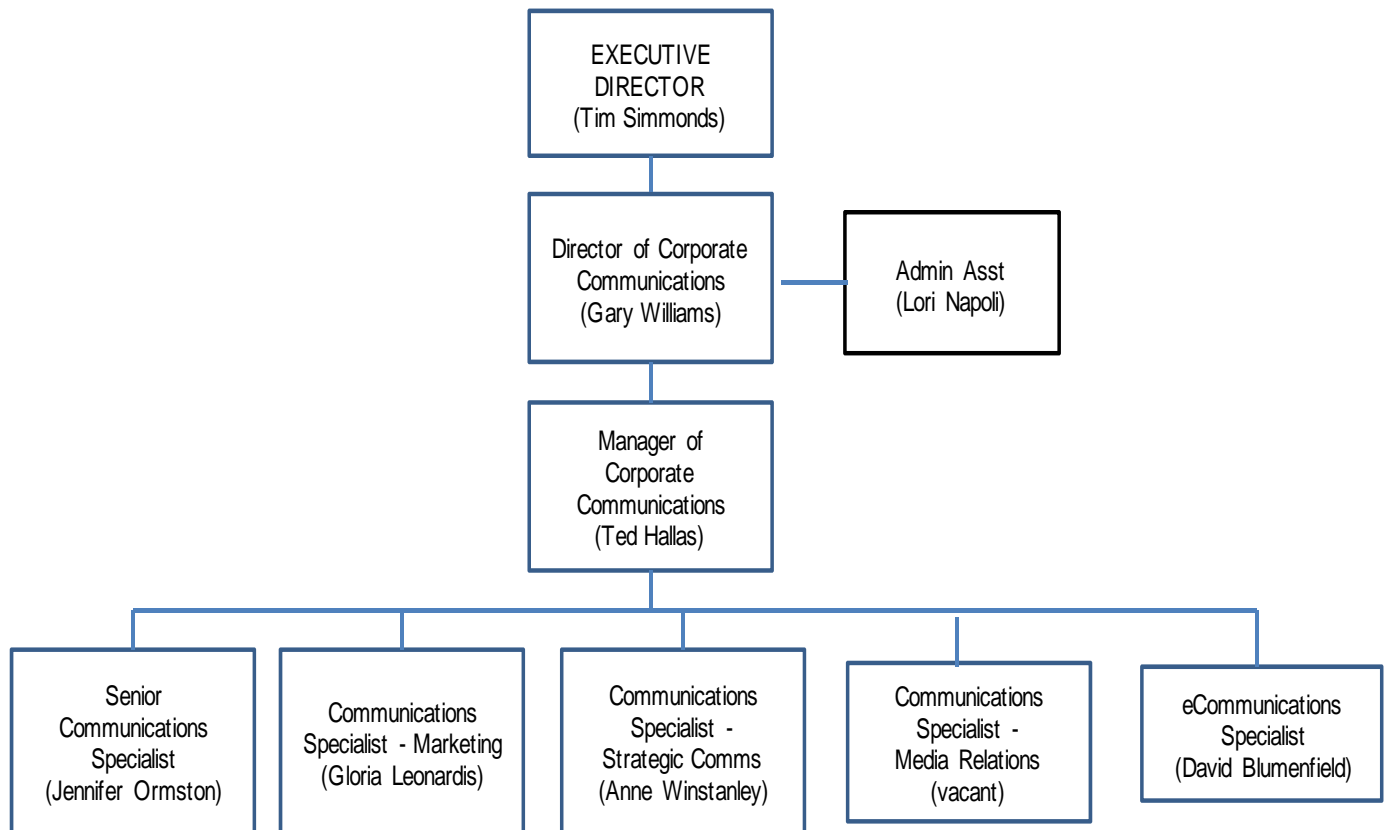
Staffing Profile:

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	8	8	1*	1	1	-
Part Time	0	0	-	-	-	-
Overtime	0	0	-	-	-	-

* includes ARR request to convert 2 FTEs using 1 current FTE vacancy

2014-17 Business Plan

Departmental Organization Chart:



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Service Profile

Current Service State:

- **Strategic Communications**
 - Maintain strong networking with other internal departments
 - Engage in weekly team updates to facilitate information sharing within the department
 - Maintain effective communications with Council and Senior Management Team
 - Expand environmental scanning to identify issues
 - Prioritize key tasks and issues
- **Positioning the Department**
 - Allocate resources effectively to maximize benefits of new communication vehicles
 - Establish an internal graphic design/multimedia expertise
 - Be leaders in municipal communications and establish communications standards and methodologies for use throughout the Corporation

Future Direction for the Service:

- **Resources**
 - Realign resources and functions within the department to meet current and future requirements
 - Develop a process for 24/7 communications
- **External Communications**
 - Improve community engagement through effective communications with residents and businesses
 - Maintain updated information files on City programs and initiatives
 - Proactively promote media coverage of City programs and initiatives
- **Technology**
 - Reach more residents through e-communications, including e-newsletters and social media
 - Balance the use of new and traditional vehicles for delivering information
 - Continue to improve the content and presentation on the City's new website

Financial Impact:

Some of the impacts being experienced now or expected in the future worth noting include the following:

- Positioning the department to provide in-house photography management, videography, web editing and development, and multimedia capabilities. Requires resources and skill set to meet service standards.
- Resources will be required for the full implementation of the communications strategy in the areas of social media, proactive media relations and internal communications.
- As technology and communications trends quickly change on an annual basis, resources will be needed to keep up and be municipal leaders.

2014-17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Be a leader in providing effective and proactive communications	Develop a Communications Strategy for the City of Vaughan that will serve as a model of how best to support the delivery of two-way communications between the City of Vaughan and its citizens.	Q1	n/a
	Manage a more robust and proactive media relations plan: <i>- Expand current practices to develop a strategy to be more proactive</i> <i>- Identify "Subject experts" in each department and fully media train/support these individuals</i> <i>- Enhance the media clipping and tracking service to include more analysis and broader reach</i>	Q2	
Establish and promote the City's brand	Develop a strategy to promote a consistent City brand	Q2	Possible stakeholder surveys
	Develop a comprehensive advertising strategy	Q4	
Effectively inform and engage City stakeholders	Establish new mechanisms to facilitate and promote two-way communication, as identified in the Communications Strategy	Q1	Production costs for support materials
	Implement the Internal Communications Strategy with all City departments	Q1	
	Establish an Internal Communications Steering Committee with reps/ambassadors from each department	Q1	
Leverage technology to more effectively tell the	Expand the use of videography and photography	Q2	

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Vaughan story	Develop a comprehensive social media strategy to further enhance our social media tools and engage more users	Q1	ARR for website content management recognized for 2015
	Develop a Vaughan Mobile App that can be used as a tool internally and externally	Q2	

2015 Initiatives

Leverage technology to more effectively tell the Vaughan story	Expand web-based communications to include more interactive features	Q1	
Establish and promote the City's brand	Build a corporate marketing and advertising campaign for the City	Q4	
Be a leader in providing effective and proactive communications	Develop a 5-Year Communications Master plan that will build on the successes of the 2-year Communications Strategy	Q4	

2016 Initiatives

Leverage technology to more effectively tell the Vaughan story	Expand web-based communications to include more interactive features	Q1	
Establish and promote the City's brand	Develop a Brand Strategy that will look at enhancing the brand and building on the image of Vaughan through the end of 2020	Q1	
Be a leader in providing effective and proactive communications	Implement the 5-year Communications Master plan	Q1	

2014-17 Business Plan

Business Performance

Key Performance Indicators:

<i>Vaughan Vision Theme</i>	<i>Outcomes & Results</i>	<i>Objective</i>	<i>Performance Measure</i>	<i>Dashboard Indicator</i>	<i>Eff</i>	<i>Effec</i>	<i>SQ</i>
STAFF EXCELLENCE: Demonstrate Effective Leadership	Provide effective strategic messaging and two-way communication between the City and stakeholders	Be a leader in providing effective and proactive communications	# of positive and factual Media stories published on Vaughan Success Indicator: 25% increase each year		X		
			% of Media stories generated by City-issued news releases, pitches, PSAs and media advisories. Success Indicator: 75% of all Vaughan media stories generated by City source			X	
			% of positive/neutral stories; ratio of positive to negative stories Success Indicator: 80% of stories are positive or neutral				
			Hourly cost per Communication Project delivered to Internal Clients Success Indicator: 10% decrease each year in the hourly cost per communications project		X		
ORGANIZATIONAL EXCELLENCE: Ensure a High Performing Organization	Ensure that online content is current, written in plain language and portrays the City brand	Leverage technology to more effectively tell the Vaughan story	Increase online activity. Success Indicator: 20% More visitors to the City Website			X	
			Increase social media activity. Success Indicator: 20% Increase in # of subscribers to corporate social media sites			X	
			Increase online subscriptions. Success Indicator: 20% Increase in # of subscribers to the City's e-newsletter			X	

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SERVICE EXCELLENCE: Demonstrate Excellence in Service Delivery	Enable stakeholders to be engaged, educated, and well-informed	Establish and promote the City's brand	% Projects requested by clients in which Corporate Communications' advice is sought prior to the project beginning. Success Indicator: 75% of corporate project requiring communications support request support at the beginning of the project	X			X
		Effectively educate, inform and engage City stakeholders	Increase % residents who are aware of selected City services, initiatives, or programs Success Indicator: 65% of residents surveyed have are aware of City services, initiatives and programs	X		X	
			Increase % of Directors/Managers surveyed who report that Corporate Communications has been helpful or very helpful in delivering required information to targeted audience Success Indicator: 85% of those surveyed indicate Corporate Communications has been helpful	X			X
			Increase % of Government employees who recall selected messages in newsletter or other communication (sample survey) Success Indicator: 75% of those surveyed recall messages	X		X	

Department Head
Sign-off

Date (mm/dd/yy)

Executive Director Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Corporate Communications														
	Labour Costs													
		Staffing Costs (incl Benefits)	975,261	892,104	1,020,069	83.8%	127,965	14.3%	1,160,639	140,570	1,287,619	126,980	1,314,854	27,235
	Other Expenses													
		Communications	6,128	8,847	8,847	0.7%	0	0.0%	9,647	800	10,447	800	10,447	0
		Community Advertising & Promotion	43,620	64,961	66,961	5.5%	2,000	3.1%	66,961	0	66,961	0	66,961	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	3,159	4,132	4,132	0.3%	0	0.0%	4,132	0	4,132	0	4,132	0
		Office Equipment & Furniture	12,949	12,051	12,051	1.0%	0	0.0%	16,051	4,000	16,051	0	12,051	(4,000)
		Office Supplies & Expenses	46,780	76,277	76,277	6.3%	0	0.0%	76,277	0	76,277	0	76,277	0
		Other	84	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	36,807	17,564	17,564	1.4%	0	0.0%	17,564	0	17,564	0	17,564	0
		Reserve Transfers	(23,334)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	5,470	12,713	10,713	0.9%	(2,000)	(15.7)%	10,713	0	10,713	0	10,713	0
		Total Other Expenses	131,662	196,545	196,545	16.2%	0	0.0%	201,345	4,800	202,145	800	198,145	(4,000)
Total Corporate Communications			1,106,923	1,088,649	1,216,614	100%	127,965	11.8%	1,361,984	145,370	1,489,764	127,780	1,512,999	23,235

Recognized 2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Communications Coordinator Conversion	FT	1.00	144,666	(97,833)	46,833			1.00	46,833	-	7,233	-	7,595	-	7,975

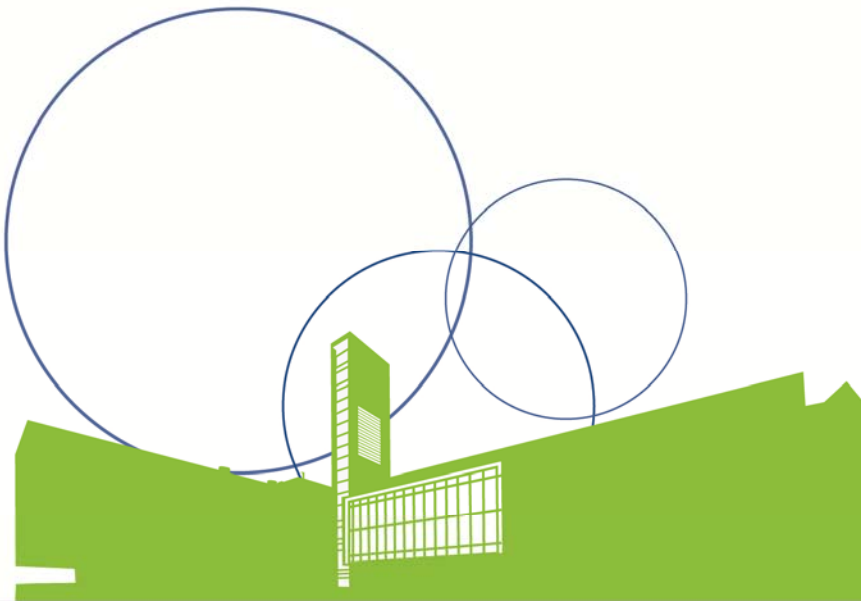
Recognized 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Communication Specialist, Website Content	FT	1.00	94,422		94,422			1.00	94,422		481		4,705

Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Corp Comm Specialist, Client Specialist	FT	1.00	96,645		96,645			1.00	96,645		592

Fire and Rescue Services



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Administration Division of VFRS is responsible for operating and capital budgeting, reporting, and forecasting, recruiting to ensure critical vacancies are filled, planning for emergency resource distribution and activation of the City's Emergency Plan, and ensuring that the VFRS Response Standard is consistently met across the city.

Certified Fire Inspectors ensure Fire Code compliance by conducting routine inspections, responding to complaints, requests for inspection and fire investigations. The Fire Prevention division provides fire education programs to our seniors and school age children such as the Older and Wiser Program, Learn Not to Burn and the Risk Watch Program and provides fire extinguisher and mandatory fireworks training to local businesses. VFRS delivers timely fire safety messaging throughout the year and during many corporate events such as Winterfest, Maplefest, and The Lions Pancake Festival.

The VFRS Communications Division is responsible for accurately and quickly dispatching fire apparatus to emergencies in Vaughan. The Communications Division works closely with the York Regional Police 9-1-1 centre, the Georgian Central Ambulance Communications Centre, and the surrounding municipal fire department communications centres to coordinate the emergency needs of the community.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. To provide programs to protect lives, property, and the environment from the adverse affect of fire, medical emergencies and other dangerous conditions
2. To protect and safeguard the health and wellness of Vaughan citizens

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - VFRS Fire Inspectors provide high quality services to residents and local businesses by ensuring compliance with the Fire Code and providing education and safety messaging to all age groups.
 - The Administration Division ensures operating efficiency and effectiveness by managing the recruitment, training and deployment of fire personnel and equipment, and by conducting capital and operating budgeting, reporting and forecasting.
2. Promote Community Safety, Health & Wellness
 - VFRS Fire Inspectors promote safety in the community by engaging various groups through education and enforcement activities. Communications staff support the safety of Vaughan residents by quickly and accurately dispatching fire apparatus to emergencies.

2014-17 Business Plan

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

Administration:

			Additional Resource Requests			
	2012	2013 Base	2014	2015	2016	2017
Full Time	4	4	-	-	-	-
Part Time			-	-	-	-
Overtime						

Prevention:

			Additional Resource Requests			
	2012	2013 Base	2014	2015	2016	2017
Full Time	15	15	-	-	1	-
Part Time			-	-	-	-
Overtime	\$19,443	\$19,443				

Communications:

			Additional Resource Requests			
	2012	2013 Base	2014	2015	2016	2017
Full Time	13	13	-	-	-	-
Part Time			-	-	-	-
Overtime	27,547	27,547				

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staffing
 - Anticipated retirement of some experienced staff will result in a loss of expertise. Overall succession planning for the department must occur.
- Growth Management
 - Consistently meeting VFRS Response Standards across the City given increased call volume and response barriers (traffic patterns/volume) requires constant monitoring and re-evaluation.
 - Acquisition of land in 2012 for the replacement of Station 7-3 followed by construction of new Station 7-3 in 2013 will improve overall response coverage in the west side of the city.
 - The staffing of Aerial 76 will improve VFRS response capabilities in the Central (VMC) and West portion of the city.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Operating Environment
 - Response pressure of rapidly developing subway project and Vaughan Metropolitan Centre.
 - Changing demographic requires amplification of fire safety education efforts related to seniors
 - Building stock changes such as the Hospital, high-rise buildings, and the Subway line require specialized training
 - More buildings are utilizing objective based code alternatives, which require more time to assess
 - Increased demand by corporations for training of employees
 - Continued interest in regionalization by fire associations
- Technology
 - Managing multiple 9-1-1 lines
 - CAD needs upgrading with Versadex version 7.3 – Phase 2 due in 2012
 - Continue phasing in Mobile Display Terminals (MDT) in fire apparatus with Automatic Vehicle Locating technology

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Station 75 and 76 staffing and equipment will drive operating and capital ARR for future years

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Recruit, train, and deploy fire personnel and equipment	Station 75 – Recruit 6 Firefighters and 4 Captains (Oct. start)	Q4	ARR approved
	Station 75 – Equipment for Engine 75	Q4	Capital Project
	Recruit 4 District Chiefs	Q2	ARR approved
	Procure Breathing Apparatus Replacements	Q4	Capital Project
	Support the Corporate Asset Management initiative	Q4	
	Replace Fitness Equipment/Furniture	Q1-Q4	Capital Project
Deliver effective communications support to internal and external stakeholders	Implement replacement of the YRP radio system, including training & process review	Q4	Capital Project
	Initiate Subway communication plan	Q1	Capital Project
Provide effective fire education, enforcement and suppression services meeting the expectations of a culturally diverse citizens	Adopt OFM Official Guide to Matching Fire Prevention Resources and Risk	Q4	Council Approval Required
	Continue implementation of multi-lingual & multi-cultural education programming	Q4	
2015 Initiatives			
Recruit, train, and deploy fire personnel and equipment	Station 76 – Aerial & Equipment Purchase, and Building Expansion of Crews Quarters	Q1	Capital Project
	Recruit a Training Officer	Q1	ARR approval required
	Procure Breathing Apparatus Replacements	Q4	Capital Project

2014-17 Business Plan

2016 Initiatives

Recruit, train, and deploy fire personnel and equipment	Station 76 – Recruit 16 Firefighters and 4 Captains	Q1	ARR approval required
	Recruit 4 District Chiefs	Q2	ARR approval required
	Procure Breathing Apparatus Replacements	Q4	Capital Project
Provide effective fire education, enforcement and suppression services meeting the expectations of a culturally diverse citizens	Hire a Fire Prevention Inspector	Q4	ARR approval required
	Hire a Stores Clerk	Q4	ARR approval required
	Reposition/Purchase Station 74 Kleinburg Land	Q4	Capital Project

2017 Initiatives

Recruit, train, and deploy fire personnel and equipment			
Provide effective fire education, enforcement and suppression services meeting the expectations of a culturally diverse citizenry	Purchase Land for Future Station 7-11	Q1	Capital Project

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Cost of Operating Fire Services per \$1,000 of Assessment		\$0.70			
Inspections:	2,301	2,479			
Municipal License:	333	245			
Site Plan/Variance:	187	141			
Plans Examination:	512	211			
File Searches:	87	70			
Public Education:	281	288			
Fire Investigation:	61	48			
New Building:	202	224			
Grow Op:	8	6			
Prosecution:	67	71			
EFFECTIVENESS: How well do we do it?					
VFRS		53	79	70	
Communications Call Handling in Seconds					
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Inspection staff continue to increase the quantity of inspections performed annually, as well as participation in public education and other activities
- VFRS Communications staff continue to manage calls for service in an effective and timely manner

JULY 31, 2013

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Operations Division provides 'Full Service Emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazardous materials and CBRN incidents. In addition, this division provides a number of specialized teams, including a Hazardous Material Response team, Technical Rescue teams (for trench, confined space, low angle rescue) and a Public Order Support team (in conjunction with the York Regional Police Service).

Each year full-time staff, including volunteers of the VFRS, dedicate thousands of hours of methodical training to maintain and enhance standardized skill sets with a view to achieve consistent quality of work. Firefighters are required to complete specific annual maintenance training to maintain the knowledge and demonstrated practical competency skill sets to perform their duties quickly, efficiently and completely on site of the emergency. All service delivery enhancements for the public must first be implemented through the Training division.

The Mechanical Division is responsible for ensuring all emergency firefighting apparatus/equipment in operationally ready state using current MTO Standards and NFPA guidelines as benchmarks. The Division continues to provide both in-shop and mobile mechanical service for a number of Regional Emergency Service partners as well as a warranty repair depot for major fire service equipment suppliers and manufacturers.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. To provide programs to protect lives, property, and the environment from the adverse affect of fire, medical emergencies and other dangerous conditions
2. To protect and safeguard the health and wellness of Vaughan Citizens

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - VFRS Operations Division provides an efficient and timely emergency response within approved service standards.
2. Promote Community Safety, Health & Wellness
 - VFRS Operations Division provides 'Full Service Emergency Response' which includes fire incidents, sudden medical emergencies, technical rescue, hazardous materials, and CBRN incidents, promoting the safety, health and wellness of Vaughan residents.
3. Support the Professional Development of Staff
 - The Training Division delivers quality training and education support services for all VFRS divisions, promoting the professional development of staff and ensuring regulatory compliance.

2014-17 Business Plan

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

Operations:

	2012	2013 Base	Additional Resource Requests			
	2012	2013 Base	2014	2015	2016	2017
Full Time	256	256	14		14	10
Part Time			-	-	-	-
Overtime	\$102,552	\$102,560				

Mechanical:

	2012	2013 Base	Additional Resource Requests			
	2012	2013 Base	2014	2015	2016	2017
Full Time	5.5	5.5	-	-	1	-
Part Time			-	-	-	-
Overtime	\$185	\$185				

Training:

	2012	2013 Base	Additional Resource Requests			
	2012	2013 Base	2014	2015	2016	2017
Full Time	4.5	4.5	-	1	-	-
Part Time			-	-	-	-
Overtime	\$5,527	\$5,535				

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staff
 - Retirement and turn-over of fully trained staff will take place at an accelerated rate.
 - The span of control of each of the four Platoon Chiefs is large: each Platoon Chief manages 64 full-time staff
 - Upon the opening of the new Fire Station 7-10, implementation of the position of District Chief will provide for more consistent span of control and application of Ontario Occupational Health and Safety Guidelines
- Changing Demographics
 - Population increases necessitate expansion of services to maintain response times
 - Changes in demographics require VFRS to provide more specialized programs and services

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Mechanical Support
 - The growth of the fire fleet and increasing demand of unscheduled repairs due to repair/maintenance challenges the efficiency and effectiveness of the existing four full-time mechanics and one chief mechanical officer
 - The Mechanical Division continues to generate retail revenue while completing in-house work on time
- Training
 - The Training Division is required to maintain continuous, consistent and certified training for all VFRS staff. VFRS anticipates hiring 20 probationary firefighters to staff Engine 75 mid-year (Budget approval)
 - Workload of the Training division has increased significantly which is attributed to training of new recruits and accelerated training for staff progressions related to retirement.
 - Enhanced emergency patient care medical training provides a broader skill sets to staff when dealing with medical and related emergency.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Recruitment of future Firefighters and District Chiefs will increase annual operating and capital costs in order to maintain City approved and professional association service levels

2014-17 Business Plan

Work Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Efficiently maintain mechanical support services within mandated service standards	Replacement Platoon Chief Vehicle	Q4	Capital Project
	Procure Command Vehicle	Q4	Capital Project
	Replace 7979 Fire Prevention Vehicle	Q4	Capital Project
Provide an efficient and timely emergency response within approved service standards 90% of the time	Ontario Fire Marshal Public Safety Guideline 04-08-10 Operational Planning	Q4	
	Meet service levels in accordance with City approved service standards and OFM & NFPA accepted standards	Q4	
	Continue preparations to ensure service delivery within the VMC and intensification areas	Q4	
Deliver quality training and education support services for all divisions	Train 16 Firefighters and 4 District Chiefs to Structural Collapse Technician Level NFPA 1006		2 instructors
	Recruit Training		4 instructors
	Company Officer Qualifying Routine		2 instructors/ 4 Senior Command Officers
2015 Initiatives			
Deliver quality training and education support services for all divisions	Explore opportunities for developing a Fire Training Tower/Facility	Q1	Capital Project
Efficiently maintain mechanical support services within mandated service standards	Aerial 7983 Refurbishment	Q4	Capital Project
	Replace 7966 Rescue Truck	Q4	Capital Project
	Purchase Aerial Station 76	Q4	Capital Project
	Replace Deputy Chief Vehicle 7987	Q3	Capital Project

2014-17 Business Plan

2016 Initiatives

Efficiently maintain mechanical support services within mandated service standards	Procure a Command Vehicle	Q4	Capital Project
	Procure a Fire Prevention Vehicle	Q4	Capital Project
	Replace 7972 Pumper	Q4	Capital Project
	Replace 7988 Training Vehicle	Q4	Capital Project
	Smeal Aerial 17M(7983) Refurbishment	Q4	Capital Project
	Replace HAZ MAT 7942	Q4	Capital Project
	Replace Aerial 7968 – Smeal 32m	Q1	Capital Project
	Replace 7971 Pumper	Q1	Capital Project
	Station 76 -Equipment For Firefighter Purchase	Q2	Capital Project

2017 Initiatives

Efficiently maintain mechanical support services within mandated service standards	Fire Prevention Vehicle Replacement 1	Q2	Capital Project
	Fire Prevention Vehicle Replacement 2	Q2	Capital Project
	Purchase a New Fire Prevention Vehicle	Q1	Capital Project
	Replace Aerial 7955	Q1	Capital Project
	Replace Training Van 7981	Q1	Capital Project
	Station 78 Engine Purchase	Q1	Capital Project
	Station 78 Equipment Purchase	Q1	Capital Project
	Station 78 Equipment for Firefighter Purchase	Q1	Capital Project

2014-17 Business Plan

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
EFFECTIVENESS: How well do we do it?					
% Maintenance Meeting Scheduled Plan		74%	83%	68%	
Critical Task Analysis			88%		
Vaughan Standard		70.5%	71.5%		
10-in-10		54%	74%		
OFM-PSG 04-08-10		9%	17%		
Average Response Times – All Calls		6.37 mins.	6.8 mins.	6.65 mins.	
Average Response Time for all Emergency Calls By Station					
Station 71:	5:36	5:38	5:42		
Station 72:	6:59	7:15	6:41		
Station 73:	6:19	6:31	6:38		
Station 74	9:07	10:13	9:40		
(volunteer):	6:29	6:28	6:30		
Station 75:	6:49	6:48	6:51		
Station 76:	7:05	7:04	6:24		
Station 77:	7:07	7:14	6:38		
Station 78:	6:39	6:43	6:37		
Station 79:			7:09		
Station 710:					
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion:

- VFRS Operations continue to maintain average response times to all calls
- Adherence to City of Vaughan Standard, 10-in-10, and critical task analysis are continuously improving

JULY 31, 2013

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Fire and Rescue Services														
	Revenue													
		Dept. Misc. Revenues	811,484	522,748	591,787	94.4%	69,039	13.2%	568,207	(23,580)	614,627	46,420	591,308	(23,319)
		Fees from Other Municip.	35,000	35,000	35,000	5.6%	0	0.0%	35,000	0	35,000	0	35,000	0
		Rev. frm Recov. Exp - Pd Duty	0	22,880	0	0.0%	(22,880)	(100.0)%	0	0	0	0	0	0
		Total Revenue	846,484	580,628	626,787	100.0%	46,159	7.9%	603,207	(23,580)	649,627	46,420	626,308	(23,319)
	Labour Costs													
		Staffing Costs (incl Benefits)	37,780,402	35,509,051	38,430,280	94.2%	2,921,229	8.2%	41,632,075	3,201,795	43,379,235	1,747,160	45,358,826	1,979,591
	Other Expenses													
		Communications	281,009	336,073	395,780	1.0%	59,707	17.8%	397,710	1,930	403,860	6,150	406,540	2,680
		Community Advertising & Promotion	47,282	46,645	46,645	0.1%	0	0.0%	46,645	0	49,645	3,000	49,645	0
		General Mtce & Repairs	482,593	310,589	370,204	0.9%	59,615	19.2%	370,204	0	370,204	0	370,204	0
		Joint Services & Department Transfers	334	1,510	1,000	0.0%	(510)	(33.8)%	1,000	0	1,000	0	1,000	0
		Meals & Travel	4,503	15,401	9,693	0.0%	(5,708)	(37.1)%	9,693	0	9,693	0	9,693	0
		Office Equipment & Furniture	18,967	44,553	41,984	0.1%	(2,569)	(5.8)%	33,204	(8,780)	43,824	10,620	34,464	(9,360)
		Office Supplies& Expenses	58,168	37,962	54,480	0.1%	16,518	43.5%	54,580	100	55,930	1,350	56,680	750
		Operating Leases	0	283	0	0.0%	(283)	(100.0)%	0	0	0	0	0	0
		Other	76,825	69,260	73,129	0.2%	3,869	5.6%	38,129	(35,000)	73,129	35,000	38,129	(35,000)
		Professional Fees	198	2,285	0	0.0%	(2,285)	(100.0)%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	286,141	212,838	264,720	0.6%	51,882	24.4%	264,920	200	266,320	1,400	267,320	1,000
		Staff Development & Training	149,624	138,390	137,209	0.3%	(1,181)	(0.9)%	138,709	1,500	141,919	3,210	143,419	1,500
		Staffing Costs (incl Benefits)	1,393	0	115,000	0.3%	115,000	0.0%	115,000	0	115,000	0	115,000	0
		Tools & Equipment	619,996	525,069	642,905	1.6%	117,836	22.4%	571,201	(71,704)	678,401	107,200	661,501	(16,900)
		Utilities & Fuel	211,099	216,440	224,848	0.6%	8,408	3.9%	224,848	0	224,848	0	224,848	0
		Total Other Expenses	2,238,133	1,957,298	2,377,597	5.8%	420,299	21.5%	2,265,843	(111,754)	2,433,773	167,930	2,378,443	(55,330)
	Totl Expenses		40,018,534	37,466,349	40,807,877	100.0%	3,341,528	8.9%	43,897,918	3,090,041	45,813,008	1,915,090	47,737,269	1,924,261
Total Fire and Rescue Services			39,172,050	36,885,721	40,181,090		3,295,369	8.9%	43,294,711	3,113,621	45,163,381	1,868,670	47,110,961	1,947,580

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Fire and Rescue															
Stn 75 - 6 Firefighters & 4 Captains	FT	10.00	1,177,358		1,177,358	(7.5)	(818,856)	2.50	358,502	7.5	741,029	-	70,136		70,635
4 District Chiefs	FT	4.00	615,030		615,030	(2.0)	(286,515)	2.00	328,515	2.00	243,247	-			

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2015 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Fire and Rescue</i> Training Officer	FT	1.00	158,180		158,180			1.00	158,180		(11,860)		

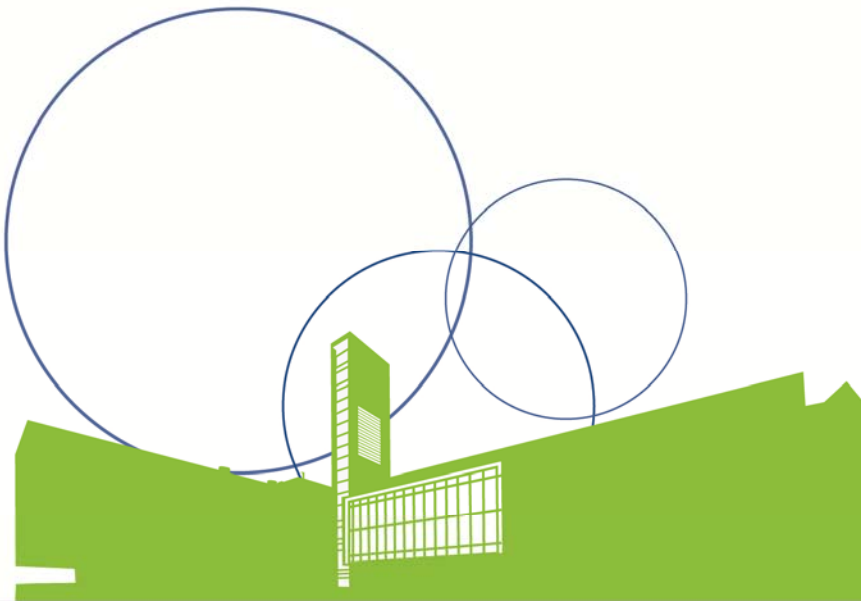
Recognized 2016 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Fire and Rescue</i> Fire Prevention Inspector	FT	1.00	103,944		103,944			1.00	103,944		(499)
Stores Clerk	FT	1.00	71,661		71,661			1.00	71,661		(1,715)
STN 76 - 10 Firefighters	FT	10.00	982,668		982,668	(5.0)	(454,959)	5.00	527,709		374,824
4 District Fire Chiefs	FT	4.00	651,746		651,746	(2.0)	(304,873)	2.00	346,873		245,397

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Fire and Rescue</i> STN 76 - 6 Firefighters & 4 Captains	FT	10.00	1,253,317		1,253,317	(5.0)	(571,982)	5.00	681,335

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Fire & Rescue Services	2014	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100					45,100	
		FR-3567-14	Station #75 Equipment for Engine 75	Growth/Equipment	Ward 3	119,700						119,700	
		FR-3571-14	Command Vehicle	Growth/Development	City-Wide	60,000						60,000	558,939
		FR-3591-14	Replace 7979 Fire Prevention Vehicle	Equipment Replacement	City-Wide		40,500					40,500	
		FR-3594-14	Replace Platoon Chief Vehicle	Equipment Replacement	City-Wide		73,800					73,800	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000					30,000	
	2014 Total					179,700	189,400					369,100	558,939
	2015	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100					45,100	
		FR-3579-15	Smeal Pumper(7973) Refurbishment	Infrastructure Replacement	City-Wide		180,250					180,250	
		FR-3583-15	Reposition Stn 74 Kleinburg Land	New Infrastructure	Ward 1	648,550			463,250			1,111,800	
		FR-3588-15	Replace 7966 Rescue Truck	Equipment Replacement	City-Wide		628,800					628,800	
		FR-3595-15	Tech Rescue (7978) Refurbishment	Equipment Replacement	City-Wide		109,000					109,000	
		FR-3606-15	Station 76 Aerial Purchase	Growth/Equipment	Ward 4	1,300,000						1,300,000	2,063,210
		FR-3607-15	Station 76 Equipment Purchase	Growth/Equipment	Ward 4	120,000						120,000	6,100
		FR-3609-15	Expand/Update Crew Quarters Station 76	Growth/Development	Ward 4	360,000						360,000	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000					30,000	
		FR-3614-15	Replace Chief 73 Vehicle 7987	Growth/Equipment	City-Wide		45,000					45,000	
	2015 Total					2,428,550	1,038,150		463,250			3,929,950	2,069,310
	2016	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100					45,100	
		FR-3573-16	Command Vehicle	Growth/Development	City-Wide	60,000						60,000	593,685
		FR-3578-16	Fire Prevention Vehicle	Growth/Development	City-Wide	40,000						40,000	95,815
		FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	Growth/Development	Ward 1	4,062,794			850,206			4,913,000	
		FR-3586-16	Replace 7972 Pumper	Equipment Replacement	City-Wide		699,400					699,400	
		FR-3590-16	Replace 7988 Training Vehicle	Equipment Replacement	City-Wide		43,600					43,600	
		FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	Equipment Replacement	City-Wide		189,000					189,000	
		FR-3593-16	Replace HAZ MAT 7942	Equipment Replacement	City-Wide		545,000					545,000	
		FR-3608-16	Station 76 Equipment for Firefighter Purchase	Growth/Equipment	Ward 4	125,000						125,000	6,100
		FR-3610-16	Replace Aerial 7968 - Smeal 32m	Equipment Replacement	Ward 5		800,000					800,000	6,100
		FR-3611-16	Replace 7971 Pumper	Equipment Replacement	City-Wide		625,000					625,000	6,100
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000					30,000	
	2016 Total					4,287,794	2,977,100		850,206			8,115,100	707,800
	2017	FR-3508-13	Breathing Apparatus Replacements	Equipment Replacement	City-Wide		45,100					45,100	
		FR-3587-17	Replace 7955 Aerial 55 FT	Equipment Replacement	City-Wide		703,000					703,000	
		FR-3589-17	Replace 7981 Training Van	Equipment Replacement	City-Wide		33,600					33,600	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	Equipment Replacement	City-Wide		30,000					30,000	
		FR-3615-17	Fire Prevention Vehicle Replacement	Growth/Equipment	City-Wide		45,000					45,000	6,100
	2017 Total						901,700					901,700	12,200
Fire & Rescue Services Total						6,896,044	5,106,350		1,313,456			13,315,850	3,348,249

Emergency Planning



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Emergency Planning program is responsible for protecting and promoting public safety through prevention, mitigation, preparedness, response and recovery initiatives that comply with the *Emergency Management and Civil Protection Act* and its Regulations. The program engages in Community Risk Assessment, Critical Infrastructure Identification, Emergency Management Plans and Procedures, Staff Training, Mock Emergency Exercises, Emergency Operations Centre Development and Management, and Public Education.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Facilitate Vaughan residents and businesses to be educated and informed about emergency procedures and personal safety
2. Ensure that City staff are capable of responding safely and effectively in the event of an emergency

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Promote community safety, health and wellness
 - The Emergency Planning program provides training and education for citizens on prevention, preparedness, and response to emergency situations.
2. Demonstrate excellence in service delivery
 - The Department delivers a wide array of safety programming for citizens such as public education sessions, publications and guides. Additionally, the Department ensures that City staff are adequately prepared for emergencies by providing risk assessments, critical infrastructure identification, and emergency management plans and procedures.
3. Support the professional development of staff
 - The Department provides emergency preparedness training and delivers mock emergency exercises to City staff to ensure that all employees are trained and prepared for emergencies.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	1	1	-	-	1	-
Part Time	0.33	0.33	-	-	-	-
Overtime			-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Resources
 - The program is experiencing challenges meeting service demands, operating capacity and resiliency with current resources. The gap in resources may jeopardize City and third party compliance with legislation and affect the organization's ability to efficiently and effectively manage emergencies.
 - Emergency Planner requested for 2013 that will allow for a division of duties and increase Program efficiency.
 - EOC functional review strategy implementation 2013 to 2015 to ensure operating capacity and resiliency of the facility for the Emergency Management Team to respond efficiently and effectively to emergency situations
 - Increased facilitation and support for other departments
 - Needs more resources to enhance public education and outreach

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Growth Management
 - The growth of the City, addition/development of infrastructure and legislated requirements federally and provincially on emergency planning for hazardous materials and long term care facilities require the involvement and support of the Emergency Planning Program.
 - Synchronizing emergency planning with future Hospital implementation
 - Emergency planning and training for the Spadina subway extension

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Demand for public education, population growth, intensification of development, and expansion of critical infrastructure such as the subway extension and hospital will require greater investment of resources in order to maintain a state of emergency preparedness

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative	Q4	
	Develop school based public education program & materials	Q4	
	Provide workshops, advise on exercises, and review emergency plans for business sector	Q4	
Ensure effective continuity of core business functions	Evaluate and develop program to meet the CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	
		Q4	
2015 Initiatives			
Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	Emergency Planner (ARR)
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative	Q4	Emergency Planner (ARR)
	Develop school based public education program & materials	Q4	
Ensure effective continuity of core business functions	Develop and evaluate common operating dashboard in EOC	Q4	Emergency Planner (ARR)
	Conduct a business impact analysis of City services and facilitate development of continuity of operations plans	Q4	
	Develop a program to address gaps identified related to the CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	

Emergency Planning

2014-17 Business Plan

2016 Initiatives

Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	Emergency Planner (ARR)
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative Develop school based public education program & materials	Q4 Q4	Emergency Planner (ARR)
Ensure effective continuity of core business functions	Implement phase two of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review: <ul style="list-style-type: none"> 1. Investigate EOC network resiliency systems; 2. Convert 15 VOIP lines in primary EOC to landlines; 3. Replace whiteboards in EOC with sliding multi-panel whiteboards Develop and equip an alternate EOC site Investigate using the Cloud for core information and applications Evaluate program to meet the CSA Z1600 Standard for Emergency Management and Business Continuity	Q4 Q4 Q2 Q2 Q4 Q4 Q4	Emergency Planner (ARR)

2017 Initiatives

Maintain a state of emergency readiness	Maintain mandatory emergency management program in compliance with the <i>Emergency Management and Civil Protection Act</i>	Q4	Emergency Planner (ARR)
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative Develop school based public education program & materials	Q4 Q4	Emergency Planner (ARR)
Ensure effective continuity of core business functions	Implement phases three and four of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review Develop a virtual EOC	Q2 Q4	Emergency Planner (ARR)

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Actual
EFFICIENCY: What/How much do we do?					
Information Distributed	23,140	34,186	45,640	42,530	82,780
Events and Workshops	26	19	19	28	42
Workshop Participants	365	300	417	365	1383*
EFFECTIVENESS: How well do we do it?					
Staff Trained	273	235	190	137	181
Enhancements and lessons learned per exercise and real event	28	41	56	40	27**
Percentage of lessons learned and enhancements approved and implemented	95% implemented 5% not feasible due to external resource not available	98% implemented 2% not implemented as budget for item was not approved	91% implemented 2% not feasible 2% budget for resource not approved 5% deferred to future budget year	93% implemented 5% deferred to future budget year 2% to be implemented by another dept.	In progress, approved in 2014
EOC Operating and Resiliency Capacity Strategy	People, processes	People, processes	People Processes and systems	People, Processes and Systems	People Processes and Systems
Percentage of Departments with Emergency Plans	100	100	100	100	100
SERVICE QUALITY: Is anyone better off?					
Readiness level of participants (1 to 5 scale) Percentage rating on scale	N/A	N/A	N/A	N/A	85% of EMT rank readiness level at 4 or 5
Percentage of CSA Z1600 Standard achieved		71% achieved 29% to be done	71% achieved 29% to be done	76% achieved 24% to be done	80% achieved 20% to be done

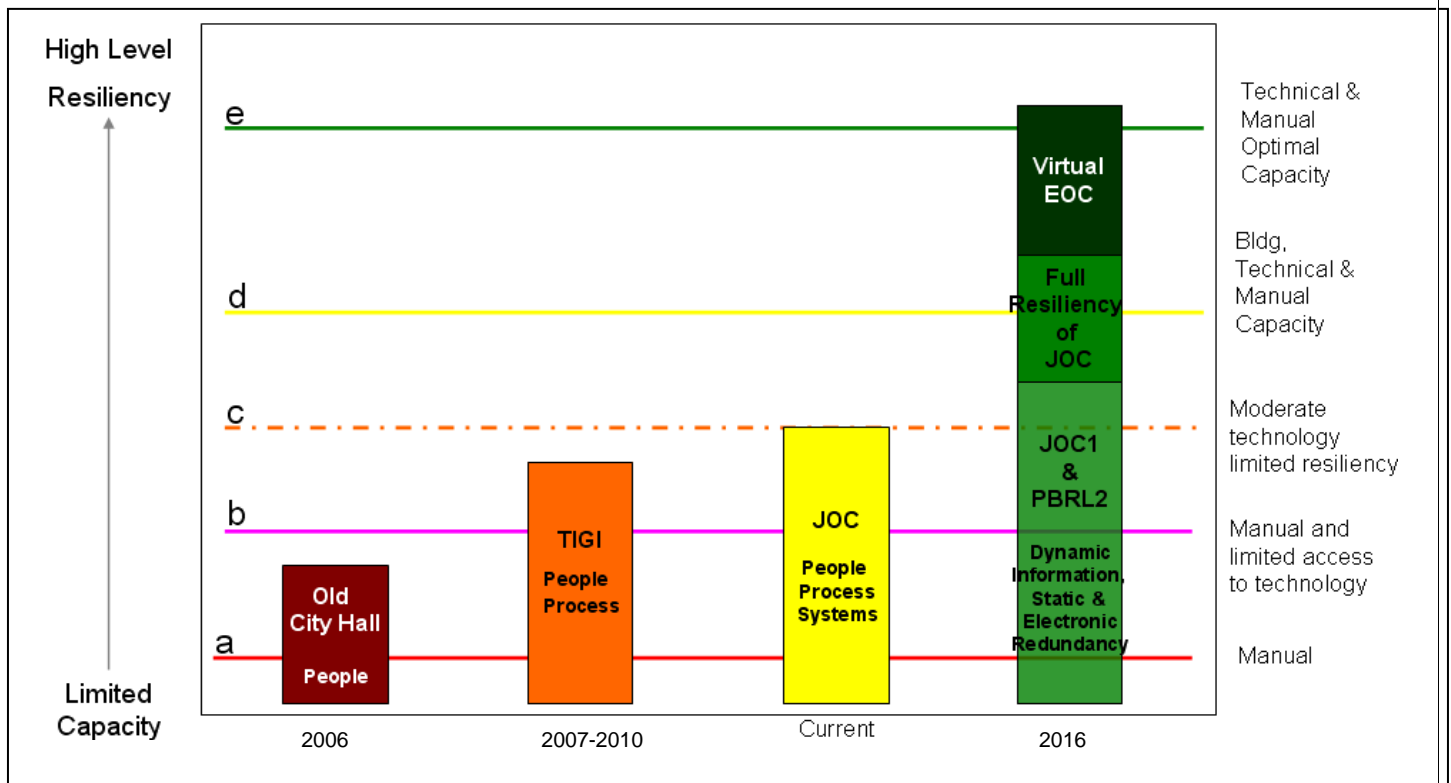
*includes emergency code training for City staff. **Does not include Ice Storm Action Items

2014-17 Business Plan

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The volume of distributed emergency preparedness information is expected to increase
- The number of events, workshops, and participants are expected to rise in 2013
- Key Performance Indicators will be further evolved in accordance with the Corporate Performance Measurement Initiative
- Resiliency of an EOC is measured by its' dynamic structure; including people, processes, equipment, systems and technology. All elements must have secondary measures in terms of devices, systems, processes in which to operate and they are to be considered equally; as well as, the capacity to respond to an incident by means of manual and/or technological methods. The EOC Functional Review identified the need to reach an optimum level of operating capacity and resiliency, thus an implementation strategy was developed.

This graph depicts the past, present and recommended future levels of operating resiliency in the EOC.



Department Head
Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Emergency Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	145,068	130,526	145,776	74.0%	15,250	11.7%	231,801	86,025	236,952	5,151	242,326	5,374
	Other Expenses													
		Communications	824	1,300	700	0.4%	(600)	(46.2)%	1,200	500	64,590	63,390	64,590	0
		Community Advertising & Promotion	0	0	21,620	11.0%	21,620	0.0%	21,620	0	21,620	0	53,720	32,100
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	82	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	350	450	450	0.2%	0	0.0%	950	500	950	0	950	0
		Office Equipment & Furniture	1,683	1,200	1,200	0.6%	0	0.0%	1,200	0	1,200	0	1,200	0
		Office Supplies & Expenses	1,888	3,610	1,180	0.6%	(2,430)	(67.3)%	1,180	0	1,180	0	1,180	0
		Other	3,645	3,080	1,500	0.8%	(1,580)	(51.3)%	1,500	0	1,500	0	1,500	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	5,300	5,300
		Service Contracts and Materials	0	0	2,430	1.2%	2,430	0.0%	2,430	0	2,430	0	10,230	7,800
		Staff Development & Training	26,121	31,960	21,040	10.7%	(10,920)	(34.2)%	22,040	1,000	22,040	0	22,040	0
		Tools & Equipment	8,214	8,520	0	0.0%	(8,520)	(100.0)%	0	0	0	0	0	0
		Utilities & Fuel	381	1,000	1,000	0.5%	0	0.0%	1,000	0	1,000	0	1,000	0
		Total Other Expenses	43,187	51,120	51,120	26.0%	0	0.0%	53,120	2,000	116,510	63,390	161,710	45,200
Total Emergency Planning			188,255	181,646	196,896	100.0%	15,250	8.4%	284,921	88,025	353,462	68,541	404,036	50,574

Recognized 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Emergency Planning Emergency Planner (Partial FTE Conversion)	FT	0.69	91,622	(6,928)	84,694			0.69	84,694		4,481		4,705

Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Emergency Planning Primary and Alternate EOC Telephone System			63,390		63,390				63,390		

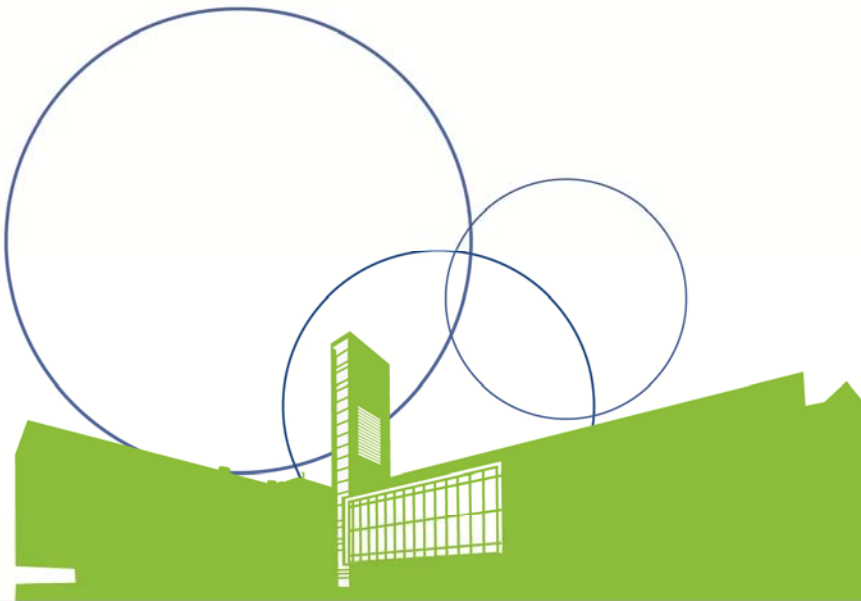
Recognized 2017 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Emergency Planning Public Awareness - PrepE Initiative Budget Increase			45,200		45,200				45,200

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Emergency Planning	2017	EP-0071-17	Primary and Alternate Emergency Operations Centres	Equipment Replacement	City-Wide		68,200		128,910			197,110	63,390
	2017 Total						68,200		128,910			197,110	63,390
Emergency Planning Total							68,200		128,910			197,110	63,390

Commissioner of Finance & City Treasurer



Commissioner of Finance & City Treasurer



John Henry

Commissioner's Message:

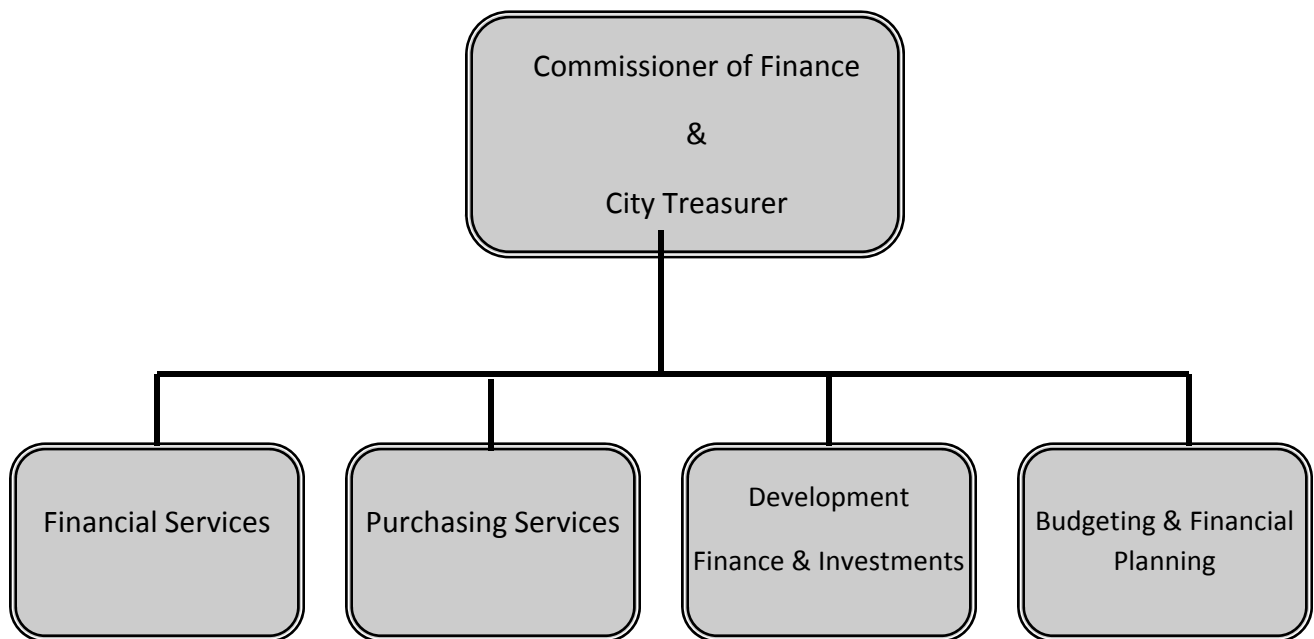
The City of Vaughan is committed to providing service excellence and value for their property tax dollar to our residents and businesses. Achieving this mandate requires the management of corporate resources, which falls under the responsibility of the Commissioner of Finance & City Treasurer.

Included in the portfolio of the Commissioner of Finance & City Treasurer are the following departments: Budget and Financial Planning, Financial Services, Development Finance & Investments and Purchasing. They provide financial support and corporate guidance to the City's departments, Senior Management and Council with a focus on financial planning, resource management, process compliance, and reporting, consistent with Council's policies and direction.

The City's Vision Statement has served as a guide and our approach continues to be the early identification of issues and the development of responsive and progressive actions. This has resulted in very positive results, such as Vaughan's ability to offer one of the lowest tax rates in the GTA. Maintaining effective service delivery and balancing financial resources between investment in new infrastructure to support growth and the repair and replacement of our existing infrastructure are key priorities for the City of Vaughan. In addition, with the support of Council and Senior Management, many 2012 initiatives have been put in place, which move the City further along its path to service, management and organizational excellence, such as:

- Multi-year budgeting
- Financial Master Plan (FMP)
- Consolidated Purchasing Policy
- Reserve Policy
- Development Charge Background Study Update
- Etc.

Commissioner of Finance & City Treasurer Organizational Chart



Revenue and Expenditure Summary

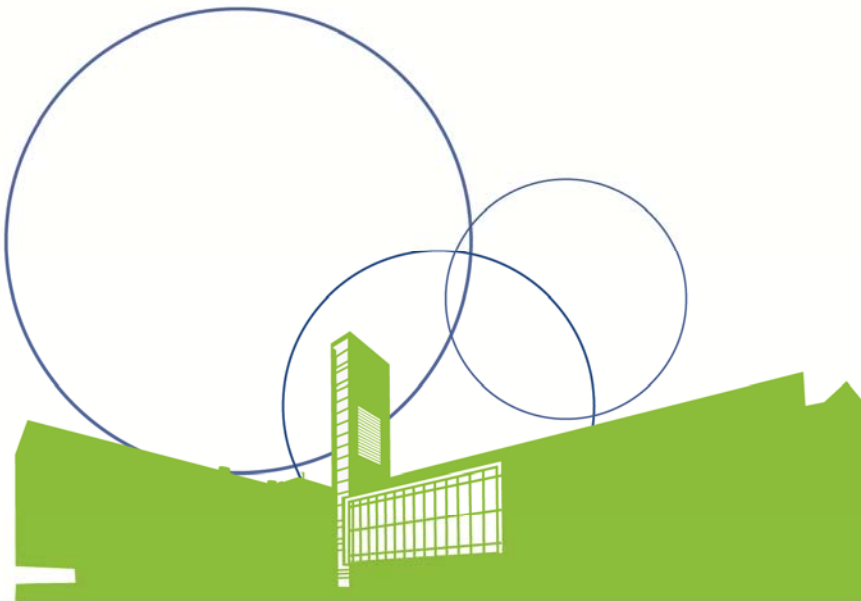
2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Comm of Fince & City Treasurer														
	Labour Costs													
		Staffing Costs (incl Benefits)	316,495	374,693	374,119	91.6%	(574)	(0.2)%	373,237	(882)	374,986	1,749	376,735	1,749
	Other Expenses													
		Communications	1,062	2,260	1,460	0.4%	(800)	(35.4)%	1,460	0	1,460	0	1,460	0
		Community Advertising & Promotion	0	3,770	0	0.0%	(3,770)	(100.0)%	0	0	0	0	0	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	967	2,230	1,750	0.4%	(480)	(21.5)%	1,750	0	1,750	0	1,750	0
		Office Equipment & Furniture	388	4,190	1,480	0.4%	(2,710)	(64.7)%	1,480	0	1,480	0	1,480	0
		Office Supplies& Expenses	496	3,400	500	0.1%	(2,900)	(85.3)%	500	0	500	0	500	0
		Operating Leases	8,595	8,600	8,600	2.1%	0	0.0%	8,600	0	8,600	0	8,600	0
		Other	339	1,000	0	0.0%	(1,000)	(100.0)%	0	0	0	0	0	0
		Professional Fees	0	2,240	12,460	3.1%	10,220	456.3%	12,460	0	12,460	0	12,460	0
		Staff Development & Training	2,334	5,250	4,090	1.0%	(1,160)	(22.1)%	4,090	0	4,090	0	4,090	0
		Utilities & Fuel	2,304	4,400	4,000	1.0%	(400)	(9.1)%	4,000	0	4,000	0	4,000	0
		Total Other Expenses	16,486	37,340	34,340	8.4%	(3,000)	(8.0)%	34,340	0	34,340	0	34,340	0
Total Comm of Fince & City Treasurer			332,981	412,033	408,459	100.0%	(3,574)	(0.9)%	407,577	(882)	409,326	1,749	411,075	1,749

2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer Senior Technical Clerk (conversion of PT to Purchasing Dept FT)	PT	(0.65)	(24,227)	0	(24,227)			(0.65)	(24,227)	0		0		0	

Financial Services



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Financial Services Department provides services to a variety of internal and external stakeholders across three business units. The Taxation & Property Assessment unit provides property tax billing, collection and property assessment-base management under the jurisdiction of multiple provincial statutes. The Accounting & Financial Reporting unit provides processing and payment of the City's accounts payable, corporate accounting services and financial reporting. The Cashier Services unit provides services to ensure the safe and reliable collection of funds from internal and external users.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Taxation: Protect the assessment base to ensure effective, reliable, and timely billing and collection of tax revenues
2. Accounting: Effective Accounts Receivable & Payable processes and accurate financial reporting
3. Cashier Services: Effective and reliable collection of internal and external funds

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Cashier Services staff engage the public daily to collect payments in a professional manner. Taxation & Property Assessment ensure that the collection of taxes is performed to a high standard of service quality.
2. Ensure Financial Sustainability
 - Accounting & Financial Reporting provide processing and payment of the City's accounts payable, Corporate accounting services and financial reporting, ensuring that the City's financial assets are well-managed.
3. Ensure a High Performing Organization
 - Staff are committed to continuously improving business processes and practices to support City departments with the efficient collection of revenues and payment of expenses

2014-17 Business Plan

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

City Financial Service

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	1	1				
Part Time	N/A	N/A				
Overtime	N/A	N/A				

Accounting & Financial Reporting

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	12	12			1	
Part Time	2.32	2.53			(0.69)	
Overtime	\$7,900	\$7,900				

Tax Assessment

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	13	13				
Part Time	0.69	0.69		(0.69)		
Overtime	\$10,230	\$10,230				

Cashier Services

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	N/A	2	0.40			
Part Time	N/A	.5	(0.50)			
Overtime	N/A	\$1,450				

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Current & future demand on existing staffing resources
- Dynamic and efficient staff
- Succession planning is required to ensure skills and knowledge are retained
- Prioritization of Financial Services needs should be enhanced
- Taxation:
 - Long-term staff that are highly knowledgeable and skilled
 - Out-of-date software systems are causing process inefficiencies
- Accounting:
 - Low staffing for analytical roles resulting in managers engaging in day-to-day activities
 - An automated accounts payable system is needed to greatly enhance process efficiencies
 - Accounting processes have not been updated to accommodate for Tangible Capital Assets reporting (PSAB 3150), requiring manual input
 - The P-Card system will improve the payment of invoices and streamline accounts
 - JDEdwards software upgrades are required
- Cashier Services:
 - Need for a Point-of-Sale system to expedite payment processing

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Staffing has not kept pace with growth, increasing work load and work pressures
- Impending retirements will lower knowledge & skills without proper succession planning in place
- Taxation:
 - Automation of current manual practices by procuring new property tax software
 - It is currently unknown how changes in legislation will impact processes
 - Increasing number of challenges to the assessment base
 - Protection of the assessment base is needed to ensure increases in growth are recognized and added to the roll. Growth continues to increase the number of issued tax bills and potential arrears to be collected.
 - A younger demographic may increase the number of pre-authorized payment plans
- Accounting:
 - Additional government mandated reporting requirements (i.e. PSAB 3150 Tangible Capital Asset Reporting) has added challenges within the department's operations
 - Future impact of Freedom of Information requests on existing staff time and resources
 - Additional staff for analytical roles are required to ensure optimal segregation of duties
- Cashier Services:
 - Maintaining customer service levels while managing increased volume of service requests by promoting electronic payment and pre-authorized payment to reduce in-person service

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Procurement of a Point-of-Sale system
- Future tax revenue stream may normalize due to lower future population growth
- More staff resources may be seconded for corporate projects such as EDMS and Asset Management

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Improve the Efficiency of Financial Services	Incorporate Asset Management principles into accounting practices	Q4	Partial Capital Funding secured
Ensure an Effective Tax Billing & Collection Process	Develop an RFP for upgrading or replacing property tax software	Q2	Capital Request via ARR in progress
2015 Initiatives			
Improve the Efficiency of Financial Services	Issue an RFP for a Point-of-Sale System	Q4	
	Assist with EDMS & Asset Management corporate initiatives	Q4	
2016 Initiatives			
Improve the Efficiency of Financial Services	JDE Software Upgrade	Q4	
2017 Initiatives			
Improve the Efficiency of Financial Services	General Ledger Restructuring	Q4	

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Tax Levied – amount	\$595M	\$620M	\$649M	\$680M	\$712M
Tax Levied - # of tax bills	86,000	90,000	92,000	95,000	98,000
# of Tax Bills per FTE	6,287	6,556	6,754	6,952	7,174
# of EHO applications per FTE		1,480	1,507	1,529	1,605
Total Number of Accounts Payable Invoices Processed per FTE	6100	6200	6400 (forecast)	6500 (forecast)	6800
Total Number of Accounts Receivable Invoices Processed per FTE	950	1000	1050 (forecast)	1100 (forecast)	1150
EFFECTIVENESS: How well do we do it?					
Receivables Percentage	8.2%	7.4%	7.3%	7.0%	7%
Assessment Growth		3.05%	3.17%	3.50%	2.75%
% of all Accounts Receivables Outstanding Over 90 Days	0.90%	8.00%	3.5% (forecast)	2.5% (forecast)	1.75%
SERVICE QUALITY: Is anyone better off?					
PAP Participation Rate	21.90%	23.22%	24.69%	25.99%	27.29%

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Number of tax bills and total levied taxes expected to continue increasing gradually
- PAP Participation is anticipated to grow consistently over time
- Accounts Payable and Invoices Receivable will continue to experience modest growth

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Finance														
	Revenue													
		Dept. Misc. Revenues	35	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	67,100	58,425	59,925	10.1%	1,500	2.6%	61,945	2,020	63,535	1,590	63,735	200
		Service Charges	589,132	492,803	497,838	83.6%	5,035	1.0%	522,204	24,366	523,460	1,256	527,641	4,181
		Trsf. fm Res & Res Funds	0	0	37,892	6.4%	37,892	0.0%	37,892	0	37,892	0	37,892	0
		Total Revenue	656,267	551,228	595,655	100.0%	44,427	8.1%	622,041	26,386	624,887	2,846	629,268	4,381
	Labour Costs													
		Staffing Costs (incl Benefits)	2,634,581	2,816,017	2,882,426	92.4%	66,409	2.4%	2,927,919	45,493	3,031,234	103,315	3,053,326	22,092
	Other Expenses													
		Communications	1,961	1,317	2,185	0.1%	868	65.9%	2,185	0	2,185	0	2,185	0
		Community Advertising & Promotion	6,189	4,742	6,740	0.2%	1,998	42.1%	6,740	0	6,740	0	6,740	0
		Corporate Accounts	0	5,330	5,330	0.2%	0	0.0%	5,330	0	5,330	0	5,330	0
		General Mtce & Repairs	0	749	750	0.0%	1	0.1%	750	0	750	0	750	0
		Joint Services & Department	(43,897)	(37,562)	(44,562)	-1.4%	(7,000)	18.6%	(44,562)	0	(44,562)	0	(44,562)	0
		Meals & Travel	546	3,160	3,055	0.1%	(105)	(3.3)%	3,055	0	3,155	100	3,155	0
		Office Equipment & Furniture	6,588	42,152	25,060	0.8%	(17,092)	(40.5)%	25,060	0	25,060	0	25,060	0
		Office Supplies & Expenses	83,718	108,174	107,140	3.4%	(1,034)	(1.0)%	107,340	200	107,755	415	107,960	205
		Operating Leases	733	754	750	0.0%	(4)	(0.5)%	750	0	750	0	750	0
		Other	6,382	8,570	6,498	0.2%	(2,072)	(24.2)%	6,508	10	6,533	25	6,553	20
		Professional Fees	80,491	28,756	47,000	1.5%	18,244	63.4%	47,000	0	28,351	(18,649)	28,351	0
		Service Contracts and Materials	52,905	73,534	58,229	1.9%	(15,305)	(20.8)%	58,229	0	58,229	0	58,229	0
		Staff Development & Training	9,275	21,119	20,570	0.7%	(549)	(2.6)%	20,870	300	23,170	2,300	23,470	300
		Total Other Expenses	204,891	260,795	238,745	7.6%	(22,050)	(8.5)%	239,255	510	223,446	(15,809)	223,971	525
	Total Expense		2,839,472	3,076,812	3,121,171	100.0%	44,359	(6.1)%	3,167,174	46,003	3,254,680	87,506	3,277,297	22,617
Total Finance			2,183,205	2,525,584	2,525,516		(68)	(0.0)%	2,545,133	19,617	2,629,793	84,660	2,648,029	18,236

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Finance															
Treasury Clerk E (Cashier/Water)*	FT	0.40	63,154	(63,154)	0			0.40	0	3,158		3,316		3,481	
Development Finance & Investment Analyst (Conversion of Property Taxation Dept. Service Contract to Development Finance FT)			(3,311)		(3,311)				(3,311)	0		0		0	
* Net impact is nil as budget was offset by conversion of PT, sundry and transfer from Water/wastewater															

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2015 ARR

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
Finance New Property Tax System -ITM (conversion of PT to ITM- FT)									(0.69) (30,300)					

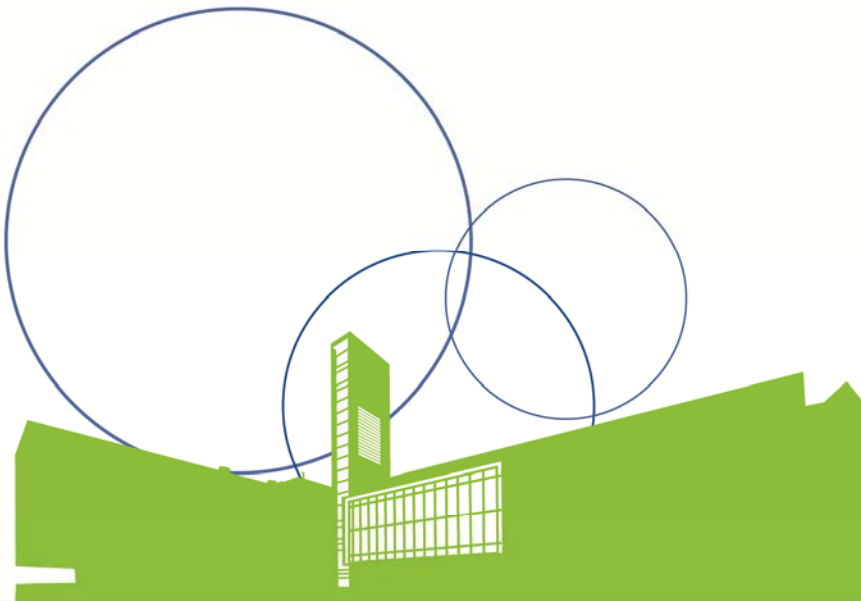
Recognized 2016 ARR

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Finance</i>											
Accounting Services - Senior Analyst (conversion from PT and professional fees to FT)	FT	1.00	113,430	(53,265)	60,165			1.00	60,165		5,557

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Finance	2017	FI-0073-17	New Property Tax System	Infrastructure Replacement	City-Wide				154,500			154,500	236,286
	2017 Total								154,500			154,500	236,286
Finance Total									154,500			154,500	236,286

Budgeting & Financial Planning



2014-17 Business Plan

Business Overview

Service Statement:

The Budgeting and Financial Planning Department provides financial management functions to assist and support the City in financial decision-making, management of funds and compliance with statutory requirements. This involves a number of core activities including: financial policy development, operating and capital budgeting and forecasting, reserve and debt management, capital program accounting and payments, external grant procurement, special projects and activity costing, asset management and tangible capital asset (TCA) reporting, audit compliance and financial monitoring, etc. These activities are essential to ensure the City is able to make well informed financial and strategic decisions

Key Outcomes & Results:

1. Ensure the responsible management of public funds through policy and budget recommendations, ensuring a balanced budget
2. Provide financial guidance and support to internal clients
3. Monitor budget and financial policy compliance
4. Contribute to successful audited financial statements

Link to Vaughan Vision 2020:

As a support department, core business activities assist all City departments in achieving their strategic priorities and service delivery objectives. However, the department consistently reinforces the Organizational Excellence goal through its strong linkages to the following strategic themes and initiatives:

1. Ensure Financial Sustainability
 - Provide advanced awareness of financial implications and future challenges
 - Develop and administer policies to safeguard and improve the City's financial state e.g. Financial Master Plan, multi-year budgeting, reserve targets, grant funding administration, etc.
2. Manage Corporate Assets
 - Ensure effective management of Corporate Assets through capital program planning, reserve forecasting, and other functions
3. Ensure a High Performing Organization
 - Support internal clients with participation in various continuous improvement projects e.g. program review, financial master plan, multi-year budgeting, capital control policy, GFOA budget award, innovation reserve, etc.
 - Contribute to the City's corporate planning cycle supporting the visioning and alignment stage and administering the planning and initiating stages.

Staffing Profile:

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	19	19				2
Part Time	0.17	0.17	(0.17)			
Overtime	\$1,025	\$1,025				

2014-17 Business Plan

Service Profile

Current Service State:

Strengths

- Department structure (dedicated support for specific City areas)
- Culture of continuous improvement fostered
- Progressive process and policy implemented
- Positive relationships and city confidence in service and deliverables
- In depth staff knowledge and competencies in the areas

Weaknesses

- System integration improvement required to streamline flow and reduce manual process
- Further integration between operating and capital processes required
- Late involvement in City department projects creates delays or staff pressure
- The City has many adjusting priorities, which spread resources thin, create delays and inefficiencies
- Greater policy documentation required

Challenges/Constraints

- Limited funding sources to support City activities
- Growing requirements for infrastructure and other reserve shortages
- Reliance on other department information can impact on key process timing
- Information needed for enhanced resource allocation and prioritization (measures/service levels, condition assessment, etc)
- New provincial grant funding requirements - Asset Management Plans
- More financial information required in master planning and subsequent consolidation

Key Success Factors

- Leadership support
- Ability to integrate existing systems and information
- Streamlining of administrative processes for efficiency and customer service optimization
- Early involvement, analytic ability and process flexibility to address emerging challenges

Key Risk Factors

- Increasing or shifting projects and associated impact on staff to deliver
- Systems not integrated
- External economic environment – potential impact on revenue streams
- Potential leadership adjustments

2014-17 Business Plan

Future Direction for the Service:

The Budgeting and Financial Planning department continues on its progressive path to further evolve financial planning, integrate systems and focus on providing value to internal clients and the community. Moving forward efforts will include:

- Automating long-range financial planning and incorporate this flexibility within the current budget platform, expand on reserve forecasting, further integrate the operating and capital modules, and enhance reporting efficiency.
- Integrating outcomes of the asset management and performance measurement initiative into grant and budget processes.
- Further enhancing policy to meet emerging requirements
- Pursuing recommendations illustrated with in the Financial Master Plan (FMP).
- Greater interaction with departments to better understand and assist with their financial and business requirements
- Further involvement with corporate projects to ensure the financial picture is represented and addressed

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

In general, the financial impact associated with the department business plan is anticipated to be minor and relate to the following pressures over the 4 year plan.

- General base budget pressures related to labour and contract requirements
- Anticipated future staffing requests related to general service volume and growth
- Potential capital requests to address systems upgrades and integration
- Future consultant requirements to address Financial Master Plan updates

Note: The budget and financial planning department is involved with a number of department and corporate initiatives and projects, depending on the timing and requirements imposed, future resources may be required.

2014-17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Assess financial implications and future challenges	Enhance Team budget (Phase I - further capital/operating integration)	Q2	Service Provider Assistance
	Performance Measurement Budget Integration	TBD	TBD
	10 Year Capital Forecasts	Q3	
	Transportation Master Plan – support	Q2	
	Licensing/Clerks – Fee Review	Q4	
Develop and Administer Policies	Develop Budget Control Policies	Q2	
Manage Corporate Resources	Asset Management Initiative – support (resource procurement, process development, data collection)	Q4	
	Infrastructure Funding Strategy development	TBD	
Provide Support & Decision Making Tools	ERP upgrade involvement	Q1	TBD
	Uplands Management Agreement Review	Q4	In-house + potential consultant work
2015 Initiatives			
Assess financial implications and future challenges	Enhance Team budget (Phase 2 – long range planning implementation)	Q2	Service Provider Assistance
	Building Standards – Fee Review	Q4	In-house + potential consultant work
Develop and Administer Policies	Full Cost Recovery – “Charge backs”	Q4	May require consultants and capital
	TCA system enhancement	Q4	May require consultants and capital
Manage Corporate Resources	Asset Management Initiative – support (implementation, corporate integration)	Q4	
Provide Support & Decision Making Tools	Prioritization – Develop Framework	Q1-Q2	Potential consultant work
	Activity Based Costing Model Review	Q4	In-house + potential consultant work

2014-17 Business Plan

2016 Initiatives

Assess financial implications and future challenges	Development Planning – Fee Review	Q4	
Manage Corporate Resources	Asset Management Initiative – support (long term financial plan)	Q4	

2017 Initiatives

Assess financial implications and future challenges	Engineering – Fee Review	Q4	In-house + potential consultant work
	Financial Master Plan (Update)	Q4	Consultant
Develop and Administer Policies	Review Corporate Reserve Policy	Q4	

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
City budget \$ per Budget Division FTE	\$32m	\$34m	\$31m	\$32m	\$34m
# of Submissions per Budget Division FTE	10.8	11.2	10.1	10.6	10.6
Reserve per Capita		\$1,218	\$1,047	\$1,153	\$1,139
Tangible Capital Assets		\$6.79b	\$6.87b	\$6.98b	\$7.07b
EFFECTIVENESS: How well do we do it?					
Budget Accuracy – City Budget vs. Actual	89.6%	101.2%	96.7%	98.2%	98.9%
Success Rate of Grant Application Submissions		84%	88%	86%	85%
Discretionary Reserve Ratio		72%	73%	82%	75%
Debt Charges Ratio		4.4%	4.2%	4.9%	6.2
SERVICE QUALITY: Is anyone better off?					
Internal Client Rating				B	B+
GFOA Budget Award	Yes	Yes	Yes	Yes	Yes

2014-17 Business Plan

Key Performance Indicators Conclusion:

Overall the above indicates the department is managing within current complement, despite growth pressure and added complexity. General effectiveness is meeting or exceeding established targets. Overall service quality is good, achieving independent recognition and satisfying internal clients.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Budgeting & Financial Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	1,867,583	2,216,596	2,224,461	95.0%	7,865	0.4%	2,313,272	88,811	2,351,389	38,117	2,602,130	250,741
	Other Expenses													
		Capital Funding	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	2,227	3,300	2,550	0.1%	(750)	(22.7)%	2,550	0	2,550	0	2,550	0
		Community Advertising & Promotion	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	533	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,634	3,000	3,000	0.1%	0	0.0%	3,000	0	3,000	0	3,000	0
		Office Equipment & Furniture	6,137	9,800	7,200	0.3%	(2,600)	(26.5)%	7,200	0	7,200	0	15,575	8,375
		Office Supplies & Expenses	17,321	17,750	18,250	0.8%	500	2.8%	18,250	0	18,750	500	18,750	0
		Other	0	800	300	0.0%	(500)	(62.5)%	300	0	300	0	300	0
		Professional Fees	28,265	7,290	9,840	0.4%	2,550	35.0%	9,840	0	9,840	0	9,840	0
		Service Contracts and Materials	44,081	43,600	54,400	2.3%	10,800	24.8%	54,900	500	55,400	500	55,800	400
		Staff Development & Training	12,189	21,710	22,300	1.0%	590	2.7%	22,900	600	23,600	700	27,250	3,650
		Total Other Expenses	112,389	107,250	117,840	5.0%	10,590	9.9%	118,940	1,100	120,640	1,700	133,065	12,425
Total Budgeting & Financial Planning			1,979,972	2,323,846	2,342,301	100.0%	18,455	0.8%	2,432,212	89,911	2,472,029	39,817	2,735,195	263,166

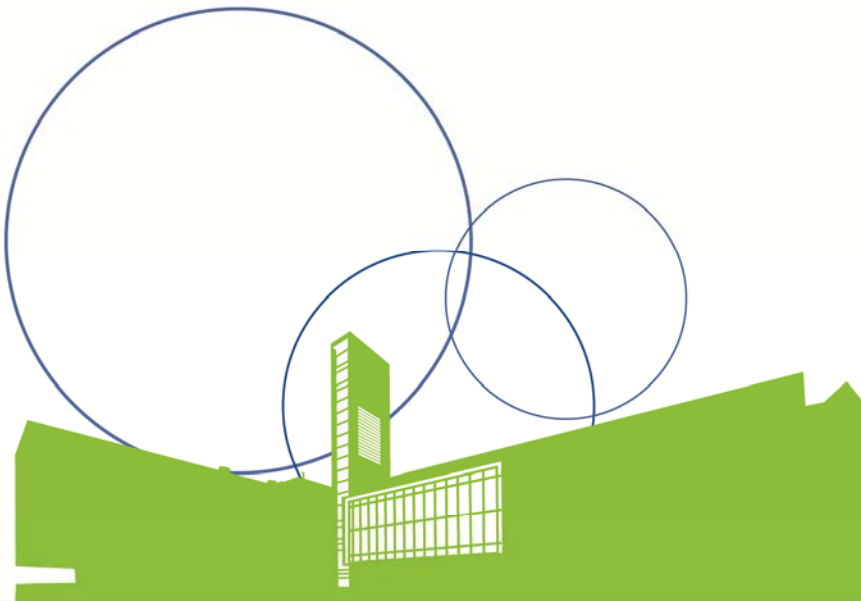
2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
Budgeting and Financial Planning																
Development Finance & Investment Analyst (Conversion of PT to Reserve & Investment FT)	PT	(0.17)	(5,811)	0	(5,811)			(0.17)	(5,811)	0		0		0		

Recognized 2017 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Budgeting & Financial Planning</i>									
Senior Capital and Reserve Analyst	FT	1.00	119,809		119,809			1.00	119,809
Senior Budget Analyst	FT	1.00	119,284		119,284			1.00	119,284

Development Finance & Investments



2014-17 Business Plan

Business Overview

Service Statement:

The Development Finance & Investments Department provides financial management functions with respect to the administration and collection of development charges, provision of advice on growth-related infrastructure financing, internal and external financial reporting, and investment of surplus revenues permitted within the City's Investment Policy and current legislation.

Core Activities:

Development Finance

- Creation, presentation and monitoring of the City's Development Charge Background Study
- Ongoing assessment and collection of City, Regional and School Board Development Charges
- Collection and monitoring of development related cash and letter of credit securities
- Negotiation, financial compliance review and ongoing financial monitoring of the City's infrastructure and development related agreements
- Provision of advice to Departments, Senior Management Team and Council on growth related financial issues

Investments

- Creation and updating of the City's short term and long term cash flow forecasts
- Recommending updates to the City's Investment Policy to ensure compliance with legislation and to optimize opportunities in response to changes in economic environment
- Investment of the City's cash surplus in both short and long term opportunities to maximize return
- Maintaining appropriate accounting records of investment transactions to adhere to PSAB requirements

Key Outcomes & Results:

1. Helping to ensure that the costs of growth are balanced with the needs and interests of existing taxpayers, while working within the framework of existing legislation
2. Ensuring that development finance processes are responsive to the development industry's needs in a high growth and fast paced environment
3. Optimizing the management of cash balances to ensure a sufficient level of liquidity for operating and capital requirements
4. Ensuring that a maximum return is sought on financial investments on behalf of the taxpayer

Link to Vaughan Vision 2020:

1. Demonstrate Excellence in Service Delivery
 - The Department advises other City departments with the financial aspects of development and infrastructure agreements to minimize risk to the corporation
2. Ensure Financial Sustainability
 - The Department is responsible for effectively managing the City's cash flow and optimizing the City's investment portfolio to safeguard the financial assets of the corporation
3. Manage Growth and Economic Well Being
 - The Department provides strategic advice on growth-related financial issues and economic development programs to mitigate corporate risk while facilitating growth

2014-17 Business Plan**Staffing Profile:**

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	5	5	1		-	-
Part Time	-	-	-	-	-	0.69
Overtime	-	-	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State:

Strengths

- Internal/external customer service: positive working relationships with internal departments and development industry
- In depth staff knowledge and competencies in the area of development finance
- Existing staff's ability to compensate for lack of investment resources and coping with growth in work volumes

Weaknesses

- Very little progress on process automation
- Lack of a comprehensive cash flow forecast to optimize investment opportunities

Challenges/Constraints

- Increasing workload and complexity due to VMC development files
- Increasing volumes of building security administration due to past growth
- Increasing work volume related to development finance analytics
- Increasing threat of Development Charge appeals as volume and complexity of growth increases
- Increasing demand for economic development incentives related to Development Charges as urbanized growth comes to fruition

Key Success Factors

- Streamlining of administrative processes for efficiency and customer service optimization
- Solid cash flow forecast to optimize investment strategy
- Analytic availability in order to mitigate corporate risk with regard to development/infrastructure agreements

Key Risk Factors

- Increasing administrative requirements beyond staffing capacity due to volume of growth
- External (global) economic environment affecting potential investment returns

Future Direction for the Service:

- Opportunity for a short-term strategy to increase investment income in response to interest fluctuations
- Development of long-term investment strategy aligned to projected cash flows linked to multi-year budgets & Development Charge background study
- Automate and review processes for efficiencies
- Monitoring & tracking Development Charge revenues & expenses
- Increasing number of public inquiries due to population increase and new policies
- Challenges to automate work done manually in conjunction with other departments (ITM/Building Standards)
- Increasing demand from development industry for economic related incentives for specific building projects (e.g. office developments)
- Increased administration involved in special area charge by-laws
- Increasing complexity of development and infrastructure related agreements
- Changing forms of development (from low density to high density), which serves to increase administration and financial risks

2014-17 Business Plan

Financial Impact:

- Impacts of financial risk in negotiating development agreements, DC by-laws and infrastructure agreements are on a case by case basis, but could range from thousands to tens of millions in lost DC revenues and/or tax impacts.
- Worldwide financial and economic instability has created a low interest rate environment impacting interest income revenue. It is uncertain when the economy will recover and when interest rates will rise.
- Additional staff resource requirements to deal with increasing volume of activities related to growth

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014			
Ensuring Financial Sustainability	Develop a short and long term cash flow forecast	Q1	
Ensuring Financial Sustainability and Managing Growth	Investigate, recommend and implement a Special Area Development Charge in the VMC Area	Q2	
Ensure the City is managing growth	Process mapping exercise to explore DC and Security processes within and external to Department	Q2	
Ensure a High Performance Organization	Explore Opportunities to automate DC and security processes	Q3	
	Investment Software – Implementation	Q4	
2015			
Ensuring Financial Sustainability	Develop an Investment Strategy for short term and long term investments	Q1	
Ensure a High Performance Organization	Implement automation of DC and security processes leveraging existing technologies	Q2	
	Design for DC and security automation requiring custom technology (e.g. enhancing AMANDA)	Q3	
Demonstrate Excellence in Service Delivery	Examine customer facing processes and turnaround times on development related issues and implement changes as	Q4	

2014-17 Business Plan

	necessary		
2016			
Ensure a High Performance Organization	DC and Securities automation: Testing & Implementation of customized systems	Q1	
Manage Growth and Economic Well Being	Explore opportunity for financially related agreement indexing/repository of information	Q2	
Ensuring Financial Sustainability	Work in collaboration with other Departments and Budgeting to update/monitor/track DC capital program and DC service level inventory	Q3	
Demonstrate Excellence in Service Delivery	In depth review of development files (securities, agreements, and DCs) to ensure that records are intact and identify issues		
2017			
Demonstrate Excellence in Service Delivery	Implement resolutions to file review process from previous quarter	Q1	
Ensuring Financial Sustainability	Begin process to update Development Charge by-laws	Q2	

2014-17 Business Plan

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
EFFECTIVENESS: How well do we do it?					
Average Short Term City Yield versus the Benchmark Average Yield (One Fund).		Money Market: CoV: 0.87% Benchmark: 0.65%	Money Market: CoV: 1.30% Benchmark: 0.92%;	Money Market: CoV: 1.32% Benchmark: 0.95%;	
Average Long Term City Yield vs. the Benchmark Average Yield (One Fund)		Bonds: CoV: 4.69% Benchmark: 3.00%	Bonds: CoV: 5.29% Benchmark: 4.19%	Bonds: CoV: 5.23% Benchmark: 3.55%	
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion:

- Interest rates continue to remain low due to global economic uncertainty; despite this, Vaughan's investments continue to exceed the Benchmark Average Interest Rate of Return
- Further performance indicators for Development Finance & Investments will be developed in conjunction with the Corporate Performance Measurement initiative

2014-17 Business Plan

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Development Finance & Investments														
Revenue														
		Administrative Fee Revenue	9,289	23,000	10,000	83.3%	(13,000)	(56.5)%	10,000	0	10,000	0	10,000	0
		Dept. Misc. Revenues	3,515	2,000	2,000	16.7%	0	0.0%	2,000	0	2,000	0	2,000	0
		Investment Income	0	25,000	0	0.0%	(25,000)	(100.0)%	0	0	0	0	0	0
		Total Revenue	12,803	50,000	12,000	100.0%	(38,000)	(76.0)%	12,000	0	12,000	0	12,000	0
Labour Costs														
		Staffing Costs (incl Benefits)	448,767	554,972	683,643	94.7%	128,671	23.2%	704,606	20,963	718,040	13,434	769,516	51,476
Other Expenses														
		Communications	636	565	1,000	0.1%	435	77.0%	1,000	0	1,000	0	1,000	0
		Joint Services & Department	20	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	43	146	146	0.0%	0	0.0%	146	0	146	0	146	0
		Office Equipment & Furniture	6,137	25,212	27,500	3.8%	2,288	9.1%	25,000	(2,500)	25,000	0	27,000	2,000
		Office Supplies& Expenses	3,045	1,924	1,900	0.3%	(24)	(1.2)%	1,900	0	1,900	0	2,110	210
		Other	25	687	470	0.1%	(217)	(31.6)%	470	0	470	0	470	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	151	0	200	0.0%	200	0.0%	200	0	200	0	200	0
		Staff Development & Training	4,164	3,383	7,046	1.0%	3,663	108.3%	7,246	200	7,446	200	8,451	1,005
		Total Other Expenses	14,221	31,917	38,262	5.3%	6,345	19.9%	35,962	(2,300)	36,162	200	39,377	3,215
Total Expenses			437,381	586,889	721,905	100.0%	135,016	23.0%	740,568	18,663	754,202	13,634	808,893	54,691
Total Development Finance & Investments			450,185	536,889	709,905		173,016	32.2%	728,568	18,663	742,202	13,634	796,893	54,691

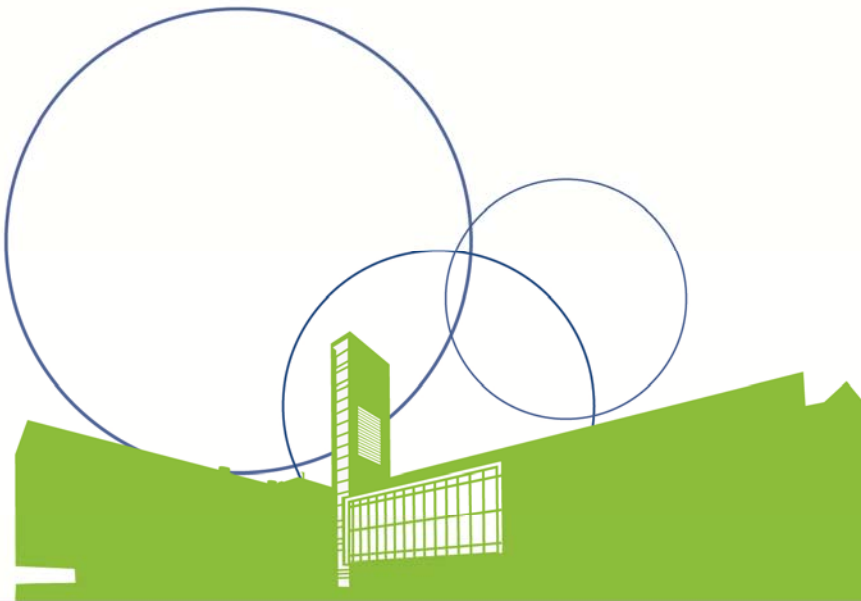
2014 ARR's

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Development Finance & Investment															
Development Finance & Investment Analyst (Conversion of membership due, Budget Dept. PT and Taxation Service Contract to FT)	FT	1.00	109,846	(500)	109,346			1.00	109,346		2,314		5,054		5,307

Recognized 2017 ARR's

Recognized 2017 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Development Finance & Investment</i>									
PT -Development Administration Assistant	PT	0.69	43,078		43,078			0.69	43,078

Purchasing Services



2014-17 Business Plan

Business Overview

Service Statement:

The Purchasing Services Department is committed to the procurement of goods, services and construction in a timely and cost effective manner using the most appropriate method of acquisition.

Core Activities:

The Purchasing Services staff members are committed to:

- Acquire goods, services and construction through appropriate procurement methodologies such as Tenders, Quotations, RFP etc
- Help users gather market information through Request for Information (RFI) and, Request for Expression of Interest (RFEIOI)
- Develop and maintain Purchasing Policy Frame to guide all procurement activities. Monitor to ensure compliance.

Key Outcomes & Results:

1. Provide timely and efficient purchasing support to departments to achieve their procurement needs.
2. Ensure a fair, open, and transparent procurement process for the vendor community.
3. Procure quality goods and services at competitive prices.
4. Acquire appropriate goods and services within authorized limits.

Link to Vaughan Vision 2020:

1. Demonstrate Excellence in Service Delivery
 - The Department is responsible for the delivery of the tendering process in a timely, efficient, transparent and accountable manner. Purchasing staff members are engaged in all aspects of the procurement process to facilitate City staff to access quality goods and services in a cost-effective and timely manner.
2. Ensure a High Performing Organization
 - The Department regularly pursues continuous improvement through automation of processes, implementing new technologies, and the development of policies to enhance the procurement process. The department is currently undertaking a review of the procurement to pay cycle.
3. Lead and Promote Environmental Sustainability
 - The Department supports Sustainability through the future development and implementation of a Green Procurement Policy.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	13	14	1	-	-	-
Part Time	0.29	0.29	(0.23)	-	-	-
Overtime	\$3,100	\$3,100	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State:

Strengths

- Consolidated Procurement Policy
- Fair and transparent procurement processes, with unchallengeable Integrity.
- Procurement Plan aligned with Corporate Strategic Plan
- P-Card Program Implementation
- Professional accredited staff to assist users with their procurement needs
- Periodic meetings and discussions with department to provide updates on policy changes discuss requirements and obtain feedback.

Constraints

- Increasing workload and complexity due to volume and types of procurement
- Cyclical nature creates peak demand periods, making it difficult to service all requests as needed
- Greater legal support and coordination is required to review complex contracts and assist in refining document templates.
- Staffing need (senior technical clerk ARR 2014) to avoid bid process bottlenecks.
- The above issues make it challenging for the department to meet expected service levels

Future Direction for the Service:

- Engaging Stakeholders
 - Internal customers survey to rate their degree of satisfaction with procurement's performance
 - Benchmarking satisfaction levels to engage in continuous improvement.
 - Awareness sessions / development of training material and training programs on purchasing processes for City staff.
 - Work with departments to improved bid specifications, scope of work, and terms of reference
 - Participate in the vendor awareness program launched by York Buyers Cooperative on "How to do business with the City and basics of the bid process"
 - Develop a procurement plan to better align resources with department activities
- Professional Development
 - Purchasing staff and buyer's ongoing participation in professional training to keep themselves current with changes due to legal decisions and public procurement trends.
- Technology
 - Consider online sale and distribution of bid documents to bidders.
 - Streamline and automate internal bidding process by tracking and monitoring day to day procurement activities.
 - Enhance low value purchasing process to improve visibility, control and accountability
 - Develop multiple spend analysis reports.
 - Leverage new technological to enhance the service experience
- Service Delivery
 - Review procurement processes to bring in efficiencies and improvement to meet the challenges of increased demand on staff time due to the increased number of bids, proposal evaluations and training, if necessary review staffing levels and qualification needs.
 - Review and update procurement documents review with and quick access to legal support

2014-17 Business Plan

- Increasing legal complexity and changes due to recent court decisions requires timely legal advice and periodic legal review of procurement documents.
- Purchasing involvement at the time of budget planning and inception of major initiatives and projects to align its annual procurement plan.
- Leverage new technological to enhance the service experience

Financial Impact:

- Future costs associated with new technologies and process improvements, there is the potential for some of these costs to be partially offset by efficiencies savings.
- P-Card program once fully implemented will enhance work efficiency, spend visibility, better controls for low value purchase spending and also save staff time processing hundreds of invoices. Once implemented Corporate wide spend volume will generate proportionate rebates.
- Improvements based on Corporation spend analysis will have a positive impact on savings, volume rebates for low value procurement through P-Card program and better prices through competitive bid process.
- Future costs associated staffing level review, professional development, legal review of procurement documents and legal advice will enhance the overall service delivery quality.

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Pursue continuous improvement in managing the procurement process	Develop in-house purchasing training material and program for city staff for better understanding of procurements processes, methods, approval levels and purchasing policy.	Q2	
Pursue continuous improvement	Develop a Green Bidding Policy document	Q2	Environmental Sustainability and Legal
Develop new technological solutions to enhance the procurement process	Phase 1 – P-Card Pilot Program: Complete the P-Card 6 month pilot/audit and implement the P-Card system across the organization	Q2	Audit report upon completion of p-card pilot will recommend future resource needs.
	Phase 2- P-Card Corporate Wide Rollout: Implement the P-Card system across the organization	Q4	Audit, ITM, Finance
	Overall procurement to pay stream review.	Q4	Internal Audit
	Development of Departmental Annual Procurement Plans with Budget approval process	Q4	All Departments

2014-17 Business Plan

2015 Initiatives

Pursue continuous improvement in managing the procurement process	Arrange an external Customer Survey to rate degree of satisfaction with Procurement's performance and benchmark satisfaction levels for further improvements	Q3	All Departments
Pursue continuous improvement in managing the procurement process	Implement a Risk Management Tracking System	Q3	Insurance & Licensing
Develop new technological solutions to enhance the procurement process	Commence a study to develop an on-line bidding system	Q2	ITM
	Enhance Contract Tracking System to update contractor's Insurances and WSIB clearance certificates	Q2	
	Implement a vendor performance system that feeds back into the bid process	Q2	Other dept involvement

2016 Initiatives

Develop new technological solutions to enhance the procurement process	Develop and implement an on-line bidding system based on the results of the study		ITM
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2017 Initiatives

Pursue continuous improvement in managing the procurement process	On going review of Purchasing Policy, procedures, processes and documents to bring in efficiencies by implementing necessary changes.		
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Business Performance

Key Performance Indicators: *List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.*

Performance Measures	2009	2010	2011	2012	2013 Estimate
Number of bids per FTE	49	48	62	61	67
Number of Purchase Orders per FTE	260	325	290	310	350
Professional credentials of Staff	11	11	12	14	16

2014-17 Business Plan

Key Performance Indicators Conclusion:

- There has been a consistent increase in the number of bids and purchase orders per FTE over the past five years.
- There has been a marked increase in the desired professional credentials
- Key performance Indicators will be further evolved in accordance with the Corporate Performance measurement initiative throughout 2014.

In order to meet the increasing bid volumes to accommodate department's procurement requirements in a timely manner, an ARR for Senior Technical Position is recognized in 2013- 2016 Budget. Additionally upon completion of P-Card pilot a comprehensive report will be prepared to provide the detailed analysis of the program with recommendations for corporate wide rollout including any staffing needs.

Department Head Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

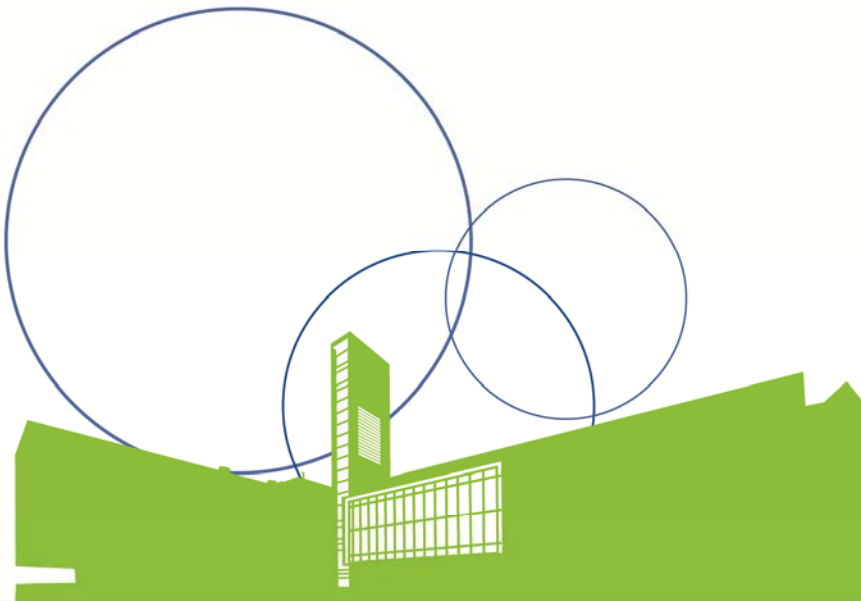
2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Purchasing														
	Revenue													
		Dept. Misc. Revenues	42,001	30,700	30,700	50.6%	0	0.0%	30,700	0	30,700	0	30,700	0
		Sale of Fixed Assets	41,978	30,000	30,000	49.4%	0	0.0%	30,000	0	30,000	0	30,000	0
		Trsf. from Capital Fund	553	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	84,532	60,700	60,700	100.0%	0	0.0%	60,700	0	60,700	0	60,700	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,214,080	1,426,101	1,520,809	95.1%	94,708	6.6%	1,572,694	51,885	1,600,094	27,400	1,612,916	12,822
	Other Expenses													
		Communications	5,500	5,739	6,040	0.4%	301	5.2%	6,040	0	6,040	0	6,040	0
		Community Advertising & Promotion	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Corporate Accounts	2,030	1,000	1,000	0.1%	0	0.0%	1,000	0	1,000	0	1,000	0
		General Mtce & Repairs	14,348	367	370	0.0%	3	0.8%	370	0	370	0	370	0
		Joint Services & Department	(3,053)	(3,053)	(3,053)	-0.2%	0	0.0%	(3,053)	0	(3,053)	0	(3,053)	0
		Meals & Travel	391	1,014	1,010	0.1%	(4)	(0.4)%	1,010	0	1,010	0	1,010	0
		Office Equipment & Furniture	6,040	3,160	5,670	0.4%	2,510	79.4%	3,170	(2,500)	3,170	0	3,170	0
		Office Supplies & Expenses	23,913	44,114	40,410	2.5%	(3,704)	(8.4)%	40,410	0	40,410	0	40,410	0
		Operating Leases	5,150	6,290	6,290	0.4%	0	0.0%	6,290	0	6,290	0	6,290	0
		Other	169	2,877	3,580	0.2%	703	24.4%	2,580	(1,000)	2,580	0	2,580	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	22,389	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	13,336	16,039	16,040	1.0%	1	0.0%	16,040	0	16,040	0	16,040	0
		Utilities & Fuel	253	1,298	1,300	0.1%	2	0.2%	1,300	0	1,300	0	1,300	0
		Total Other Expenses	90,468	78,845	78,657	4.92%	(188)	(0.2)%	75,157	(3,500)	75,157	0	75,157	0
	Total Expense		1,304,548	1,504,946	1,599,466	100.00%	94,520	6.4%	1,647,851	48,385	1,675,251	27,400	1,688,073	12,822
Total Purchasing			1,220,016	1,444,246	1,538,766		94,520	6.5%	1,587,151	48,385	1,614,551	27,400	1,627,373	12,822

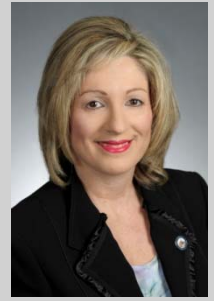
2014 ARRs

2014 ARR's															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Purchasing</i>															
Senior Technical Clerk (Comm of Finance PT, Purchasing Dept. PT and Copier/Fax Lease conversion to FT)	FT	1.00	76,385	(39,092)	37,293			1.00	37,293		129		3,811		4,001

Commissioner of Legal and Administrative Services



Commissioner of Legal and Administrative Services



MaryLee Farrugia

MaryLee Farrugia, the Commissioner of Legal & Administrative Services/City Solicitor, acts as senior legal advisor to City Council and the Corporation, and is responsible for the Legal Services, Real Estate, Clerk's, and By-law & Compliance Departments. Our commitment is to provide high quality professional services in support of the City's programmes and services.

The Legal Services Department provides legal advice and expertise to Council, all City departments and Vaughan Public Libraries on all legal matters. Our lawyers represent the City in court, at the Ontario Municipal Board and other administrative tribunals.

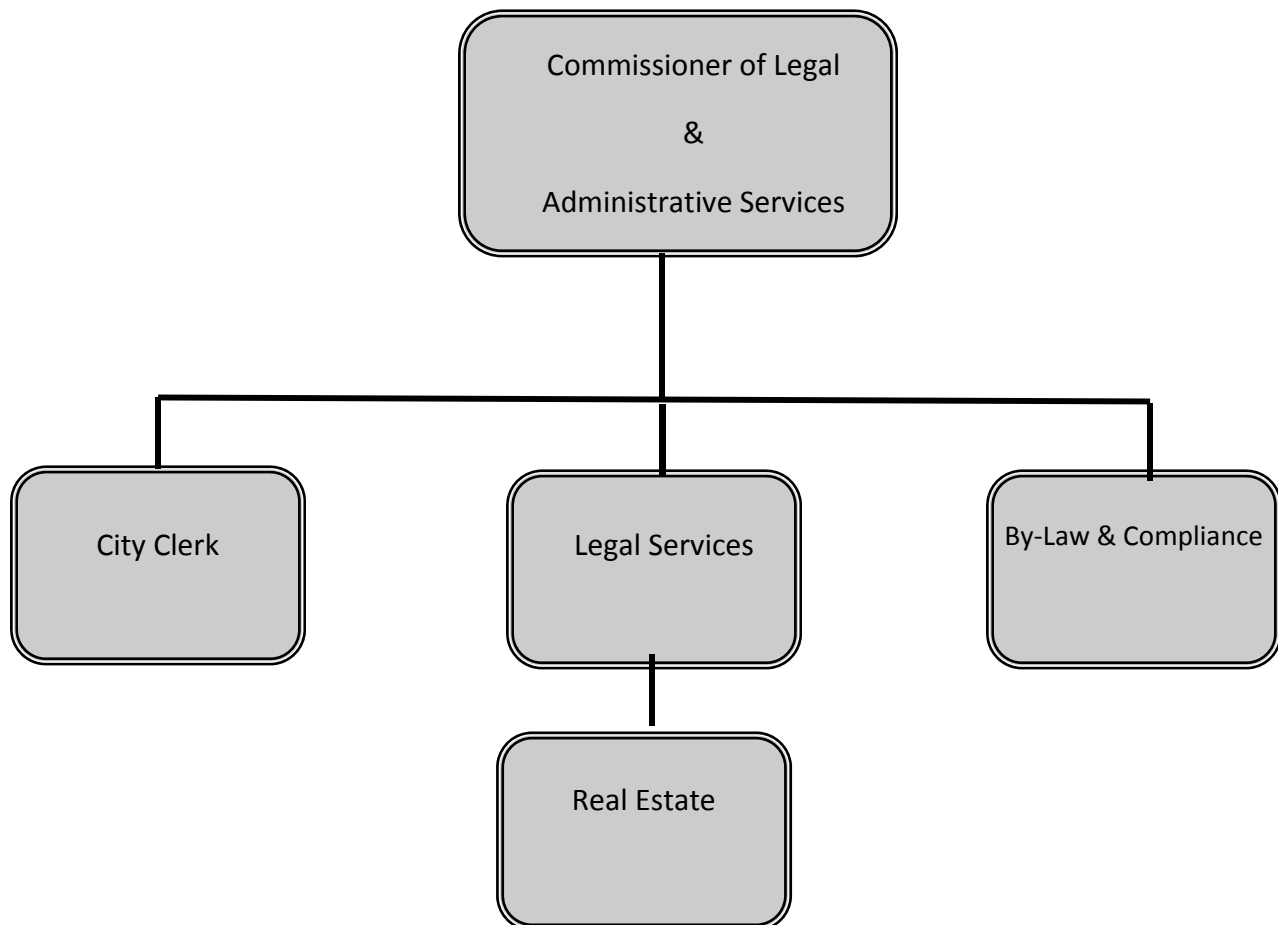
The Real Estate Division administers all real property transactions, including land acquisitions, dispositions and leasing. It also administers all valuations for cash-in-lieu of parkland dedication in the development process.

The City Clerk's Office is one of the primary points of contact for Vaughan's citizens and businesses and is also an information and services hub for Members of Council and City staff. The City Clerk is the official point of contact for members of the community for many of the City's statutory functions and responsibilities including: Council and Committee matters; Access & Privacy; Committee of Adjustment Applications & Development Registrations; Business, Marriage and Lottery licensing; Municipal Elections; Insurance & Risk Management; Special Events Permits; Records Management; Archives; Birth and Death Registrations; and Pensioner Verification.

The By-law & Compliance Department is responsible for community outreach and education and ensuring that the residents and businesses in Vaughan comply with all of the City's By-laws pertaining to animal control, noise restrictions, waste, nuisance, parking, signs, zoning, property standards and other matters. The Department administers the Administrative Monetary Penalty Program and also operates the City's Animal Shelter.

Commissioner of Legal & Administrative Services/City Solicitor
MaryLee Farrugia

Commissioner of Legal & Administrative Services Organizational Chart

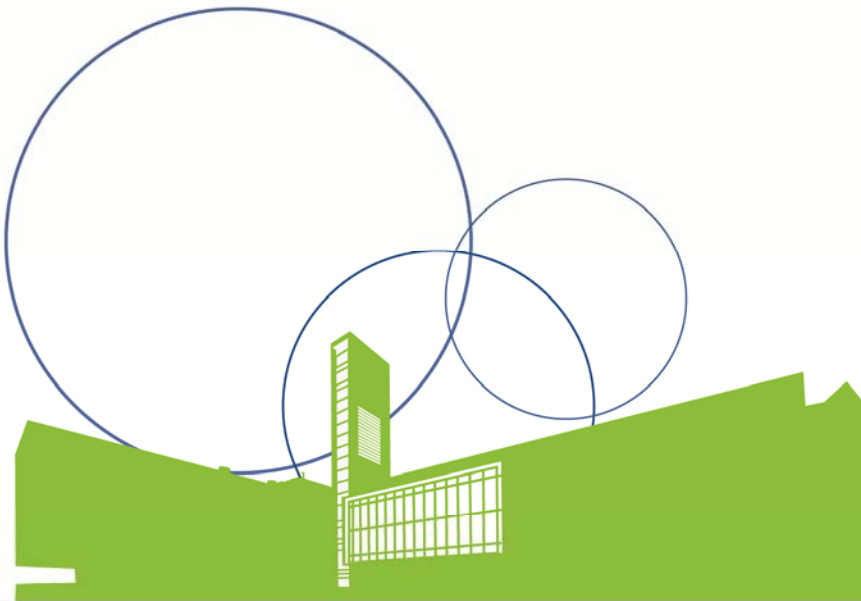


Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Comm. of Legal & Admin. Serv.														
	Labour Costs													
		Staffing Costs (incl Benefits)	372,132	329,860	363,176	85.6%	33,316	10.1%	371,762	8,586	373,488	1,726	375,214	1,726
	Other Expenses													
		Communications	817	1,000	1,000	0.2%	0	0.0%	1,000	0	1,000	0	1,000	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,578	2,800	6,000	1.4%	3,200	114.3%	6,000	0	6,000	0	6,000	0
		Office Equipment & Furniture	2,043	400	400	0.1%	0	0.0%	400	0	400	0	400	0
		Office Supplies & Expenses	1,576	935	935	0.2%	0	0.0%	935	0	935	0	935	0
		Operating Leases	5,587	9,730	9,730	2.3%	0	0.0%	9,730	0	9,730	0	9,730	0
		Other	340	265	265	0.1%	0	0.0%	265	0	265	0	265	0
		Professional Fees	7,030	19,580	19,620	4.6%	40	0.2%	19,620	0	19,620	0	19,620	0
		Service Contracts and Materials	15	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	9,657	8,831	15,490	3.7%	6,659	75.4%	15,590	100	15,690	100	15,790	100
		Utilities & Fuel	3,693	7,490	7,490	1.8%	0	0.0%	7,490	0	7,490	0	7,490	0
		Total Other Expenses	32,335	51,031	60,930	14.4%	9,899	19.4%	61,030	100	61,130	100	61,230	100
Total Comm. of Legal & Admin. Serv.			404,467	380,891	424,106	100.0%	43,215	11.3%	432,792	8,686	434,618	1,826	436,444	1,826

Office of the City Clerk



2014-17 Business Plan

Business Overview

Service Statement: (Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments)

Core Activities: (Describe your regular business functions and responsibilities)

The City Clerk's Office (CCO) is one of the primary points of contact for Vaughan's citizens and businesses, and is also an information and service focal point for Members of Council and City Staff. The CCO provides corporate secretariat services to Council and its committees (including advisory committees). The Archives and Records Management Services Division (ARMS) is responsible for maintaining corporate records which includes records retention, management, retrieval and disposal. The Access & Privacy Office responds to Freedom of Information requests from the public, and oversees the City's responsibility for the protection of personal information.

Staff members also issue a full range of licenses and permits including marriage, business and lottery licenses. The Committee of Adjustment processes minor variances and consents under the Planning Act. CCO staff members are also responsible for conducting municipal elections and providing a full mail/printing/internal courier service for the Corporation. In addition, staff members manage the Corporation's Insurance and Risk Management programs, and prepare and administer municipal and school board elections.

Key Outcomes & Results: (Describe the outcomes your department strives to achieve for residents and/or other departments)

- Open, Accessible, & Accountable Government
- Ensuring Regulatory Compliance and Consumer Protection through Business Licensing Practices

Link to Vaughan Vision 2020: (Explain how your department links with the Vaughan Vision 2020 strategic goals and themes)

Service Excellence:

- Demonstrate Excellence in Service Delivery
- Preserve Our Heritage and Support Diversity, Arts and Culture.

Staff Excellence:

- Demonstrate Effective Leadership

Organizational Excellence:

- Ensure a High Performing Organization

Staffing Profile:

Full Time, Part Time and Overtime – Budgeted Amounts

				Additional Resource Requests		
	2012	2013 Base	2014	2015	2016	2017
Full Time	48	48	-	-	-	-
*Part Time	3.68	3.68	0.69	0.69	-	0.69
*Overtime	24,488	31,753	-995	-913	-	-

2014-17 Business Plan

Service Profile

Current Service State: (Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels)

Strengths:

- Experienced team of municipal professionals
- Among peers, recognized as leaders in respective fields
- Highly engaged in professional development and commitment to the municipal sector

Major Successes:

- Implementation of VOL across all divisions
- Participation with OMEX and growth of Risk Management initiatives
- Actively engaged in EDMS project
- Balancing Council and Committee transparency with protection of personal privacy
- Pragmatic procedural processes and protections

Current Challenges:

- Continuing staff development and succession management are a priority to ensure continuity of experienced staff
- Core responsibilities do not lend themselves to traditional performance measures
- Current workload in some areas is not sustainable
- EDMS will be a catalyst for modernizing policies and practices related to work flow, corporate records, and automation opportunities
- 2014 focus will be on election activities

Future Direction for the Service: (Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business)

- Occupancy in the new City Hall has created expectation of new technologies for meeting management and broadcasting (VOL).
- Potential delays in implementation of EDMS system will limit the organization's ability to utilize and track information effectively.
- The implementation of Vaughan On-line has given the City Clerk's Office greater control over its web postings, but with a commensurate burden on staff resources.
- Implementation of a Claims Management System will assist in managing insurance claims under OMEX.
- Detailed population data for budget and election planning purposes is a continual concern.
- Pressure in Licensing will result in Overtime/Management participation. Operational Review to examine opportunities for relief.
- Strategic Risk Management Strategy is in its initial stages with future direction to be determined

Financial Impact: (Scope out major financial impacts on the department currently and in the future)

- Elections reserve remains underfunded going into 2014 elections
- Potential costs associated with the outcome of the ward boundary appeal

2014-17 Business Plan

Work Plan

Business Plan Objectives: (List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Records Management: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	Implementation of EDMS and new records management processes, including new records retention by-law	2014-2016	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	2014 Election Preparations and conduct election, preparation for inauguration, post-election activities	2014-2016	City staff, external recruitment, external contractors
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Preparation for new process for recruitments to advisory and statutory committees	2014-2015	
Licensing: Provide consumer protection by applying consistent and fair business licensing practices	Online Payment for Stationary License renewals	2014	
2015 Initiatives			
Records Management: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	Continued roll-out of EDMS Develop an off-site storage strategy for managing corporate records	2015-2017	TBD
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Post-Election Wrap Up Activities Commence a ward boundary review	2015 2015	
Licensing: Provide consumer protection by applying consistent and fair business licensing practices	Implement an on-line claims management system	2015	
2016 Initiatives			
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Preparations and review of past activities for the 2018 Election	2016-2017	
2017 Initiatives			

2014-17 Business Plan

Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Incorporate results of ward boundary review into election deliverables for the 2018 election	2017-2018	
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Business Performance

Key Performance Indicators: (List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service)

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Customers served at front counter				20,916	22,000
EFFECTIVENESS: How well do we do it?					
Number of claims against the City	x	x	x	x	370
Average time to process licenses and Permits	x	x	x	x	5.88 days
SERVICE QUALITY: Is anyone better off?					
% Access and Privacy Compliance within 30 day Statutory Timeline	86%	100%	100%	100%	100%
% Committee of Adjustment applications processed within legislated timeline.	x	x	x	x	100%
Average time to publish meeting extracts.	x	x	x	x	1 week

Key Workload Indicators: (List up to three relevant workload measures which provide information on the department's workload. The workload indicators should range from 2009 to 2012, with a forecast for 2013)

Workload Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Number of Business Licenses Issued per Fiscal Year	Sta.: 2212 Mob.: 2093 Mar.: 982	Sta.: 3158 Mob.: 2125 Mar.: 671	Sta.: 2634 Mob.: 2071 Mar.: 677	Sta.: 3300 Mob.: 2200 Mar.: 740	Sta.: 3575 Mob.: 2200 Mar.: 750
Lottery Licenses Issued	25	21	48	30	28
Number of Access Requests and Appeals	119, 22 appeals	126, 10 appeals	90, 4 appeals	115, 4 appeals	100, 3 appeals

2014-17 Business Plan

and Privacy Complaints					
Number of JOC Records Centre Record Requests per annum	6,001	6,040	7,899	6,781	7,000
Number of Boxes Stored Off-site at Iron Mountain per annum	10,932	13,071	16,213	17,906	18,900
Archival Services Information/Research Requests per annum	281	200	338	376	350
Quantity of Archival Records Processed per Annum	260	200	260	300	330
Number of Sub-division and Site-Plan Registrations per Development Services FTE	57	67	42	50	50
Number of Committee of Adjustment Applications	345	362	367	400	420
EFFECTIVENESS: How well do we do it?					
Cost per Processed License	\$61.96	\$88.09	\$87.44	\$64.59	\$73.04

*Key performance indicators are subject to change pending performance measurement committee approval

Key Performance Indicators Conclusion: (Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values)

Key performance indicators focus on meeting statutory requirements and providing timely access to information and services.

Additional Business Objectives:

Freedom of Information: Foster a culture of privacy protection and open government while maintaining legislative compliance

Committee of Adjustment: Ensure an open and transparent process for all Committee of Adjustment business

Archives: Manage and safeguard city information and archival assets

2014-17 Business Plan

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
City Clerk														
	Revenue													
		Departmental Revenues	92	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Dept. Misc. Revenues	32,415	30,759	32,666	1.9%	1,907	6.2%	34,566	1,900	37,343	2,777	38,378	1,035
		General Revenue	5,415	4,835	4,928	0.3%	93	1.9%	5,480	552	6,147	667	6,260	113
		Insurance Claims Revenue	534	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Licenses and Permits	1,098,109	1,121,360	1,196,290	68.6%	74,930	6.7%	1,257,957	61,667	1,334,260	76,303	1,352,680	18,420
		Revenues for Specific Funct.	2,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Charges	449,188	473,578	506,896	29.1%	33,318	7.0%	542,258	35,362	578,186	35,928	578,186	0
		Taxable Sales-Postage Fees	760	2,096	2,151	0.1%	55	2.6%	2,342	191	2,539	197	2,555	16
		Trsf. fm Res & Res Funds	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Trsf. from Capital Fund	2,666	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	1,591,178	1,632,628	1,742,931	100.0%	110,303	6.8%	1,842,603	99,672	1,958,475	115,872	1,978,059	19,584
	Labour Costs													
		Staffing Costs (incl Benefits)	4,604,099	4,794,013	5,098,546	47.4%	304,533	6.4%	5,284,081	185,535	5,341,232	57,151	5,443,312	102,080
	Other Expenses													
		Awards, Sponsorships & Grants	1,270	6,023	6,023	0.1%	0	0.0%	6,023	0	6,023	0	6,023	0
		Communications	13,900	15,822	16,522	0.2%	700	4.4%	16,522	0	16,522	0	16,522	0
		Community Advertising & Promotion	37,670	47,089	48,089	0.4%	1,000	2.1%	48,089	0	48,089	0	48,089	0
		Corporate Accounts	1,145,104	205,811	0	0.0%	(205,811)	(100.0)%	0	0	0	0	0	0
		General Mtce & Repairs	1,778	2,508	4,600	0.0%	2,092	83.4%	4,600	0	4,600	0	4,600	0
		Insurance	3,500,185	4,404,320	4,606,904	42.8%	202,584	4.6%	4,879,518	272,614	5,425,779	546,261	5,630,639	204,860
		Joint Services & Department	(22,189)	(13,809)	(17,809)	-0.2%	(4,000)	29.0%	(17,809)	0	(17,809)	0	(17,809)	0
		Library Books & Periodicals	2,336	2,544	2,544	0.0%	0	0.0%	2,544	0	2,544	0	2,544	0
		Meals & Travel	35,828	42,859	40,919	0.4%	(1,940)	(4.5)%	40,919	0	40,919	0	40,919	0
		Office Equipment & Furniture	7,209	3,876	14,921	0.1%	11,045	285.0%	14,921	0	7,076	(7,845)	7,076	0
		Office Supplies & Expenses	597,722	678,384	689,400	6.4%	11,016	1.6%	696,018	6,618	706,174	10,156	713,082	6,908
		Operating Leases	45,375	120,265	116,473	1.1%	(3,792)	(3.2)%	116,473	0	116,473	0	116,473	0
		Other	9,117	13,083	11,883	0.1%	(1,200)	(9.2)%	11,883	0	11,883	0	11,883	0
		Professional Fees	6,742	30,000	31,700	0.3%	1,700	5.7%	81,700	50,000	31,700	(50,000)	31,700	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	53,329	31,175	33,067	0.3%	1,892	6.1%	33,067	0	33,067	0	33,067	0
		Staff Development & Training	19,288	26,417	26,863	0.2%	446	1.7%	27,365	502	27,874	509	28,174	300
		Staffing Costs (incl Benefits)	19,713	26,320	26,320	0.2%	0	0.0%	26,320	0	26,320	0	26,320	0
		Tools & Equipment	434	743	876	0.0%	133	17.9%	876	0	876	0	876	0
		Utilities & Fuel	7,600	8,486	8,296	0.1%	(190)	(2.2)%	8,396	100	8,496	100	8,596	100
		Total Other Expenses	5,482,411	5,651,916	5,667,591	52.6%	15,675	0.3%	5,997,425	329,834	6,496,606	499,181	6,708,774	212,168
	Total Expenses		10,086,510	10,445,929	10,766,137	100.0%	320,208	3.1%	11,281,506	515,369	11,837,838	556,332	12,152,086	314,248
Total City Clerk			8,495,332	8,813,301	9,023,206		209,905	2.4%	9,438,903	415,697	9,879,363	440,460	10,174,027	294,664

Revenue and Expenditure Summary

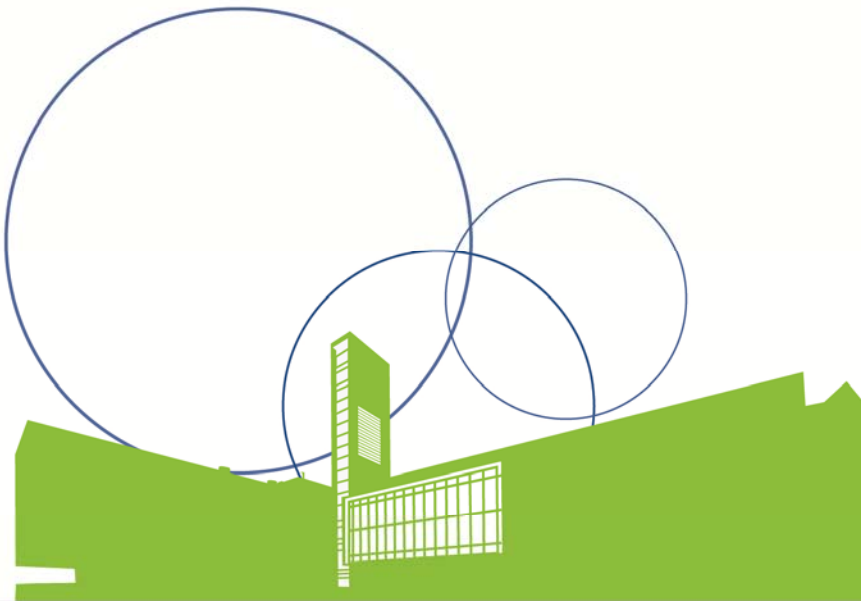
2014 Operating Budget & 2015-2017 Operating Plan

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Election Coordinator	FT	1.00	126,067	(126,067)	0			1.00	0	-	6,303	-	6,619	-	6,949
Council Office Administrator	FT	1.00	94,717	(94,717)	0			1.00	0		4,736		4,973		5,221
PT Information processor	PT	0.69	45,512	(1,200)	44,312			0.69	44,312		(5,962)		1,978		2,076

Recognized 2015 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Strategic Risk Consultant			50,000		50,000				50,000		(50,000)		
Clerk Typist Level 3 PT	PT	0.69	38,222	(1,200)	37,022			0.69	37,022		(6,326)		1,595

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Licencing Officer	PT	0.69	57,944		57,944			0.69	57,944

Legal Services



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Legal Services Department provides a full range of effective legal services to Council, Senior Management, City departments and the Vaughan Public Libraries and supports the City's corporate objectives and the Vaughan Vision through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide Council, Senior Management, and Staff with timely and high quality legal advice
2. Ensure that the City is protected from legal harm and its interests are fairly represented
3. Contribute to responsibly managing the economic growth and development of the City

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Manage Growth and Economic Well-being
 - *Key Outcome:* Contribute to responsibly managing the economic growth and development of the City
2. Demonstrate Excellence in Service Delivery
 - *Key Outcome:* Provide Council, Senior Management, and Staff with timely and high quality legal advice
3. Ensure Financial Sustainability
 - *Key Outcome:* Ensure that the City is protected from legal harm and its interests are fully represented

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	13	13	-	2	-	-
Part Time	0.69	0.69	-	-	-	-
Overtime	-	-	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Resources
 - Continuing growth, legislative changes and increasing complexity of OMB, real estate, general municipal matters and litigation, create a future challenge to continue to ensure service levels. Additional lawyers/law clerks will be needed.
- Vaughan Metropolitan Centre
 - Development within the Vaughan Metropolitan Centre is expected to increase pressure on existing legal resources
- Vaughan Official Plan
 - There are 132 appeals of Vaughan Official Plan 2010 and appeals of various Secondary Plans which require legal support at the Ontario Municipal Board. These mediations/prehearings and hearings will commence in late 2012 and continue throughout 2015 and 2016, utilizing 2 lawyers and support staff completely, and additional external or internal lawyers, depending on scheduling conflicts.
- Hospital
 - Support for the development of a hospital in Vaughan is a future resource challenge, as significant time is required for continued coordination with MacKenzie Health and other levels of government to meet hospital development timelines.
- Real Estate
 - Continued growth creates a future challenge for land acquisition to fulfill City requirements. Additional real estate staff will be needed to ensure timely acquisition for all City requirements including capital projects.
 - Many services within the City continue to require additional land to maintain service levels and keep pace with growth. Legal and Real Estate staff are developing a unified land acquisition plan, with City commissions to ensure that the City's future real estate needs are met.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Corporate Strategic Initiatives
 - As a service department, any future pressures/challenges identified by all City Departments impact Legal Services. Legal and Real Estate Services support and contribute to the numerous initiatives undertaken by all City Departments.
 - A casino is an emerging potential opportunity which will require Legal support to various departments to see such a project to fruition, pursuant to the City's many related corporate objectives.
 - An emerging initiative, Procurement and Contract Administration will require Legal support in initiation /transition/implementation and presents a future pressure/challenge regarding resources.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- The department anticipates submitting ARR's in future years for additional legal and real estate staff in order to keep pace with growth and the increased complexity of development files in intensification areas and real estate transactions.

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Represent the City's legal and economic interests	Defend/Resolve Appeals of VOP 2010 and Secondary Plans Projects: VOP Pre-hearings Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan, and required of lands from the Development Charges Background Study Projects: Cash-in-Lieu By-law Update Commence Acquisition Strategy	2013-2015 2013-2015	Additional resources required
Provide legal support for City departments and corporate strategic initiatives	Provide continued support for the development of the Vaughan Metropolitan Centre Projects: VMC Secondary Plan Mediation Strata Title Agreements, Section 37 Agreements Provide continued support for the realization of a hospital in Vaughan and TYSSE (subway) development Projects: Vaughan Healthcare Centre precinct Plan/Ground Lease Millway Tunnel Agreement Commence Procurement and Contract Administration Initiative Projects: Template Development and Updates Policy regarding Eligibility of Vendors	2014 2014 2014 2014	
2015 Initiatives			
Represent the City's legal and economic interests	Defend/Resolve Appeals of VOP 2010 and Secondary Plans Projects: VOP Pre-hearings	2014-2015	
Provide legal support for City	Provide continued support for the development	2014-2015	

2014-17 Business Plan

departments and corporate strategic initiatives	<p>of the Vaughan Metropolitan Centre</p> <p>Projects: VMC Secondary Plan Mediation Comprehensive Zoning By-law Review</p> <p>Provide continued support for the realization of a hospital in Vaughan and TYSSE (subway) development</p> <p>Continue Procurement and Contract Administration</p> <p>Projects: Contract Administration Implementation</p>	<p>2015</p> <p>2015</p>	
Represent the City's legal and economic interests	<p>Continue to maximize cash-in-lieu of parkland collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan</p> <p>Projects: Cash-in-Lieu policy review Parkland/Works Yard Purchase</p>	2015	
2016 Initiatives			
Provide legal support for City departments and corporate strategic initiatives	Provide continued support for the development of the Vaughan Metropolitan Centre	2016	
Represent the City's legal and economic interests	<p>Continue to maximize cash-in-lieu of parkland collection by the City and acquisition of parkland and open space to implement the Active Together Master Plan, Fire Master Plan</p> <p>Projects: Fire Station land purchase/ West Vaughan works yard purchase</p> <p>Support for development of all Secondary Plan areas</p> <p>Projects: OMB Secondary Plan Mediations Comprehensive Zoning By-law Review</p>	<p>2016</p> <p>2016</p>	Additional resources required
2017 Initiatives			
Provide legal support for City departments and corporate strategic initiatives	Provide continued support for the development of the Vaughan Metropolitan Centre	2017	
Represent the City's legal and economic interests	Continue to maximize cash-in-lieu of parkland Collection by the City, and acquisition of parkland and open space to implement the Active Together Master Plan, Development Charges Background Study 2013	2017	Additional

2014-17 Business Plan

	Projects: North Vaughan Works Yard purchase North Vaughan Fire Station land purchase		resources required
	Support for development of all Secondary Plan areas	2017	
	Projects: Comprehensive Zoning By-law Review		

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
# of Employees per lawyer	208	216	224	218	223
# of Residents per lawyer	52,000	57,000	58,846	50,230	52,248
Number of Acquisitions and Sales	Acq: 6 Sales: 8	Acq: 6 Sales: 4	Acq: 5 Sales: 2	Acq: 5 Sales: 6	Acq: 3 Sales: 4
Dollar Value of Cash-in-lieu Parkland Determinations	\$3,550,000	\$5,701,600	\$3,191,680	\$5,277,329	\$5,500,000
EFFECTIVENESS: How well do we do it?					
# of Days Required for OMB Hearings and Litigation	OMB: 270 Lit.: 190	OMB: 101 Lit.: 159	OMB: 309 Lit.: 205	OMB: 320 Lit.: 386	OMB: 600 Lit.: 384
Dollar Value of Acquisitions and Sales	Acq: \$1,036,585 Sales: \$100,521	Acq: \$18,521,660 Sales: \$14,054	Acq: \$16,287,000 Sales: \$76,000	Acq: \$6,162,000 Sales: \$236,000	Acq: \$20,000,000 Sales: \$6,550,000
SERVICE QUALITY: Is anyone better off? Conduct internal client satisfaction survey benchmark year – 2014; improvement target 2015					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Days required for OMB hearing and litigation has increased substantially due to appeals of the Vaughan Official Plan 2010, the VMC Secondary Plan, and other secondary plans
- Pressure for land acquisition to maintain City service levels continues to increase

2014-17 Business Plan

- Complexity and time commitment for OMB litigation and Real Estate has increased.
- Legal and Real Estate Departmental staffing remains at or below ratios found in comparable municipalities

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Legal Services														
	Revenue													
		Dept. Misc. Revenues	63,480	60,000	67,478	26.3%	7,478	12.5%	70,316	2,838	73,558	3,242	74,788	1,230
		Trsf. fm Res & Res Funds	228,709	172,599	189,000	73.7%	16,401	9.5%	195,000	6,000	201,000	6,000	208,000	7,000
		Total Revenue	292,189	232,599	256,478	100.0%	23,879	10.3%	265,316	8,838	274,558	9,242	282,788	8,230
	Labour Costs													
		Staffing Costs (incl Benefits)	1,678,132	1,870,107	1,930,877	89.7%	60,770	3.2%	2,259,241	328,364	2,293,429	34,188	2,322,018	28,589
	Other Expenses													
		Communications	5,979	5,020	5,020	0.2%	0	0.0%	5,020	0	5,020	0	5,020	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	(2,035)	(2,035)	(2,035)	-0.1%	0	0.0%	(2,035)	0	(2,035)	0	(2,035)	0
		Meals & Travel	4,819	5,195	5,195	0.2%	0	0.0%	6,195	1,000	6,195	0	6,195	0
		Office Equipment & Furniture	5,503	5,296	5,190	0.2%	(106)	(2.0)%	6,877	1,687	5,386	(1,491)	5,386	0
		Office Supplies & Expenses	26,508	14,902	15,297	0.7%	395	2.7%	15,497	200	15,497	0	15,497	0
		Other	33,319	20,865	20,865	1.0%	0	0.0%	20,865	0	20,865	0	20,865	0
		Professional Fees	304,269	117,239	116,099	5.4%	(1,140)	(1.0)%	116,104	5	116,104	0	116,109	5
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	4,701	5,440	5,440	0.3%	0	0.0%	5,440	0	5,440	0	5,440	0
		Staff Development & Training	53,824	44,348	51,425	2.4%	7,077	16.0%	55,125	3,700	55,625	500	56,225	600
		Total Other Expenses	436,886	216,270	222,496	10.3%	6,226	2.9%	229,088	6,592	228,097	(991)	228,702	605
	Total Expenses		2,115,018	2,086,377	2,153,373	100.0%	66,996	3.1%	2,488,329	334,956	2,521,526	33,197	2,550,720	29,194
Total Legal Services			1,822,829	1,853,778	1,896,895		43,117	2.3%	2,223,013	326,118	2,246,968	23,955	2,267,932	20,964

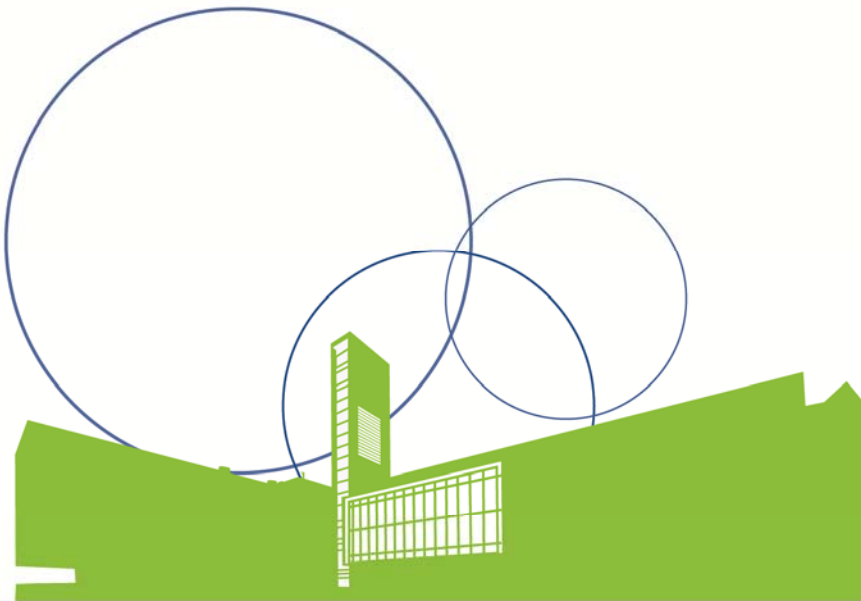
Recognized 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Legal Counsel - Procurement	FT	1.00	166,044		166,044			1.00	166,044		8,132		8,539
RE Acquisitions	FT	1.00	105,867		105,867			1.00	105,867		3,574		5,422

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Real Estate	2014	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800					267,800	
	2014 Total						267,800					267,800	
	2015	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800					267,800	
	2015 Total						267,800					267,800	
	2016	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800					267,800	
	2016 Total						267,800					267,800	
	2017	RL-0005-13	Land Acquisition Fees	Misc. Land Appraisals	City-Wide		267,800					267,800	
Real Estate Total							1,071,200					1,071,200	

By-Law and Compliance



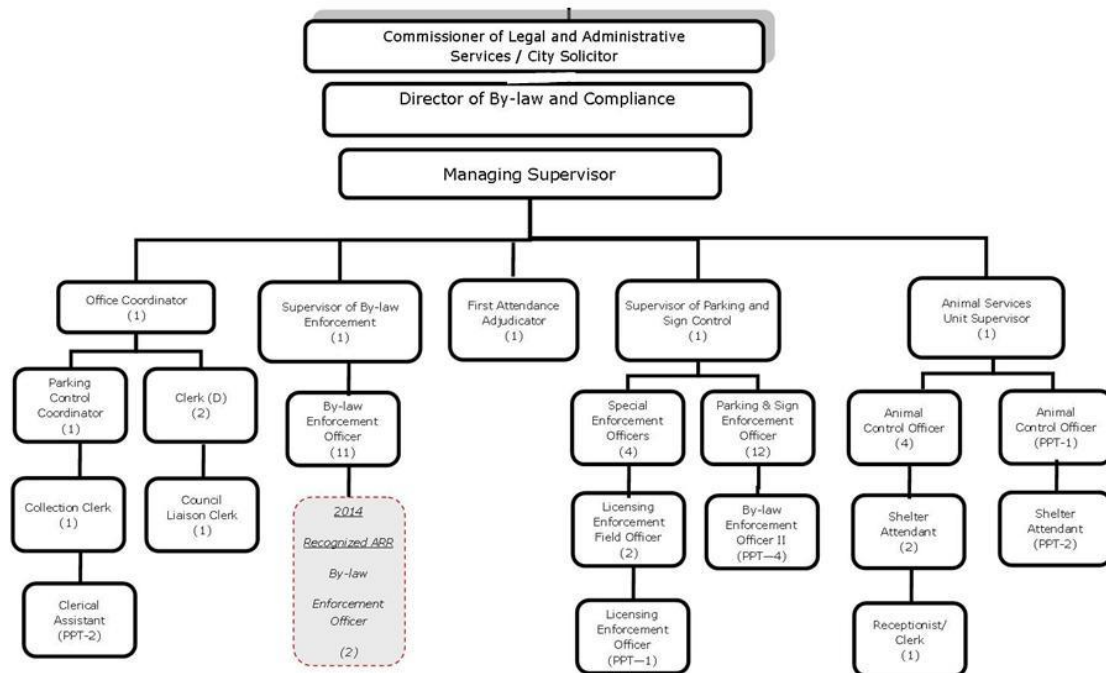
BUSINESS OVERVIEW

Service Statement: (Describe the core responsibilities for your department)

By-law and Compliance is responsible for encouraging compliance with approximately 41 City of Vaughan By-laws through a combination of reactive and proactive enforcement methodologies in both a uniformed and non-uniformed presence in the community. In 2011 the Department assumed responsibility for the delivery of Animal Services for the City.



By-law and Compliance Department



Full Time, Part Time and Overtime – Budgeted Amounts

	2012 Base	Approved 2012 ARR	2012 Final	2013 ARR	2014 ARR	2015 ARR	2016 ARR
Full Time	45	2	47	-	2		
Part Time	8.97	-	8.97	-	-		
Total FTE	53.97	2	55.97	-	2		
Overtime	\$28,768	\$2,000	\$30,768	-	\$1,000		

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Residents and businesses
- Council
- Other internal departments
- External enforcement agencies
- Other municipalities and levels of government

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

- Demonstrate Excellence in Service Delivery
- Promote Community Safety, Health and Wellness
- Lead and Promote Environmental Sustainability
- Manage Growth and Economic Well-being

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Continued growth within the community continues to outpace staffing growth causing an erosion of service delivery. This will continue for the foreseeable future, increasing pressures on current resources and increasingly conflict demands for service. Effective continued and improved delivery of core services requires innovative approaches and development of long term strategic directions, founded on greater emphasis of public outreach and education. The By-Law and Compliance Department is moving toward achieving an enhanced delivery model, while balancing the needs for traditional methods of imposing penalties through ticketing and prosecutions of infractions. While traditional approaches may result in desired outcomes, it can be expensive to manage and prosecute to resolution. Typical prosecution can take in excess of 19 months to proceed through trial to resolution and still not achieve compliance.

Methodologies focused on enhanced public education and awareness have a greater likelihood of achieving increased voluntary compliance. While this may lessen demands in some areas of enforcement, a more educated public has been known to equate to an increased demand for service (eg increased complaint volumes) in others. With the increasing growth of our communities, enforcement of current by-laws is becoming increasingly complex, complicated and time consuming. Investigation of public complaints is resulting in a significant increase in tasks, including necessary research and investigative time to achieve resolution. In addition, though compliance continues to be the ultimate goal, necessary prosecutions may continue to increase with the ever increasing demand for service.

A Department wide operational services review is underway, intended to identify efficiencies, create greater opportunity for improvements and create a more effective, efficient and economical service delivery model focused on community safety, health, wellness and sustainable support of community growth. To ensure a global approach is employed a broader departmental review includes development of a framework to review all current by-laws to ensure suitability and relevance.

In 2011 the Department assumed responsibility of the delivery of animal services, supporting the needs of the City and two sister municipalities (Township of King and Town of Bradford/West Gwillimbury). The City rolled out our on-line Animal Licensing Program shortly thereafter. This online system has shown an increase of 500 licenses issued from (1,050) in 2011 to (1,550 projected) in 2013. To date in 2013, 1,132 licenses have been sold on-line. As on-line services continue to increase in popularity, on-going improvements to overall services will develop opportunities to increase compliance with animal licensing provisions and responsible pet ownership; effectively decreasing the manual tasks related to the licensing program. Though the animal shelter has operated at optimal efficiency since its opening, current demands exceed its capacity, causing strain on already limited resources, equating to erosion in core services. With the approval and support of minimal additional resources, considerable improvements in service delivery can be achieved, including extended hours of operation during identified peak times for adoptions, reduction in overtime costs, reduction of contracted veterinary expenses, improved coverage during times of staff absenteeism and an overall improved service delivery model equating to improved corporate image. This enhancement in service delivery is not currently possible with current resources and staffing complement.

Specialized service delivery to meet unique demands led to the creation of the Special Enforcement Unit in 2002. Since its creation, the Unit has seen a substantial increase in demands for service such as the need for increased presence and pro-active patrols in ever expanding City Parks and open spaces (including TRCA lands), City facilities, number of community centres being built, increased special events, surge in requests for joint initiatives with other enforcement agencies, increased need for community presence and direct engagement through outreach and education. In keeping with trends typically experienced with community growth, demands for sustainable service has and will continue to increase beyond the capabilities of current resource complements.

Business Plan Objectives (list the status of outstanding business plan objectives and the method of measuring successful implementation. As well, list 2013-16 business plan objectives in the appropriate section).

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
2013 (Top 5 Objectives)			
1.Evaluate Animal Services delivery program.	Q1 2013	Under review by ICI Dept. (Operational Review)	Allocated
2.Review Animal Services Contracts with King & Bradford West Gwillimbury Townships.	Q4 2013	Continuation of current Contract pending outcome of Operational Review	Allocated
3. Initiate departmental Operational Service Review in partnership with ICI Office.	Q3 2013	Conclude review and establish recommendations	Allocated

4. Enhanced integration with Access Vaughan for improved support of Enforcement related calls and updating of Case Tracking System ("CTS").	Q2 2013	Improved Customer Service, improved service access and efficiencies in delivery	Allocated
5. Revise and present new Animal Services By-law to City Council.	Q4 2013	Enact enhanced Animal Services By-law more reflective of growing community needs.	Allocated
2014 (Top 6 Objectives)			
1. Prepare by-law review strategy, which will include prioritization of current by-laws for relevance and suitability with strategic corporate direction and Vaughan Vision 20/20.	Q2 2014 for priority plan, Q3 and Q4 for reviews & future years.	Establish strategic plan to prioritize reviews, include public consultation process, education and outreach as required.	ARR being requested for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
2. Develop necessary programs to enhance community awareness, education and outreach of City by-laws.	Q1 2014	Partner with Corp Comm. and sister dept.'s to establish priorities and conduct outreach and education campaigns throughout the year.	ARR being requested for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
3. Establish strategies and approaches to effectively manage compliance and corresponding training and development plan for departmental staff.	Q1 through Q4 2014	Implement recommendations from 2013 operational review (where possible) and conduct needs assessment to address training needs of dept. staff.	ARR being requested for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
4. Establish methods and processes to ensure consistent application of by-laws across the City, ensuring exercising of good sound judgment.	Q1 through Q4 2014	Enhanced consistency, improved service delivery through improving skills and abilities of staff (through training and development).	ARR being requested for specialized position – Business Analyst / Policy & Research Coordinator, see ARR. ARR being requested to increase training budget, see ARR.

5. Operational Review – implementation of recommendations.	Q3 2014	Enhanced service delivery model.	ARR being requested for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
6. Monitor/Enforce Smoking By-law at City facilities.	Q2 2014	Education of the public, develop public outreach initiative to increase voluntary compliance with new by-law requirements.	Allocated
2015 (Top 5 Objectives)			
1. Create a community safety strategy, including employing CEPTED strategies, public education and outreach, to support enhanced sustainable safe and vibrant communities; including access to safety education programs for stakeholders (partnership with York Regional Police and other agencies as needed).	2015	Enhanced public awareness, improved sustainable safe, vibrant communities.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
2. Review Standard Operating Procedures and effectiveness of implemented enhancements identified in 2013 / 2014 operational review.	2015	Ensure relevance and suitability, continuous improvement and training for staff as needed.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
3. Review / improve technology requirements and IT solutions.	2015	Identify upgrades of software and hardware required, review IT solutions in practice (tied into Corp IT Strategy – 2014).	Allocated
4. Continue by-law review strategy.	2015	Continued from 2014.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.

5. Identify key strategies in support of emerging needs associated with MVC, Hospital, public renewal initiative and emerging key City strategies.	2015	Ensure necessary regulatory requirements are in place.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
2016 top 3 Objectives)			
1. Analyze Community Safety strategy program deliverables and outcomes from 2015 for relevance and suitability.	2016	Ensure relevance and suitability, continuous improvement, including training for staff as needed; develop community trends / analysis.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
2. Review business practices, including outreach and education programs.	2016	Improved efficiencies and improved knowledge of the public, including increased voluntary compliance.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.
3. Continue by-law review strategy as required.	2016	Address any emerging issues, continue review of by-laws and implementation of related amendments.	ARR being requested in 2014 for specialized position – Business Analyst / Policy & Research Coordinator, see ARR.

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness - focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2011 to 2016, with a forecast for the rest of 2012 to 2016)

By- Law & Compliance				Measurement Type			
Vaughan Vision Themes	Strategic Outcomes & Results	Department Objectives	Performance Measure	Dashboard Indicator	Efficiency	Effectiveness	Service Quality
SERVICE EXCELLENCE: Promote Community Safety, Health & Wellness	Promote the safety and security of Vaughan citizens	Provide efficient and effective delivery of by-law compliance	Parking Permits Issued		X		
SERVICE EXCELLENCE: Demonstrate Excellence in Service Delivery	Ensure compliance with City By-laws through education and enforcement	Encourage greater compliance with City by-laws	% of parking service calls responded to within accepted 5 business days	X	X	X	
ORGANIZATIONAL EXCELLENCE: Manage Growth and Economic Well-Being			% of property standards & zoning service calls responded to within accepted 10 business days	X	X	X	
			Number of Service Requests per Field Officer		X		
			Animal Health Index: -# Pets Micro chipped and vaccinated at outreach clinics activities -# of adoptions -# of pet licenses issued -# of dog bites	X		X	
			Number of recipients of compliance education and outreach			X	
			Number of animals passing through system		X	X	
			Avg time to initially respond to by-law and compliance complaints	X	X	X	
			# Disputes resolved at screening level before going to hearing				X
			% of online ticket payments	X			X
			# of tickets resolved before going to court	X		X	
			% of Cases sent to prosecution that are successful.	X		X	X

BUSINESS OVERVIEW:

The Business Plan as outlined within this document provides an overview of the framework and top identified objectives to be undertaken within the next three years, supported by key performance indicators, page 7, and statistical information charts found on pages 9 through 15.

The theme of this three year plan focuses on key objectives designed to identify the effectiveness, relevance and suitability of the current service delivery and progresses over the next three years to an improved and enhanced service delivery model more in line with public service values, ensuring sustainability and fiscal responsibility.

The identified objectives are designed to sustain the new vision of the Department to improve public knowledge and awareness of regulatory by-laws with a “citizens and community first” focus through education, outreach and engagement. Ensuring continued support of the over-all welling being, growth and vibrancy of the City of Vaughan in line with Vaughan Vision 20/20 will require investment in the growth of the Department.

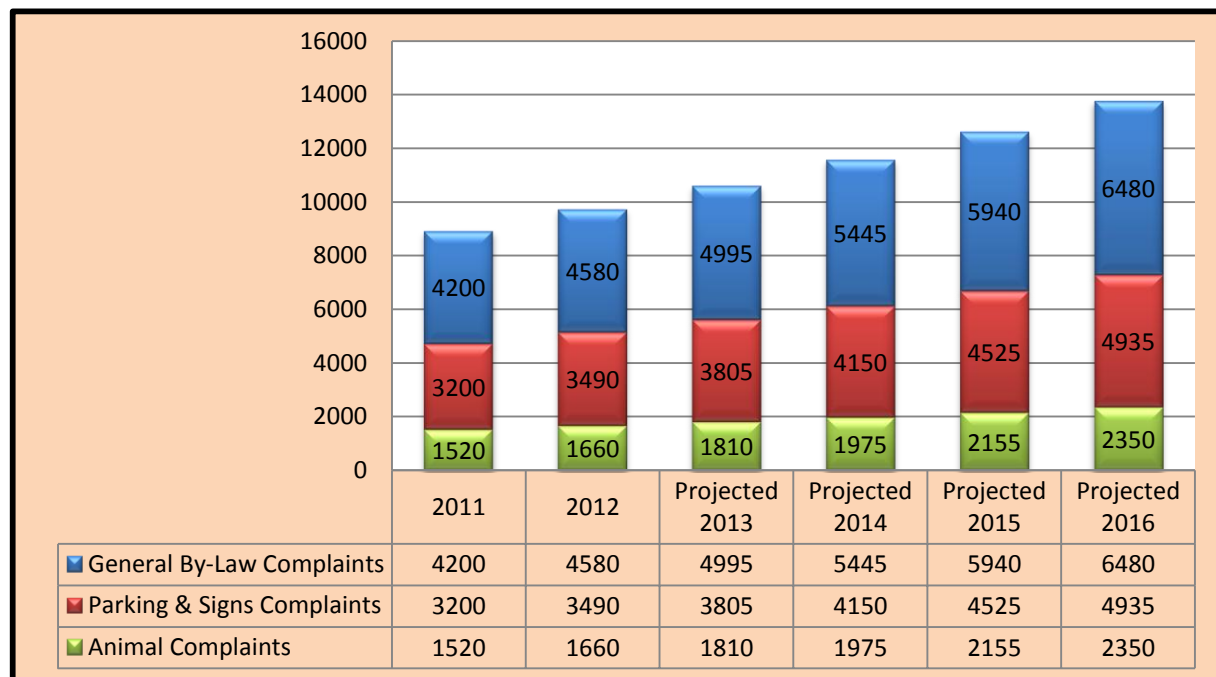
While the three year Business Plan identifies key deliverables to be achieved within the Department, successful improvement of our service delivery model and linkages in business operations between sister departments will allow for shared benefits and positive influences on a corporate level.

The following statistical information provides supporting historical data utilized to develop future anticipated service demands and begin the establishment of baseline information. Though current software systems offer limited outputs, the information has enabled logical projections that assist in accurately reflecting expected service increases over the next three years.

Statistical Information

By-Law and Compliance Services Complaint-Driven Requests

Definition: The number of complaint-driven service requests (files) requiring investigation and/or resolution by By-Law and Compliance Services staff.



Key Conclusion:

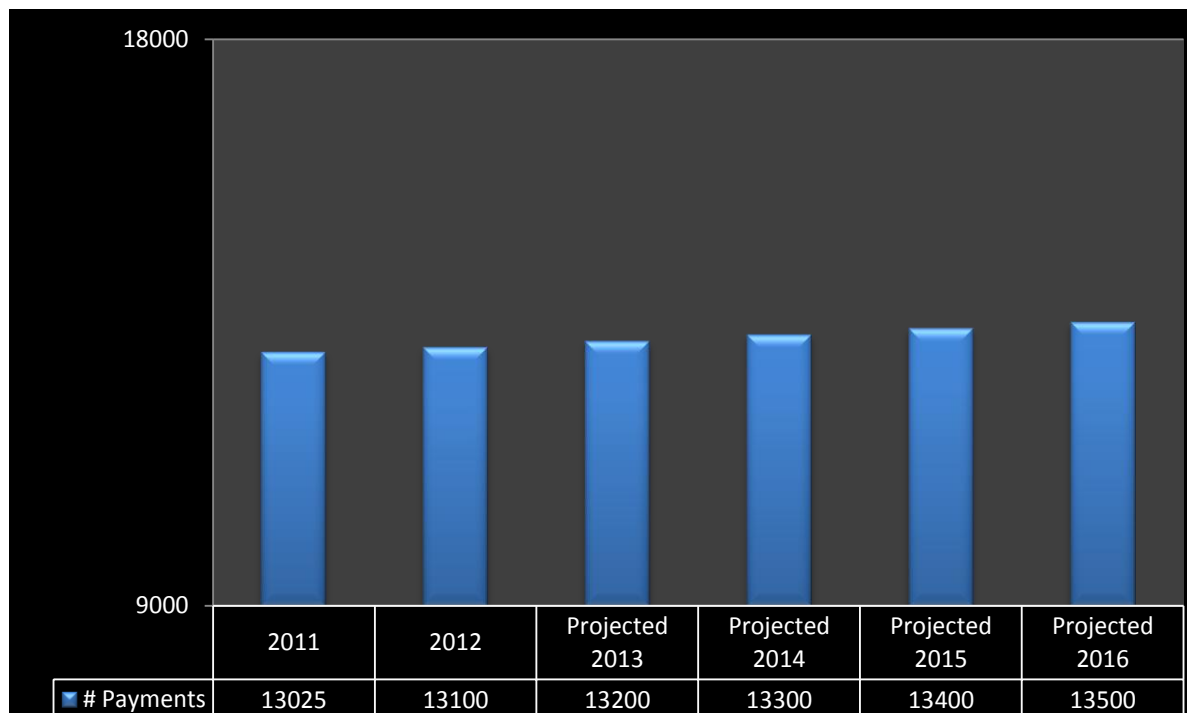
The increase in call volume shows a correlation to the population increase. Calls for service between 2011 to 2013 is reflective of approximately 10% annual increase per year. This upward swinging trend when viewed over 6 years reflects an alarming increase in demands for service, from 8,920 service requests in 2011 to a projected 13,765 by 2016. This analysis is based on historical data from previous years and amounts to an overall projected **increase of 64% by 2016** in demands for service; greatly outpacing the Department's ability to maintain service levels and exceeding existing resource and staffing capabilities.

Notes:

The measure demonstrates an increase in call volume for all disciplines, including but not limited to, animals, parking, signs, property standards, zoning, licensing, noise, dumping and all other by-laws, as well as special projects and initiatives. Given the current and projected growth being experienced across the City of Vaughan, calls for service are expected to increase in all areas as service delivery is directly linked to community growth, increased population, emerging demands, enhanced customer service and corporate directions.

Number of Online Ticket Payments

Definition: The number of Administrative Monetary Penalty (“AMP”) parking notices / ticket payments, paid online per annum



Key Conclusion:

The Online Ticket Payment process is a valuable customer service tool allowing for payment of AMP parking notices / tickets online in lieu of attendance in person. This service has been well received by the public and has surpassed expected usage. Additional education and community outreach is expected to progressively increase usage over the next three years. Projections are based on historic data from previous years.

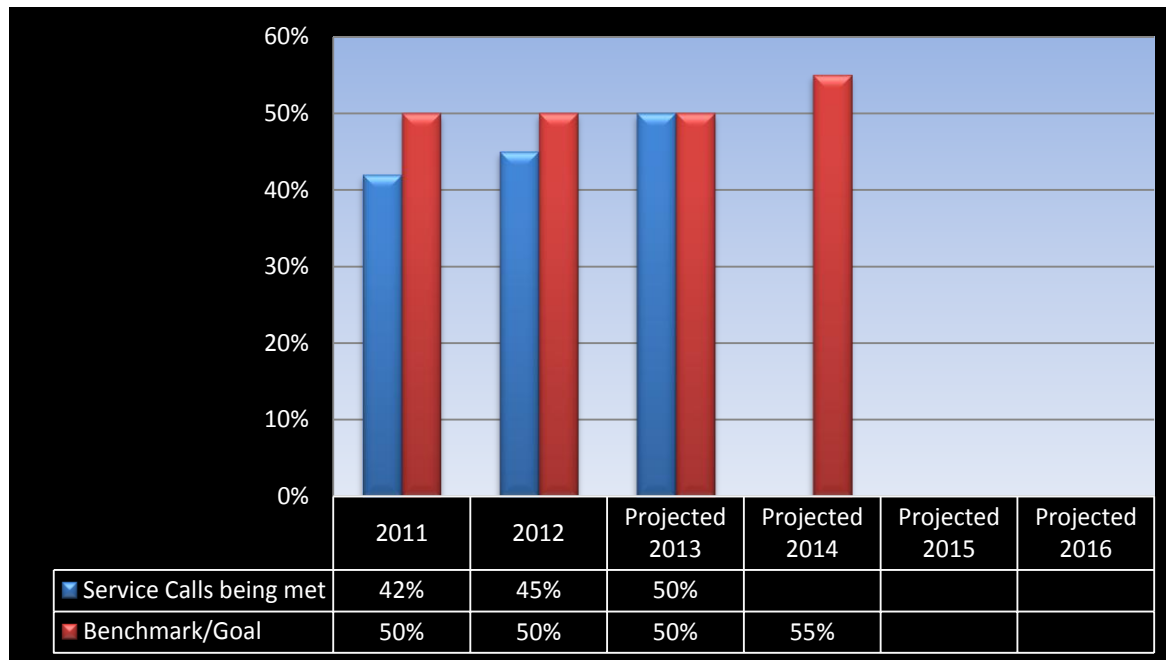
Notes:

With increased public awareness and improved marketing of the program, increases are anticipated beyond the above projections. In addition, larger corporate initiatives including development of parking strategy may have an unknown effect on the volume of violations and related online payments. Similarly the continual increase of the number of temporary visitor parking permits issued and the possible future on street parking initiative for residents may also have an unknown effect on future outcomes.

Though it is anticipated that the fine revenue realized for specific violations may decline due to enhanced outreach and education commencing this coming year, calls for service relating to emerging demands for other types of parking violations are expected to continue to increase.

Service Standard Response

Definition: The percentage of complaints responded to within established service standard of 5 – 10 business days. Response includes initiation of an investigation and initial contact with complainant.



Key Conclusion:

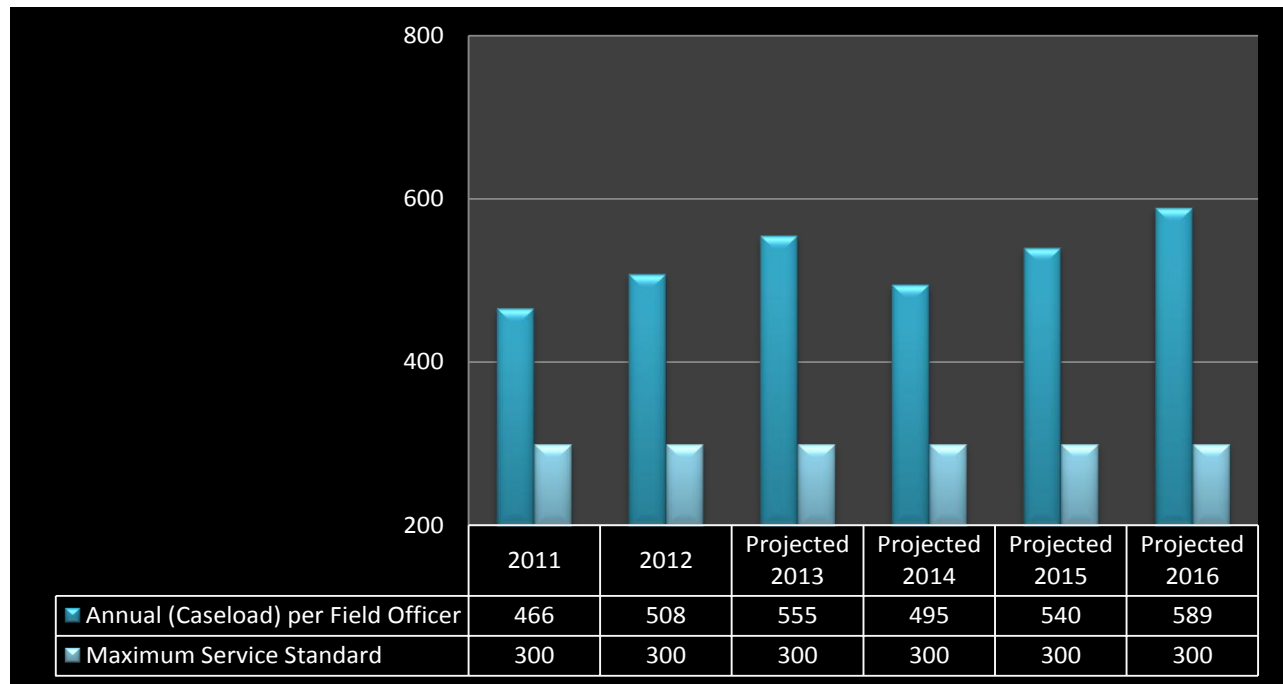
The ability for staff to initially respond to a call for service within 5–10 business days is reliant on the number of calls to officer ratio and the nature of the calls. By-law investigations are becoming increasingly more complex, more time consuming, requiring greater effort and extending the duration of time in reaching compliance. Increasing calls for service and other factors such as seasonal demands may also affect service standards adversely. Traditionally, the Department has realized an improvement in service standards of approximately 10% per year since 2011. Future projections and enhanced service delivery will be reliant on implementation of recommendations and findings of the departmental operational review currently underway. **NOTE:** All calls regarding urgent or unsafe matters result in dispatching of an officer within the same day.

Notes:

Although the Department will continue to strive for 100% achievement of service standards, it will be extremely challenging for service standards to improve if the appropriate resources and tools are not provided in response to the growth and increasing expectations. The purpose of the departmental operational review is to identify gaps, required efficiencies and investment in tools (e.g. IT solutions) and resources, along with providing recommendations for process and service level improvements. Through implementation of these recommendations the Department expects to improve service delivery.

Number of Complaint Driven Service Requests per By-law / Property Standards Field Officer

Definition: The number of complaint driven service request per Field Officer.



Key Conclusion:

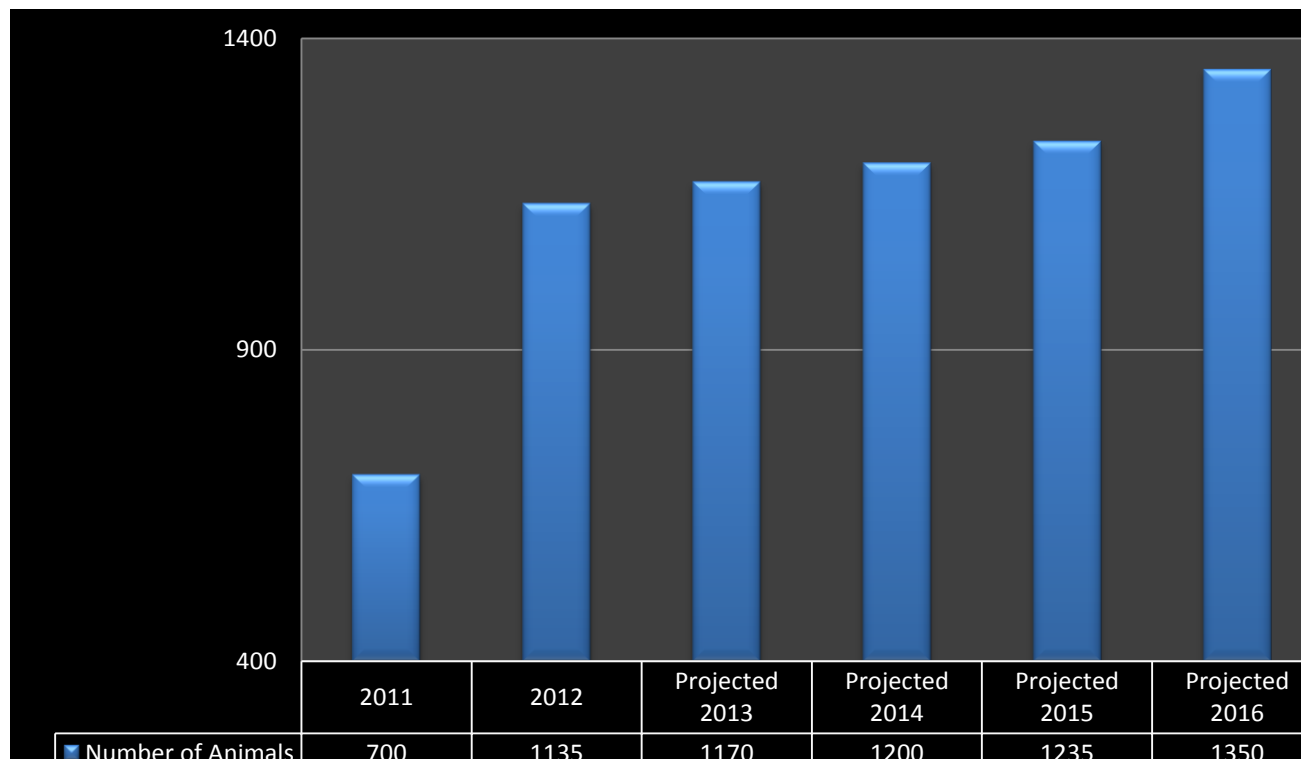
There is a group of 11 staff in the By-law & Compliance Department responsible for property standards and general by-law compliance and enforcement. The majority of by-laws relating to property maintenance and standards have a compliance component built in, supported by the applicable governing legislation (e.g. Property Standards & Building Code Act, Zoning & Planning Act, etc.). With a legislated framework and focus on achieving compliance, investigations can be complex, necessitate multiple site visits, research and the need for collaboration with sister departments (e.g. Planning & Building Standards) before compliance can be achieved and in some cases extending for months, carrying forward into the next year. The number of calls for service each Field Officer is required to investigate continues to grow as demands and population increase. Traditionally, the Department previously established a caseload standard of a maximum 300 investigation files per officer annually. The above projections are based solely on baseline historical data and the anticipated increase in staffing to include two additional property standards officers in 2014 (recognized through the ARR process). However, with increased complexity of investigations, current and future growth within the community, demands will continue to outpace staffing growth, leading to an increase in annual carry-over, decrease in files resolved in a timely manner and a decline in service delivery.

Notes:

Each officer is working beyond the maximum established standard capacity averaging a caseload of an expected 454 files by the end of 2013, increasing to a projected 463 per officer by the end of 2016; subject to the approval of the 2 recognized property standards officers positions (ARR's) in 2014. The above figures directly correlate to projected complaint driven service requests shown on page 9, and do not include pro-active /staff initiated investigations or previous year carry-over.

Number of Animals Passing Through the System

Definition: The number of dogs and cats that have entered into the Animal Services system



Key Conclusion:

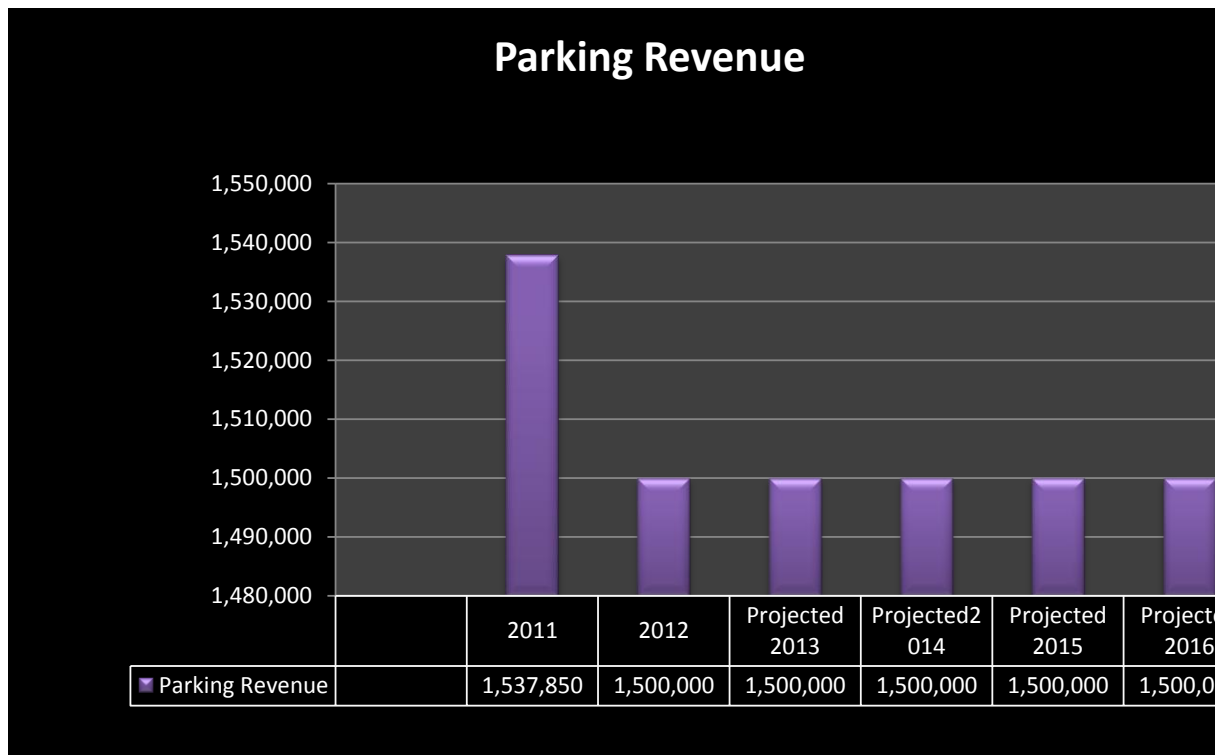
As growth in Vaughan continues so will the number of animals passing through the system. Current data from 2011, 2012 and 2013 suggests a projected increase of approximately 10% per year by 2016. Year to date for 2013, 707 animals have passed through the shelter. Past and current volume of animals has doubled the designed shelter capacity. Though contract services provided to two sister municipalities increases the number of animals in care at the shelter, the revenues realized (\$368,000.00 for 2014) exceeds the expense of the services delivered and assists in off-setting a third of overall operating costs. Though public outreach and education has shown a steady increase in adoptions, service demands continue to outpace resource limitations. Departmental operational review will include holistic review of the service, inclusive of the service contracts.

Notes:

City of Vaughan assumed carriage and service delivery of Vaughan Animal Services in May 2011, including shelter operations. As reflected in historical data, 700 animals passed through the service from May to Dec 2011 in comparison to 707 year to date in 2013. In utilizing this baseline data and given the expected continued population growth, it is reasonable to conclude that the demands for animal services will continue to increase.

Revenue Generated from Parking per Annum

Definition: The value of the penalty notices issued and actual revenue received



Key Conclusion:

Projected numbers take into account possible future changes in parking restrictions, including the possibility of increased on-street parking permissions, lessening the number of related violations found. While methodologies focused on enhanced public education and awareness have a greater likelihood of achieving increased voluntary compliance and potentially decreasing violations / revenues, a more educated public and overall future growth of the City may have the opposite effect, causing increases in calls for service and the need for traditional tagging. Projections above for 2014 to 2016 are reflected as a baseline expectation consistent with 2013 data as the future impacts on parking revenue from the above mentioned unknown factors cannot accurately be assessed at this time.

Notes:

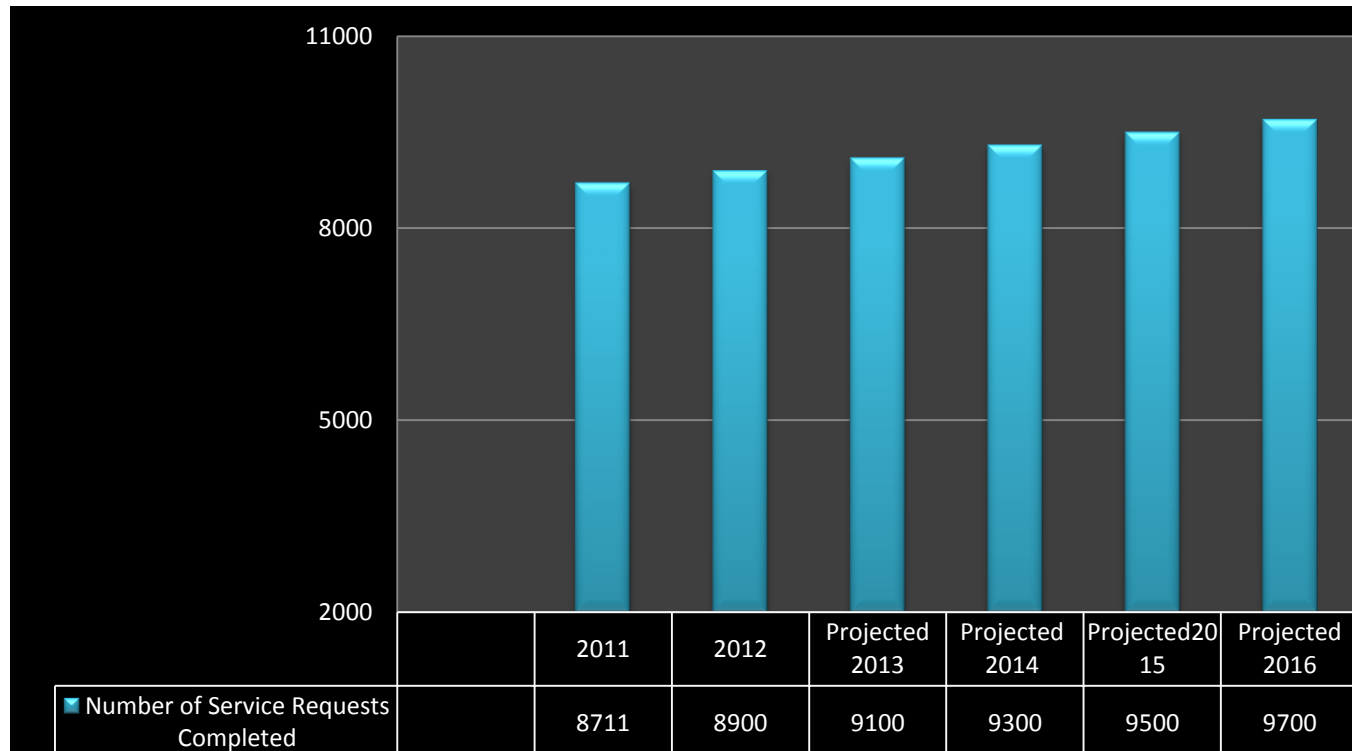
Revenue generated from parking tickets is incorporated within departmental annual revenues used to offset annual operating budget / costs.

The future implementation of recommendations being developed through the new "Urbanism" parking strategy will have an unknown effect on parking and parking related revenues across the City. As the development and implementation of the strategy is realized, impacts will need to be analyzed in respect of projected numbers for 2014.

Number of Service Requests Completed per Annum

Definition: The total of Service Requests initiated, completed and closed by By-Law and Compliance staff within the same calendar year.

Note: Completed requests do not include cases carried over from previous years.



Key Conclusion:

The number of service requests completed per year may vary from year to year based on a number of factors and variables, such as annual call volume, case loads, nature of the calls and number of prosecutions initiated. Though 2011 & 2012 revealed an estimated 10% increase in service requests completed within the same year, completion of an additional 10% in service requests through the coming years will be dependent on an increase in staffing through approval of the recognized ARR positions for two additional enforcement officers for 2014. Regardless of the expected 10% increase in closure rate within the same year, the projected 64% increase in demands for service by 2016 (reflected on pg. 9) will necessitate a greater carry-over of files (projected at a 30% increase) resulting in service decline. These projections are based on the established baseline from historical data and the ratio of increase in calls for service vs. projected case file completion annually.

Notes:

As the complexity of investigations continues to increase, leading to increased effort and greater duration of time files remain active and unresolved, greater number of cases are carried over per year, further exasperating compounding demands and deteriorated service delivery.

Overall Conclusion:

The By-law and Compliance Department is one of very few departments within the City that delivers front facing service to the public at large through direct public interaction, administration and enforcement of City by-laws and related Provincial legislation, driven primarily by ever increasing demands and complex community needs.

With the continued accelerated growth of our communities and ever increasing demands for service, successful implementation of this Business Plan will be reliant on balancing the development and growth of the City with those of the Department and its resources.

While the completion of the departmental operational review, anticipated at the end of 2013 in partnership with the Innovation and Continuous Improvement ("ICI") Department is expected to identify efficiencies to support a sustainable improved service delivery model, the ability to successfully implement future recommendations will be reliant on the Department's ability to adequately resource identified deliverables.

Through capture of limited historical statistical data and its use as a baseline to support developed projections and anticipate future demands, call volumes have shown a continued increase to a point where, despite on-going efforts, demands for service continue to outpace resources at an accelerated rate, eroding service to a level where established service standards cannot be sustained. Staff will continue to use all available resources and explore alternative methods in service delivery in an attempt to meet current and future demands.

Historically, between 40-60% of calls have been responded to, with the initiation of an investigation carried out, within the established 5-10 day service standard. Though the Department strives for 100% delivery, continual increase in demands for service prohibits its achievement. Efficiencies have been implemented in an attempt to increase investigational effectiveness, including integration of limited in-field IT solutions. Unfortunately, as the software and hardware ages, it is quickly becoming obsolete and incompatible with current and future technology. With current constraints and lack of a future strategic sustainment plan, additional challenges and limitations will result in a negative impact in delivery of our services. Current IT systems, limitations, hardware and software are under review.

With the increase in growth and diversity of our communities, administration and enforcement of current by-laws is becoming increasingly complex, complicated and time consuming. Investigation of public complaints is resulting in a significant increase in tasks, including necessary research and investigative time to achieve resolution. Many existing by-laws in their current state, may no longer be effective, relevant or suitable for the needs of today's communities. Sustaining these needs requires on-going review and renewal of by-laws; in some cases equating to passing of new or additional, more suitable ones. In addition, though compliance continues to be the ultimate goal, necessary prosecutions may continue to increase with the ever increasing demand for service and population growth. With an anticipated increase of 64% in caseloads by 2016, demands for service will continue to outpace the department's resource capabilities.

Service delivery of Animal Services to the citizens of the City of Vaughan, King Township and Bradford West Gwillimbury, which began in May 2011, continues to be monitored for service response times and general service delivery efficiencies. After two years of operation, the Animal Shelter routinely doubles its expected capacity. The potential risk for non-compliance with legislative requirements continues to increase due to the current challenges, including limitations of the shelter facility and lack of resources (both human and fiscal). Increasing service demands are a contributing factor to the possibility of increased risk of staff injury, absenteeism and lost time.

With an operational shift focused on enhanced public education, awareness and public outreach, a greater likelihood of achieving increased voluntary compliance can be realized. While this may lessen demands in some areas of compliance, a more educated public has been known to equate to increased demands for services (e.g. increased complaint volumes).

This three year Business Plan, its objectives and the Operational Services Review is intended to begin establishment of the necessary framework that will identify our current baseline from which efficiencies can be sought, creating greater opportunity for improvements, resulting in a more effective, efficient, economical and essential service delivery model with a greater focus on community safety, health, wellness and sustainable support of community growth.

Director Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
By-Law & Compliance														
Revenue														
		Departmental Revenues	0	0	1,900,830	78.2%	1,900,830	0.0%	1,934,380	33,550	1,935,825	1,445	1,936,785	960
		Dept. Misc. Revenues	46,344	96,230	1,450	0.1%	(94,780)	(98.5)%	2,500	1,050	2,500	0	3,250	750
		Donations	11,897	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Revenue	75,344	84,445	75,300	3.1%	(9,145)	(10.8)%	75,850	550	75,850	0	75,850	0
		Licenses and Permits	2,245,178	1,811,900	48,740	2.0%	(1,763,160)	(97.3)%	61,740	13,000	61,740	0	74,115	12,375
		Rev. frm Recov. Exp - Pd Duty	372,869	325,903	403,397	16.6%	77,494	23.8%	410,077	6,680	417,091	7,014	424,456	7,365
		Total Revenue	2,751,631	2,318,478	2,429,717	100.0%	111,239	4.8%	2,484,547	54,830	2,493,006	8,459	2,514,456	21,450
Labour Costs														
		Staffing Costs (incl Benefits)	4,632,834	4,680,475	5,190,684	88.1%	510,209	10.9%	5,634,957	444,273	5,603,234	(31,723)	5,719,327	116,093
Other Expenses														
		Communications	42,059	42,375	44,875	0.8%	2,500	5.9%	48,125	3,250	47,625	(500)	47,625	0
		Community Advertising & Promotion	6,607	8,000	8,000	0.1%	0	0.0%	8,000	0	8,000	0	8,000	0
		Corporate Accounts	22,704	29,211	29,211	0.5%	0	0.0%	29,211	0	29,211	0	29,211	0
		General Mctce & Repairs	5,773	0	6,000	0.1%	6,000	0.0%	6,000	0	6,000	0	6,000	0
		Joint Services & Department	1,125	700	700	0.0%	0	0.0%	700	0	700	0	700	0
		Meals & Travel	1,198	2,418	2,618	0.0%	200	8.3%	2,618	0	2,618	0	2,818	200
		Office Equipment & Furniture	10,931	30,658	39,558	0.7%	8,900	29.0%	33,658	(5,900)	29,158	(4,500)	30,158	1,000
		Office Supplies & Expenses	56,418	52,252	57,904	1.0%	5,652	10.8%	58,104	200	57,704	(400)	58,204	500
		Operating Leases	101,412	102,850	102,850	1.7%	0	0.0%	102,850	0	102,850	0	102,850	0
		Other	8,773	3,175	3,975	0.1%	800	25.2%	3,975	0	3,975	0	3,975	0
		Professional Fees	36,576	32,000	32,000	0.5%	0	0.0%	32,000	0	32,000	0	32,000	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	97,940	87,890	90,278	1.5%	2,388	2.7%	90,488	210	90,698	210	90,698	0
		Staff Development & Training	20,648	31,159	35,593	0.6%	4,434	14.2%	38,727	3,134	38,862	135	39,462	600
		Tools & Equipment	27,718	54,035	54,635	0.9%	600	1.1%	55,135	500	55,135	0	55,135	0
		Utilities & Fuel	92,695	84,260	86,372	1.5%	2,112	2.5%	88,172	1,800	89,972	1,800	91,772	1,800
		Veterinary Expenses	112,685	78,366	107,978	1.8%	29,612	37.8%	110,100	2,122	112,300	2,200	114,500	2,200
		Total Other Expenses	645,260	639,349	702,547	11.9%	63,198	9.9%	707,863	5,316	706,808	(1,055)	713,108	6,300
		Total Expenses	5,278,094	5,319,824	5,893,231	100.0%	573,407	9.7%	6,342,820	449,589	6,310,042	(32,778)	6,432,435	122,393
Total By-Law & Compliance			2,526,462	3,001,346	3,463,514		462,168	15.4%	3,858,273	394,759	3,817,036	(41,237)	3,917,979	100,943

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Registered Veterinary Technician	FT	1.00	86,281	(13,360)	72,921			1.00	72,921	-	(5,638)		(2,770)		(2,909)
Client Services Representatives	Contract	2.00	115,603		115,603			2.00	115,603		1,560	(2.00)	(117,163)		
Business Analyst Policy & Research Coordinator	FT	1.00	110,385		110,385			1.00	110,385		2,272		5,535		5,812
Shelter Attendant	FT	1.00	60,563	(14,439)	46,124			1.00	46,124		2,528		3,075		3,228
Shelter Clerk PT	PT	0.69	31,936	(7,668)	24,268			0.69	24,268		1,527		1,603		1,683

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

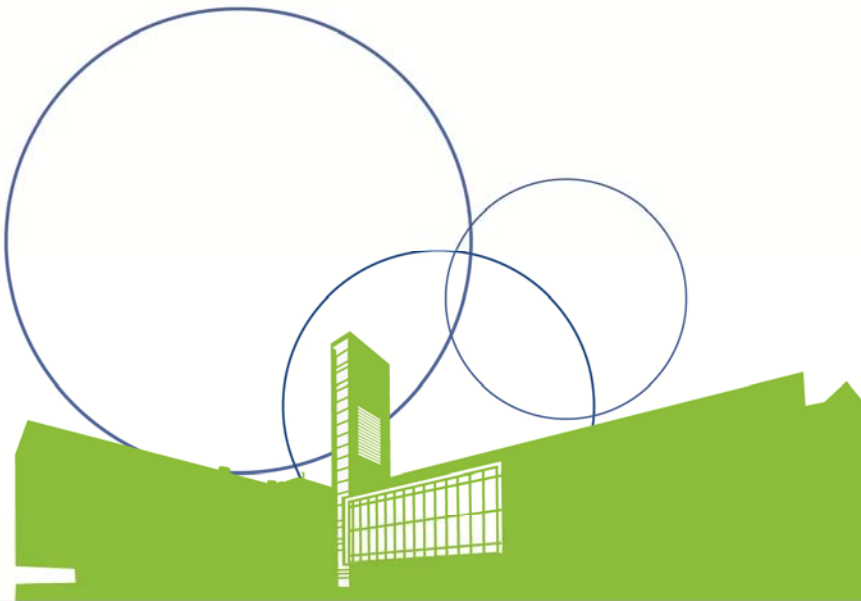
Recognized 2015 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Property Standards Officer	FT	2.00	187,470	(30,000)	157,470			2.00	157,470		4,424		9,370
By-Law & Compliance Supervisor	FT	1.00	121,218		121,218			1.00	121,218		5,438		6,234

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
By-Law & Compliance Enforcement Clerk D	FT	1.00	66,108		66,108			1.00	66,108

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
ByLaw & Compliance	2014	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	City-Wide	39,300			75,100			114,400	
		BY-2523-14	Vehicles Lease Buyout	New Equipment	City-Wide				47,250		30,000	77,250	
		BY-9534-14	ANIMAL SHELTER CAGING RETROFIT	Legal/Regulatory	City-Wide				51,500			51,500	
	2014 Total					39,300			173,850		30,000	243,150	
	2015	BY-2518-13	Animal Shelter Lease Hold Improvements	Legal/Regulatory	City-Wide	39,300			75,100			114,400	
	2015 Total					39,300			75,100			114,400	
	ByLaw & Compliance Total					78,600			248,950		30,000	357,550	

Commission of Community Services



Commission of Community Services

Commission's Message:

Vaughan continues to be one of the fastest growing cities in Canada. The City's Council and its residents have endorsed the Active Together Master Plan, and service standards that will ensure we continue to meet the needs of the residents.

The Community Services Commission includes:

- Building and Facilities Department
- Fleet Services Department
- Recreation and Culture Department
- Parks and Forestry Operations Department
- Parks Development Department

These departments collectively manage the challenge of growth and continue to meet the needs of the diverse community in an efficient and responsive manner. They maintain the current levels of service and provide service excellence helping to make Vaughan the city of choice, and "the place to be".

The Building and Facilities Department oversees the planning, design, and construction, as well as the operation and maintenance of all City of Vaughan owned buildings. This includes community centres, heritage buildings, fire stations and libraries. The total number of building space managed is approximately 1.7 M square feet.

The Fleet Services Department is responsible for the acquisition of vehicles and the maintenance of large and small types of operational equipment for various departments throughout the City. Fleet staff provides maintenance and repairs on 329 vehicles. Operational efficiencies are gained with the use of in-house staff balanced with contracted repair shops.

The Recreation and Culture Department offers recreational programs and cultural services to the residents of Vaughan through a team of staff, volunteers, and community partners as outlined in the Community Services Guide to Recreation and Parks. At present, the department offers 9,342 general programming, camp and aquatics courses to the public. A 95% cost recovery is being achieved through operational efficiencies and revenue generating initiatives despite challenges such as rising costs, inflationary pressures, demographic changes and growing level of competition from the private sector.

The Parks and Forestry Operations Department is committed to providing quality, safe and functional parks, sports fields, playscapes and open space trail facilities that meet the outdoor recreational needs of the community. The department's key priorities and objectives for 2014 are:

- Ice Storm clean up and develop a long term re-forestation strategy for the City's urban forest
- Provide safe parks and open spaces for citizens and user groups
- Provide safe trails to promote active living

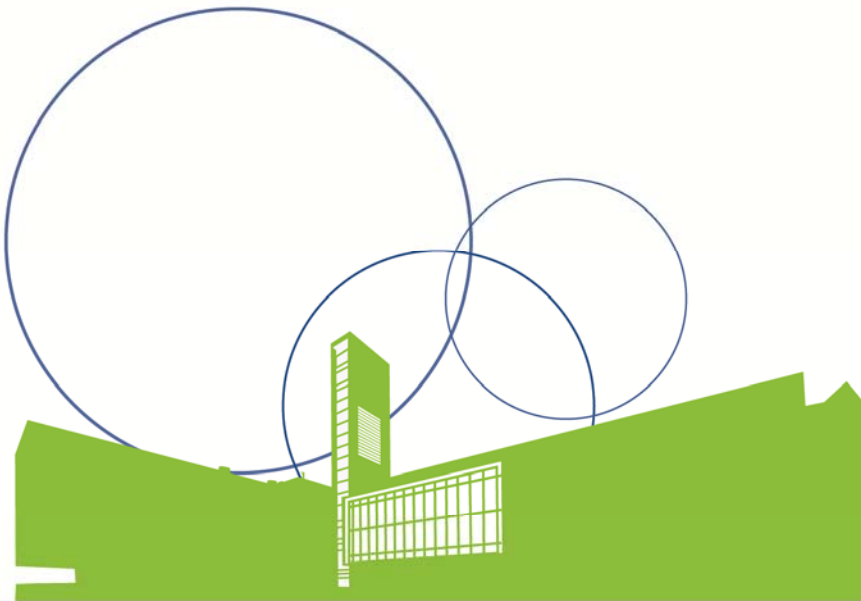
The Parks Development Department administers and provides innovative planning, design and construction of all municipal parks, playgrounds and open space systems which is accessible to all residents throughout the City of Vaughan. Some of the typical park facilities that have been designed and implemented in our park systems include playgrounds and waterplay areas, soccer and baseball fields, tennis, basketball and bocce courts, shade structures and park furnishings. On an ongoing basis the Parks Development Division is directly involved with the capital repair and replacement works of existing sports facilities and playground systems. The average neighbourhood park development time requirement from date of Council approval of funding to delivery to tender documentation to the Purchasing Services Department is a little over 4 month in duration which ensures completion of a major of projects in a timely manner.

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Commissioner of Commty. Serv.														
	Revenue													
		Outside Contributions	0	10,000	5,000	100.0%	(5,000)	(50.0)%	5,000	0	5,000	0	5,000	0
		Total Revenue	0	10,000	5,000	100.0%	(5,000)	(50.0)%	5,000	0	5,000	0	5,000	0
	Labour Costs													
		Staffing Costs (incl Benefits)	340,240	453,381	459,299	77.0%	5,918	1.3%	480,276	20,977	491,102	10,826	499,346	8,244
		Total Labour Costs	340,240	453,381	459,299	77.0%	5,918	1.3%	480,276	20,977	491,102	10,826	499,346	8,244
	Other Expenses													
		Communications	991	3,600	3,600	0.6%	0	0.0%	3,600	0	3,600	0	3,600	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	920	1,860	1,860	0.3%	0	0.0%	1,860	0	1,860	0	1,860	0
		Office Equipment & Furniture	0	490	490	0.1%	0	0.0%	490	0	490	0	490	0
		Office Supplies & Expenses	7,261	8,210	8,210	1.4%	0	0.0%	8,210	0	8,210	0	8,210	0
		Operating Leases	8,131	8,370	8,370	1.4%	0	0.0%	8,370	0	8,370	0	8,370	0
		Other	1,503	2,070	2,070	0.3%	0	0.0%	2,070	0	2,070	0	2,070	0
		Professional Fees	3,242	25,000	25,000	4.2%	0	0.0%	25,000	0	25,000	0	25,000	0
		Reserve Transfers	(6,000)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	57,852	80,040	80,040	13.4%	0	0.0%	80,040	0	80,040	0	80,040	0
		Staff Development & Training	1,245	3,955	3,955	0.7%	0	0.0%	3,955	0	3,955	0	3,955	0
		Utilities & Fuel	3,452	3,186	3,250	0.5%	64	2.0%	3,315	65	3,381	66	3,449	68
		Total Other Expenses	78,597	136,781	136,845	23.0%	64	0.0%	136,910	65	136,976	66	137,044	68
	Total Expenses		418,837	590,162	596,144	100.0%	5,982	1.0%	617,186	21,042	628,078	10,892	636,390	8,312
Total Commissioner of Commty. Serv.			418,837	580,162	591,144		10,982	1.9%	612,186	21,042	623,078	10,892	631,390	8,312

Community Grants & Advisory Committee

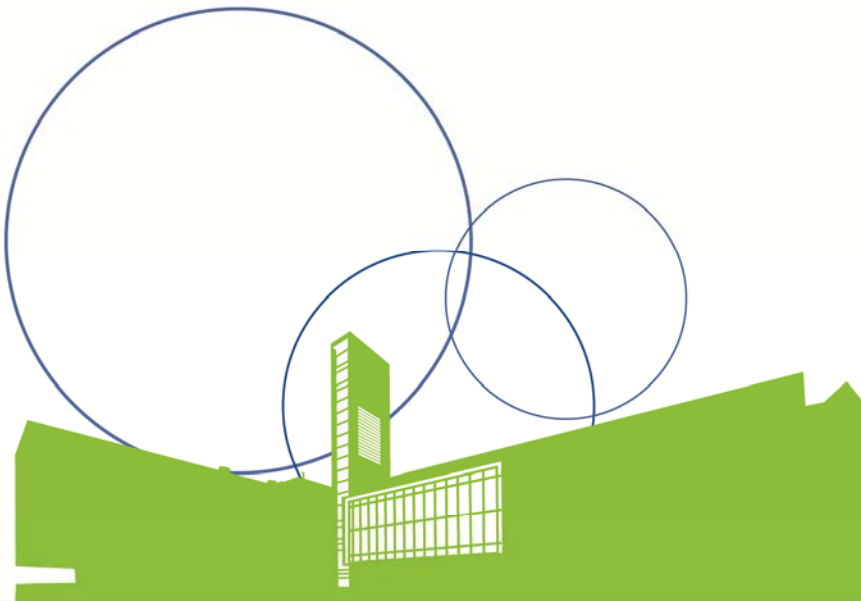


Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Commty. Grants & Advisory Comm														
	Revenue													
		Dept. Misc. Revenues	12,010	0	6,000	100.0%	6,000	0.0%	6,000	0	6,000	0	6,000	0
		Outside Contributions	600	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	12,610	0	6,000	100.0%	6,000	0.0%	6,000	0	6,000	0	6,000	0
	Other Expenses													
		Awards, Sponsorships & Grants	250	10,200	10,200	9.6%	0	0.0%	10,200	0	10,200	0	10,200	0
		Community Advertising & Promotion	733	4,524	10,524	10.0%	6,000	132.6%	10,524	0	10,524	0	10,524	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,840	2,000	2,000	1.9%	0	0.0%	2,000	0	2,000	0	2,000	0
		Office Supplies & Expenses	4,261	20,154	20,154	19.1%	0	0.0%	20,154	0	20,154	0	20,154	0
		Other	1,481	4,655	4,655	4.4%	0	0.0%	4,655	0	4,655	0	4,655	0
		Professional Fees	35,968	37,690	38,405	36.3%	715	1.9%	39,134	729	39,877	743	39,877	0
		Service Contracts and Materials	17,050	19,314	19,314	18.3%	0	0.0%	19,314	0	19,314	0	19,314	0
		Staff Development & Training	0	480	480	0.5%	0	0.0%	480	0	480	0	480	0
		Total Other Expenses	61,584	99,017	105,732	100.0%	6,715	6.8%	106,461	729	107,204	743	107,204	0
Total Commty. Grants & Advisory Comm			48,974	99,017	99,732		715	0.7%	100,461	729	101,204	743	101,204	0

Recreation & Culture



2014-17 Business Plan

Business Overview

Service Statement:

Core Activities: *Describe your regular business functions and responsibilities.*

The Recreation & Culture Department is committed to providing quality recreation activities, community space, and 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.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide access to programs and services for citizens to enhance their leisure opportunities and quality of life.
2. Continuously improve the range and quality of programs and services provided, in a cost effective manner.
3. Collaborate with community stakeholders and other levels of government to deliver services that meet the needs of a diverse community.

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Staff members provide a range of basic, value-added, and premium programming for all citizens. Additionally, the Department is responsible for maintaining service quality at community centres and other City-owned recreational facilities.
2. Promote Community Safety, Health & Wellness
 - The Department promotes community health, wellness and active living for all ages through its diverse recreational programming and services across the City.
3. Preserve our Heritage and Support Diversity, Arts & Culture
 - Partnerships with community organizations and groups assist the Department with delivering a wide array of cultural programs to support diversity, arts and culture.
4. Ensure Financial Sustainability
 - The Department manages program and service costs in a sustainable and user-friendly manner while pursuing cost recovery.

2014-17 Business Plan

Staffing Profile:

Recreation

	2012	2013	Additional Resource Requests			
	2014	2015	2016	2017		
Full Time ¹	86	85.5				9
FT-Contract	0	0				1
Part Time	214.39	221.55		0.69		1.24
Overtime ²	\$6,280	\$31,210		39,802		200

¹ 2013 transfer of 1 Full Time Staff from Recreation to Culture, and 0.5 FTE to Ec Dev/Corp Comm.

² 2014 onwards, increases to Overtime are strictly due to the inclusion of Statutory Holiday Pay for Family Day and Boxing Day

Culture

	2012	2013	Additional Resource Requests			
	2014	2015	2016	2017		
Full Time	7*	7				
FT-Contract	2	2				
Part Time	9.90	11.23				
Overtime	\$2,715	\$2,715				

*2013 transfer of 1 Full Time Staff from Recreation to Culture

Events

	2012	2013	Additional Resource Requests			
	2014	2015	2016	2017		
Full Time	3	3		1		
Part Time	2.06	2.06				
Overtime	-	-				

2014-17 Business Plan

Service Profile

Current Service State:

- Service Delivery
 - The Department programs and permits a wide range of facilities and services (community centres, soccer fields, baseball diamonds, etc.) to meet the diverse needs of citizens
 - There is a high number of community services provided per capita
 - Benchmarking analysis of user fees has identified that Vaughan's fees are generally higher than municipal comparators
 - 2013 update of the *Active Together Master Plan* identifies future service and programming needs
- Resources
 - The Department maintains high cost-recovery without negatively impacting service delivery
 - Although the City operates and maintains larger parks, these facilities are not always conducive to large scale events due to a lack of necessary amenities such as parking, washroom facilities, electrical, and indoor structures.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Service Delivery
 - Explore the development of a Neighbourhood hubs model in future intensification and growth areas in the City
 - Shift from structured to unstructured activities: decline in some organized sports for youth; opportunity for shorter term programs and workshops
- Resources
 - *Active Together Master Plan* 2013 update has identified greater financial need to meet service level and growth recommendations
 - There will be a decline in elementary school enrolment in some areas
 - Creating new sources of funding such as advertising and sponsorship opportunities
 - Find ways to mitigate operating costs via revenues generated from continuous improvement initiatives such as the expansion of partnerships
 - Balance between basic, value-added and premium program require ongoing assessment to ensure that the service needs of citizens are met
- External Environment
 - Demographic changes (e.g. aging areas, new Canadian population) will affect service demand
 - Increased focus on risk management at City-owned facilities
 - Final stages of the full-day kindergarten rollout will continue to impact preschool programs

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Pursue alternative funding streams in the future to reduce fee burdens
- Providing adequate service levels to the Vaughan Metropolitan Centre and other intensification areas will require greater planning and more resources
- Growing private sector competition offering quality programs at competitive prices will impact participation levels
- Completing key items from strategies or master plans may not be possible due to financial constraints

2014-17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Provide access to programming, services, and facility space for all stakeholders	1. Implement recommendations resulting from the <i>Active Together Master Plan</i> review	Q1-Q4	
	2. Pursue implementation of approved recommendations for MacMillan Farm	Q2-Q4	
Support diversity, arts and culture through partnerships with community stakeholders	1. Implement recommendations of the <i>Creative Together Plan</i> : Review potential partnerships in cultural programming initiatives, develop partnerships with community artists, etc.	Q1-Q4	
	2. Implement recommendations of the <i>Diversity Strategy</i> : Integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation, etc.	Q1-Q4	
2015 Initiatives			
Provide access to programming, services, and facility space for all stakeholders	1. Implement recommendations resulting from <i>Active Together Master Plan</i> review	Q1-Q4	
	2. Plan for the opening of Block 11 Community Centre	Q3-Q4	
Support diversity, arts and culture through partnerships with community stakeholders	1. Update the Creating Together Plan	Q1-Q4	
	2. Implement recommendations of the <i>Diversity Strategy</i> : Establishing in cooperation with schools and other agencies/groups, a program and teaching materials on diversity and human rights.	Q1-Q4	
2016 Initiatives			
Provide access to programming, services, and facility space for all stakeholders	1. Implement recommendations resulting from <i>Active Together Master Plan</i> review	Q1-Q4	
	2. Plan for the opening of Block 11 Community Centre	Q1-Q4	

2014-17 Business Plan

Support diversity, arts and culture through partnerships with community stakeholders	1. Implement updated recommendations of the <i>Creative Together Plan</i>	Q1-Q4	
2017 Initiatives			
Provide access to programming, services, and facility space for all stakeholders	1. Open Block 11 Community Centre	Q4	ARR for FTEs and PTEs

2014-17 Business Plan

Business Performance

Key Performance Indicators:

Performance Measures	2010	2011	2012	2013 Estimate	2014 Estimate
EFFICIENCY: What/How much do we do?					
Net Operating & Cost Recovery - Budget	\$-1,206,995; 93.2%	\$-951,027; 94.7%	\$-1,527,260; 92.1%	\$-1,348,008; 93.1%	\$1,047,310 94.7%
Net Operating & Cost Recovery – Actuals	\$-1,466,082; 91.8%	\$-1,080,836; 94.2%	\$-786,414; 95.9%		
Community Centre Traffic Counts	3,686,485	3,893,299	3,971,164	4,050,587	4,131,599
EFFECTIVENESS: How well do we do it?					
Program Fill Rate (Avg.)	66%	77%	80%	80%	80%
Facility Utilization Rate	85%	86%	87%	87%	87%
City Playhouse Utilization Rate	74%	72%	73%	74%	73%
Sponsorship Revenues	\$130,400 corporate; \$189,790 promotional	\$134,100 corporate; \$190,157 promotional	\$176,250 corporate; \$170,000 promotional	\$170,000 corporate; \$190,000 promotional	\$175,000 corporate; \$190,000 promotional
SERVICE QUALITY: Is anyone better off?					
Customer Satisfaction Levels on Program Delivery	94% programs; 95% staff	94% service; 94% staff	95% service; 96% staff	96% service; 96% staff	96% service; 96% staff

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The department continues to strive towards 95% cost recovery rate of direct expenses
- Traffic counts at community centres is anticipated to increase over time
- Facility and City Playhouse utilization rates remain fairly consistent
- Customer satisfaction with program delivery is consistently within the 95%+ range

Department Head Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Recreation														
	Revenue													
		Advertising Revenue	171,498	185,000	160,000	0.8%	(25,000)	(13.5)%	162,944	2,944	165,975	3,031	169,095	3,120
		Dept. Misc. Revenues	11,769,782	11,946,958	12,393,250	65.7%	446,292	3.7%	12,621,284	228,034	12,855,915	234,631	13,502,353	646,438
		Rents and Concessions	4,273,190	4,307,885	4,464,600	23.7%	156,715	3.6%	4,546,749	82,149	4,631,317	84,568	4,940,676	309,359
		Revenues for Specific Funct.	53,696	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Taxable Sales-Postage Fees	1,100	1,500	1,250	0.0%	(250)	(16.7)%	1,273	23	1,297	24	1,321	24
		Transit Fares	1,992,070	1,650,000	1,800,000	9.5%	150,000	9.1%	1,833,120	33,120	1,867,216	34,096	1,902,320	35,104
		Vending Commissions	46,635	57,490	51,000	0.3%	(6,490)	(11.3)%	51,938	938	52,904	966	53,899	995
		Total Revenue	18,307,970	18,148,833	18,870,100	100.0%	721,267	4.0%	19,217,308	347,208	19,574,624	357,316	20,569,664	995,040
	Labour Costs													
		Staffing Costs (incl Benefits)	14,554,367	14,954,935	15,010,206	74.7%	55,271	0.4%	15,373,320	363,114	15,482,502	109,182	16,691,056	1,208,554
		Total Labour Costs	14,554,367	14,954,935	15,010,206	74.7%	55,271	0.4%	15,373,320	363,114	15,482,502	109,182	16,691,056	1,208,554
	Other Expenses													
		Communications	5,560	16,440	18,500	0.1%	2,060	12.5%	18,500	0	18,500	0	19,000	500
		Community Advertising & Promotion	0	500	500	0.0%	0	0.0%	500	0	500	0	500	0
		Corporate Accounts	268,121	279,650	279,613	1.4%	(37)	(0.0)%	279,613	0	279,613	0	279,663	50
		General Mtce & Repairs	69,588	100,100	95,225	0.5%	(4,875)	(4.9)%	95,225	0	95,225	0	95,225	0
		Joint Services & Department Transfers	(2,735)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	16,304	24,550	21,875	0.1%	(2,675)	(10.9)%	21,875	0	21,875	0	23,675	1,800
		Office Equipment & Furniture	9,369	20,850	21,463	0.1%	613	2.9%	21,463	0	21,463	0	24,283	2,820
		Office Supplies & Expenses	323,721	353,830	330,875	1.6%	(22,955)	(6.5)%	330,875	0	330,875	0	339,925	9,050
		Operating Leases	12,258	51,185	48,938	0.2%	(2,247)	(4.4)%	48,938	0	48,938	0	54,438	5,500
		Other	15,853	79,175	24,675	0.1%	(54,500)	(68.8)%	24,675	0	24,675	0	24,675	0
		Professional Fees	59,251	61,500	58,125	0.3%	(3,375)	(5.5)%	58,125	0	58,125	0	58,125	0
		Recreation Subsidy	0	0	54,000	0.3%	54,000	0.0%	54,000	0	54,000	0	54,000	0
		Reserve Transfers	79,836	140,000	140,000	0.7%	0	0.0%	140,000	0	140,000	0	140,000	0
		Service Contracts and Materials	755,191	634,228	766,075	3.8%	131,847	20.8%	769,652	3,577	773,335	3,683	790,326	16,991
		Staff Development & Training	26,736	31,500	32,705	0.2%	1,205	3.8%	32,705	0	32,705	0	33,905	1,200
		Tools & Equipment	222,288	225,985	204,320	1.0%	(21,665)	(9.6)%	204,320	0	204,320	0	207,820	3,500
		Utilities & Fuel	187	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Vaughan Hockey Association Subsidy	1,200,643	1,208,211	1,232,375	6.1%	24,164	2.0%	1,232,375	0	1,232,375	0	1,232,375	0
		YRT Tickets	1,914,054	1,617,000	1,764,000	8.8%	147,000	9.1%	1,796,458	32,458	1,829,872	33,414	1,864,274	34,402
		Total Other Expenses	4,976,227	4,844,704	5,093,264	25.3%	248,560	5.1%	5,129,299	36,035	5,166,396	37,097	5,242,209	75,813
	Total Expenses		19,530,594	19,799,639	20,103,470	100.0%	303,831	5.5%	20,502,619	399,149	20,648,898	146,279	21,933,265	1,284,367
	Total Recreation		1,222,624	1,650,806	1,233,370		(417,436)	(25.3)%	1,285,311	51,941	1,074,274	(211,037)	1,363,601	289,327



Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2015 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Customer Service Administration Clerk	PT	0.69	19,571		19,571			0.69	19,571		979		1,027
Overtime for Stat Holidays		0.75	50,668		50,668				50,668		2,533		2,660

Recognized 2017 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Block 11 Community Centre - 5 ARR's	PT FT	8.69	788,943		788,943			8.69	788,943
City Hall Corporate Liaison Coordinator (TEMPORARY)	FT Contract	1.00	98,608		98,608			1.00	98,608
Open to Youth Pilot Project	PT FT	1.55	74,281		74,281			1.55	74,281

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Recreation	2014	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		125,100					125,100	
		RE-9524-14	City Playhouse Technical Equipment Upgrade	New Equipment	Ward 5		22,151					22,151	
		RE-9525-14	REC User Fee & Pricing Model Update	Studies	City-Wide				56,650			56,650	
	2014 Total						147,251		56,650			203,901	
	2015	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		125,100					125,100	
		RE-9519-15	Vaughan Art Gallery Site Study	Studies	City-Wide				51,500			51,500	
		RE-9521-15	Retrofit to Energy-Efficient Lighting at Gallery space at MCC	New Infrastructure	Ward 1				25,800			25,800	
		RE-9522-15	Public Display Units for City Hall and MCC	New Infrastructure	Ward 1				67,000			67,000	
		2015 Total					125,100		144,300			269,400	
	2016	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		125,100					125,100	
	2016 Total						125,100					125,100	
	2017	RE-9503-13	Fitness Centre Equipment Replacement	Equipment Replacement	City-Wide		125,100					125,100	
	2017 Total						125,100					125,100	
Recreation Total							522,551		200,950			723,501	

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Cultural Services														
	Revenue													
		Dept. Misc. Revenues	323,131	181,950	206,950	36.8%	25,000	13.7%	206,950	0	206,950	0	206,950	0
		General Revenue	7,040	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rents and Concessions	323,194	330,000	305,000	54.2%	(25,000)	(7.6)%	305,000	0	305,000	0	305,000	0
		Rev. frm Recov. Exp - Pd Duty	0	37,030	47,030	8.4%	10,000	27.0%	47,030	0	47,030	0	47,030	0
		Vending Commissions	0	4,000	4,000	0.7%	0	0.0%	4,000	0	4,000	0	4,000	0
		Total Revenue	653,365	552,980	562,980	100.0%	10,000	1.8%	562,980	0	562,980	0	562,980	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,725,510	1,729,479	1,567,108	79.5%	(162,371)	(9.4)%	1,602,116	35,008	1,704,270	102,154	1,715,741	11,471
		Total Labour Costs	1,725,510	1,729,479	1,567,108	79.5%	(162,371)	(9.4)%	1,602,116	35,008	1,704,270	102,154	1,715,741	11,471
	Other Expenses													
		Communications	7,740	141	0	0.0%	(141)	(100.0)%	0	0	0	0	0	0
		Community Advertising & Promotion	19,297	1,940	0	0.0%	(1,940)	(100.0)%	0	0	0	0	0	0
		Corporate Accounts	6,346	50	50	0.0%	0	0.0%	50	0	50	0	50	0
		Joint Services & Department	(38,562)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	4,070	7,765	3,945	0.2%	(3,820)	(49.2)%	3,945	0	4,345	400	4,345	0
		Office Equipment & Furniture	1,508	15,036	13,245	0.7%	(1,791)	(11.9)%	13,245	0	18,245	5,000	13,245	(5,000)
		Office Supplies & Expenses	74,510	72,732	73,935	3.7%	1,203	1.7%	73,935	0	134,435	60,500	209,435	75,000
		Other	52,349	58,292	55,749	2.8%	(2,543)	(4.4)%	55,749	0	55,749	0	55,749	0
		Professional Fees	829	45,852	44,855	2.3%	(997)	(2.2)%	44,855	0	44,855	0	74,855	30,000
		Reserve Transfers	(3,700)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	230,105	200,180	203,410	10.3%	3,230	1.6%	203,410	0	203,410	0	253,410	50,000
		Staff Development & Training	3,656	4,011	9,910	0.5%	5,899	147.1%	9,910	0	11,210	1,300	11,210	0
		Staffing Costs (incl Benefits)	3,960	9,000	0	0.0%	(9,000)	(100.0)%	0	0	0	0	0	0
		Tools & Equipment	447	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	362,555	414,999	405,099	20.5%	(9,900)	(2.4)%	405,099	0	472,299	67,200	622,299	150,000
	Total Expenses		2,088,064	2,144,478	1,972,207	100.0%	(172,271)	(0)	2,007,215	35,008	2,176,569	169,354	2,338,040	161,471
Total Cultural Services			1,434,700	1,591,498	1,409,227		(182,271)	(11.5)%	1,444,235	35,008	1,613,589	169,354	1,775,060	161,471

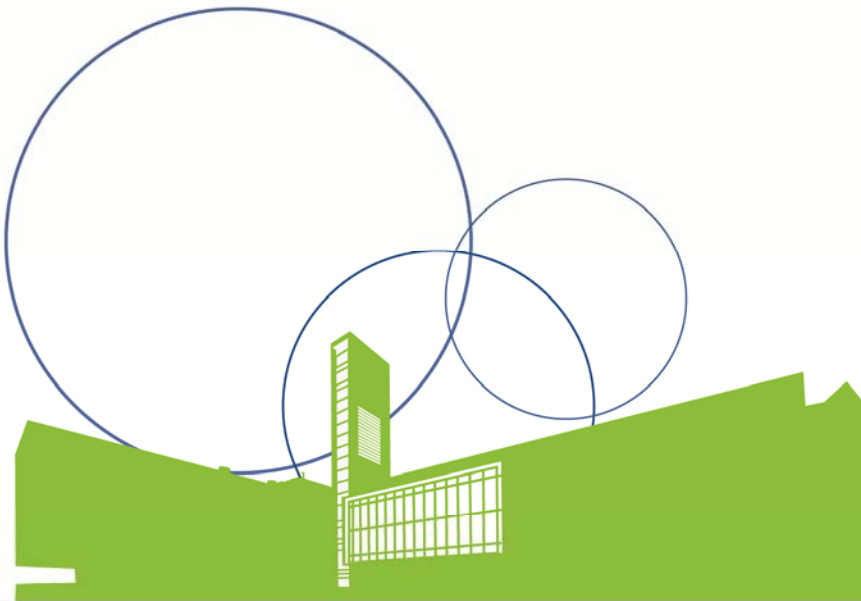
Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2016 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Events Coordinator	FT	1	99,045		99,045			1.00	99,045		
Arts & Culture Marketing Material			60,000		60,000				60,000		(408)

Recognized 2017 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Diversity & Inclusivity Signage and Communication Program			75,000		75,000				75,000
Additional funding for Special Events			30,000		30,000				30,000
Aboriginal Facilitation & Coordination Support			30,000		30,000				30,000
Concert Series Launch at City Hall			10,000		10,000				10,000
Additional Funding for Recognition Events			10,000		10,000				10,000

Building & Facilities



2014-17 Business Plan

Business Overview

Service Statement:

Core Activities:

The Building and Facilities Department is responsible for managing the new building construction program and the renovation of existing buildings; Maintaining and providing plant services in City buildings as well as Community Centre operations; Providing office accommodations in City buildings; sportfield lighting and walkways; Providing security for employees, residents and users.

Key Outcomes & Results:

1. Provide safe and clean facilities for all users of City-owned facilities.
2. Support all City Departments by maintaining the facilities from which they provide services to the public.
3. Maintain approved services standards while ensuring operational efficiency and effectiveness.
4. Promote environmental sustainability through operational practices and building enhancements.

Link to Vaughan Vision 2020:

1. Demonstrate Excellence in Service Delivery
 - City-owned facilities operate according to a high standard of cleanliness and safety.
2. Promote Community Safety, Health & Wellness
 - The Department provides security for employees, residents, and users of City buildings, and ensures that construction, renovation and maintenance activities are performed in a safe manner.
 - The Department maintains the facilities from which other departments operate programs that provide safety, health and wellness to City residents.
3. Lead & Promote Environmental Sustainability
 - The Department pursues new programs to make City buildings more energy efficient and reduce the environmental impact of operations.
4. Manage Corporate Assets
 - Collaborating with stakeholders to develop and implement the corporate Asset Management Strategy.

Staffing Profile:

Full Time, Part Time and Overtime – Budgeted Amounts:

	2012	2013	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	103	104	4		10.0	13
Part Time	5.83	5.84	-1.12		1.8	0.69
Overtime	\$56,097	\$58,010	\$2,700	10,866		\$200

2014-17 Business Plan

Service Profile

Current Service State:

- Project Management
 - Staff are knowledgeable in all aspects of facility construction, maintenance and repairs.
 - Project Management technology support is based on the Microsoft suit of products: Excel; MS Project; Outlook.
 - Project Management skills are based on best practices and staff's considerable experience in the field.
 - Communication with project stakeholders could be strengthened.
 - Staff is challenged with managing numerous projects.
- Service Quality
 - Maintaining service levels when expanding & repairing existing facilities with only limited or minor inconvenience to service users remains a challenge both logistically and financially.
 - The lack of a lifecycle database makes forecasting future replacement needs very difficult. This may lead to down time in high importance buildings as a result of unpredictable failures.
 - B&F follows maintenance guidelines in maintaining equipment. A work order system is in place to handle work requests.
- Staffing
 - Staff is trained to handle job responsibilities, and to meet code/law requirements.
 - Meeting training requirements for existing and new staff, while handling regular assignments is challenging.
 - Annual turnover of new facility staff has been reduced, but remains a challenge.
 - The position of Asset Management Coordinator is critical for initiating and implementing a Lifecycle Management Plan database.
- Environmental Sustainability
 - An energy audit has been initiated in 2013.
 - Energy reduction measures are being pursued and purchasing more energy efficient equipment is a consideration in the replacement of energy consuming building components (lighting; HVAC; pumps).
 - Reporting on energy use in City facilities was completed in 2013 in collaboration with the Environmental Sustainability Division.

Future Direction for the Service:

- Project Management
 - Implement project management software as a common reporting tool, as well as for project tracking and project control.
 - Building on staff's existing expertise and experience, increase training in project management methodology; develop an internal consistent and documented methodology for project delivery.
 - Manage the project management work load to deliver successful projects.
- Environmental Sustainability
 - Work with the Environmental sustainability division to research new energy-efficient technologies that will enable cost-savings and promote environmental sustainability.
 - Develop an energy optimization plan that will prioritize the implementation of measures based on parameters such as: financial viability (ROI), correlation with programs that operate from the facility that is being upgraded; reduction in GHG; etc.
 - The implementation of energy reduction measures may not significantly reduce the City's future hydro bills, as the fixed cost of transmission, and the increasing cost of the Global Adjustment

2014-17 Business Plan

factor, increase as the percentage of the overall Hydro bill. However, without implementing these measures, the City will pay even more for its Hydro consumption.

- **Service Quality**
 - Implement Maintenance Management Software to increase the effectiveness of the preventative maintenance program.
 - Increase automation to reduce the need for staff to manually access and adjust various features in City parks and facilities, thereby expediting response time to customer needs.
 - Continuously improve customer service through: additional training; customer satisfaction surveys; increased and seamless cooperation with internal stakeholders.
 - The growing volume of health & safety regulatory controls and standards, requires that staff be proactive and vigilant in preventing potential hazards in City facilities.
 - The need to document issues in an increasingly litigious environment means that less staff time is devoted to core work.
- **Asset Management**
 - Develop the Lifecycle Management Plan (LMP) for B&F, in conjunction with the City's development of the Asset Management program. The LMP will allow B&F staff to prioritize preventative maintenance work so that down time in facilities is reduced to a minimum; it will assist in forecasting the need for future City resources, and it will provide current information of the amount and cost of deferred maintenance.
 - As part of the LMP, B&F will initiate a Building Condition Audit (BCA) program to develop a lifecycle database.
 - All of the above will be done in unison with the development of the City's Asset Management initiative.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- The overall cost of constructing and renovating facilities continues to rise. Contributing factors are: the increasingly litigious nature of the construction industry; increasing legislative requirements; cost of new technologies.
- The long term funding allotment for the maintenance and operation of City facilities will need to increase as additional facilities are constructed.
- The service levels that will be developed as part of the Asset Management initiative are likely to have a financial impact.

2014-17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Increase Project Management Capabilities	Work with ITM to implement Eclipse Portfolio Management software in B&F.	Q2	Requires the implementation of Project Management software
	Provide project management training to Staff that manage projects.	Q4	
Promote Environmental Sustainability by Reducing Energy Consumption	Continue to implement 2013 energy audit recommendations.	Q1-Q4	Capital and operating funding, possibility of energy grants from Powerstream
	Install solar panels at community centres.	Q3	
	In conjunction with Fire and Rescue Services, research the opportunity to enable certain high importance buildings to run on backup power.	Q4	
	Assist Manager, Environmental Sustainability in developing the Energy Management Plan for the City as mandated by On. Reg. 397/11.	Q2	
	With the Environmental sustainability division, develop an energy optimization plan.	Q4	
Effectively Manage Corporate Assets	Begin the development of the Lifecycle Management Plan (LMP).	Q4	ARR for asset management coordinator submitted.
2015 Initiatives			
Promote Environmental Sustainability by Reducing Energy Consumption	Act on the "low hanging fruit" in the energy optimization plan.	Q4	
	Review and update the City's Green Building strategy.	Q2	
Effectively Manage Corporate Assets	Implement an electronic asset maintenance program in collaboration with the corporate Asset Management Initiative.	Q3	
	Conduct building condition audits and continue the development of the LMP.	Q4	

2014-17 Business Plan

Increase Project Management Capabilities	Project Management staff to obtain PMP designations.	Q4	
	Document internal project management delivery standards	Q2	
2016 Initiatives			
Effectively Manage Corporate Assets	Train staff on the electronic Asset Management system and software.	Q2	
	Create the path for the information generated by Facility Operators to be incorporated into the Lifecycle Database.	Q1	
	Continue to perform building condition audits to populate the Lifecycle Database.	Q4	
Promote Environmental Sustainability by Reducing Energy Consumption	Review the energy optimization plan and update if necessary.	Q2	
Increase Project Management Capabilities	Seek to benchmark B&F Project Management proficiency with similar organizations.	Q4	
2017 Initiatives			
Effectively Manage Corporate Assets	Achieve a state in which the lifecycle database is up to date and captures all relevant building information.	Q2	

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Building Square Footage Maintained and Annual Cost	1,433,201	1,729,103; \$19,726,233	1,737,903; \$20,280,610	1,686,903; \$20,235,775	1,691,903; \$20,701,669
Number of Building Square Feet Maintained per FTE	18,734	22,168	16,872	21,086	21,148
EFFECTIVENESS: How well do we do it?					
Utilities Consumption per Square Foot for all Major Buildings	N/A	\$34	\$34	\$34	\$36.70
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Staff continue to maintain a high level of service using available resources.
- Utilities consumption is expected to increase marginally over time.
- Opportunities to improve service quality measurement via customer service feedback.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Buildings and Facilities														
	Joint Service Revenue													
		Joint Service Revenue	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Joint Service Revenue	0	0	0		0	0.0%	0	0	0	0	0	0
	Revenue													
		Dept. Misc. Revenues	5,441	0	25,000	8.8%	25,000	0.0%	25,000	0	25,000	0	25,000	0
		General Revenue	15,054	20,000	20,000	7.0%	0	0.0%	20,000	0	20,000	0	20,000	0
		Rents and Concessions	183,549	116,590	158,940	55.9%	42,350	36.3%	159,760	820	160,621	861	161,480	859
		Reserves Revenue	160,521	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	151,461	56,250	80,416	28.3%	24,166	43.0%	80,621	205	80,853	232	81,110	257
		Total Revenue	516,024	192,840	284,356	100.0%	91,516	47.5%	285,381	1,025	286,474	1,093	287,590	1,116
	Labour Costs													
		Staffing Costs (incl Benefits)	8,822,679	8,956,391	9,368,131	42.5%	411,740	4.6%	9,629,927	261,796	10,400,308	770,381	11,532,453	1,132,145
		Total Labour Costs	8,822,679	8,956,391	9,368,131	42.5%	411,740	4.6%	9,629,927	261,796	10,400,308	770,381	11,532,453	1,132,145
	Other Expenses													
		Communications	100,146	103,563	107,802	0.5%	4,239	4.1%	107,802	0	107,802	0	107,002	(800)
		Community Advertising & Promotion	0	641	641	0.0%	0	0.0%	641	0	641	0	641	0
		General Mtce & Repairs	2,824,208	3,618,026	3,682,225	16.7%	64,199	1.8%	3,682,225	0	3,682,225	0	3,883,873	201,648
		Joint Services & Department Transfers	(305,383)	(325,908)	(326,147)	-1.5%	(239)	0.1%	(326,147)	0	(326,147)	0	(326,147)	0
		Meals & Travel	10,562	22,777	23,277	0.1%	500	2.2%	23,277	0	23,277	0	28,777	5,500
		Office Equipment & Furniture	4,424	15,745	17,955	0.1%	2,210	14.0%	15,745	(2,210)	15,745	0	18,495	2,750
		Office Supplies& Expenses	26,161	20,162	26,492	0.1%	6,330	31.4%	26,492	0	26,492	0	26,942	450
		Operating Leases	295,131	310,941	436,623	2.0%	125,682	40.4%	441,650	5,027	446,879	5,229	448,046	1,167
		Other	3,324	3,190	3,190	0.0%	0	0.0%	3,190	0	3,190	0	3,190	0
		Professional Fees	9,973	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	160,521	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	2,947,620	2,889,790	3,132,997	14.2%	243,207	8.4%	3,171,276	38,279	3,210,717	39,441	3,391,957	181,240
		Staff Development & Training	10,813	22,953	24,828	0.1%	1,875	8.2%	24,927	99	25,028	101	25,682	654
		Tools & Equipment	111,595	192,398	192,398	0.9%	0	0.0%	192,398	0	192,398	0	198,144	5,746
		Utilities & Fuel	5,335,947	5,175,480	5,341,184	24.2%	165,704	3.2%	5,606,980	265,796	5,779,085	172,105	6,343,256	564,171
		Total Other Expenses	11,535,042	12,049,758	12,663,465	57.5%	613,707	5.1%	12,970,456	306,991	13,187,332	216,876	14,149,858	962,526
	Total Expenses		20,357,721	21,006,149	22,031,596	100.0%	1,025,447	4.9%	22,600,383	568,787	23,587,640	987,257	25,682,311	2,094,671
Total Buildings and Facilities			19,841,697	20,813,309	21,747,240		933,931	4.5%	22,315,002	567,762	23,301,166	986,164	25,394,721	2,093,555

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

2014 ARR's															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Asset Management Coordinator	FT	1.00	99,734		99,734			1.00	99,734	-	2,604	-	5,054	-	5,307
Facility Operator I - Father Ermanno Expansion	FT	1.00	58,625		58,625			1.00	58,625	-	2,931	-	3,078	-	3,232
Clerk Typist A (PT Conversion)	FT	0.31	47,255	(30,666)	16,589			0.31	16,589		2,363		2,481		2,605
Preventative Maintenance Mechanic (PT Conversion)	FT	0.57	77,714	(28,500)	49,214			0.57	49,214		3,876		4,069		4,273
Building and Facilities City-wide Maintenance and Repairs			250,000		250,000				250,000						

Recognized 2016 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Facility Operator I - Block 11	FT	9	553,691		553,691			9.00	553,691		27,685
PT Facility Operator - Carrville	PT	1.8	35,448		35,448			1.80	35,448		1,772
Assistant Foreperson	FT	1	67,787		67,787			1.00	67,787		3,389

Recognized 2017 ARR's									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
B&F staff for future Community Centre Block 40/41/42	FT	12.69	896,499		896,499			12.69	896,499
Technical Clerk	FT	1	79,647		79,647			1.00	79,647

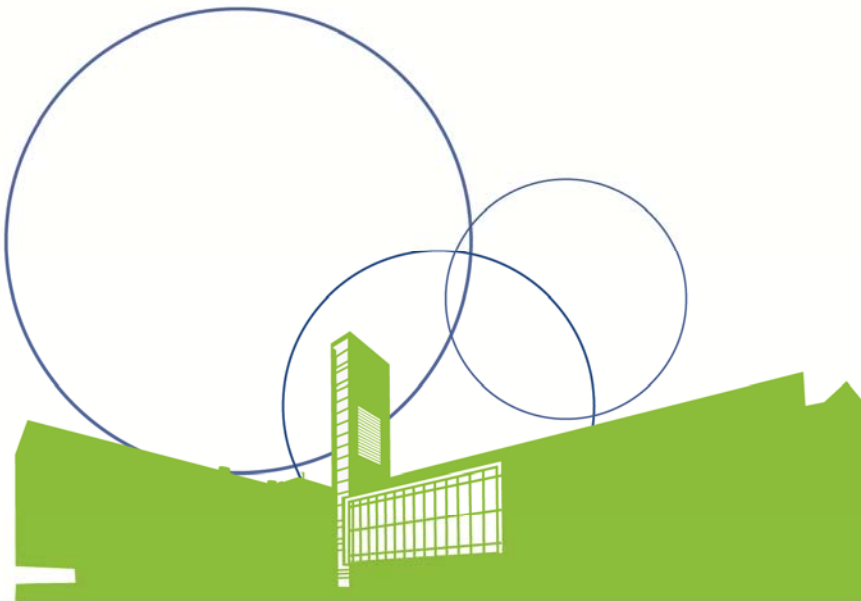
Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
Building & Facilities	2014	BF-8237-14	Garnet A Williams Community Centre Remove Wall Covering in Pool area	Infrastructure Replacement	Ward 5		52,600						52,600	
		BF-8270-14	Sunset Ridge Park Walkway Lighting	New Infrastructure	Ward 2				51,500				51,500	2,500
		BF-8318-14	Woodbridge College Park - Electrical Cabinet Replacement	Equipment Replacement	Ward 2		20,600						20,600	
		BF-8356-14	Woodbridge College Park - Electrical Cabinet Replacement (Baseball)	Equipment Replacement	Ward 2		20,600						20,600	
		BF-8359-14	Chancellor District Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 3			52,000					52,000	
		BF-8360-14	Alexandria Elisa Park Walkway Lighting Replacement	Infrastructure Replacement	Ward 2			32,000					32,000	
		BF-8361-14	Beverley Glen Park Walkway Lighting Replacement	Infrastructure Replacement	Ward 5			30,000					30,000	
		BF-8363-14	East District Park - Works Yard Dumping Ramp	Health & Safety	Ward 4				36,100				36,100	
		BF-8364-14	Woodbridge Yard - Works Yard Dumping Ramp	Health & Safety	Ward 2				36,100				36,100	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	Ward 5		67,000						67,000	
		BF-8376-14	Giovanni Caboto Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 3			30,000					30,000	
		BF-8377-14	Robert Watson Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 3			32,000					32,000	
		BF-8386-14	Reeves Park - Walkway Lighting Replacement	Infrastructure Replacement	Ward 1			32,000					32,000	
		BF-8397-14	Dufferin Clark Community Centre - Water Slide Refurbishment	Infrastructure Replacement	Ward 5		31,450						31,450	
		BF-8398-14	Garnet A Williams CC - Whirlpool Replacement	Infrastructure Replacement	Ward 5		108,050						108,050	
		BF-8401-14	Maple Community Centre - Replace Roller Shades	Infrastructure Replacement	Ward 1		26,210						26,210	
		BF-8406-14	Al Palladini Community Centre - West side concrete curbs and interlock removal	Infrastructure Replacement	Ward 2		51,500						51,500	
		BF-8414-14	Maple Community Centre Arena Rubber Office and Dressing Room Replacement	Infrastructure Replacement	Ward 1		75,465						75,465	
		BF-8420-14	Al Palladini Community Centre - Arena Dressing Room Showers East and West	Infrastructure Replacement	Ward 2		46,350						46,350	
		BF-8421-14	Al Palladini Community Centre Building Sound System	Infrastructure Replacement	Ward 2		26,780						26,780	
		BF-8422-14	Dufferin Clark Pool Blinds	Infrastructure Replacement	Ward 5		36,050						36,050	
		BF-8439-14	Michael Cranny House Basement Water-Proofing	Infrastructure Replacement	Ward 1		55,620						55,620	
		BF-8440-14	Dufferin Clark C.C.-Additional Heat Pump Replacements	Equipment Replacement	Ward 5		61,800						61,800	
		BF-8441-14	Father Bulfon CC-Outdoor Lighting	Equipment Replacement	Ward 2		137,200						137,200	
		BF-8444-14	Vellore Hall/School-Interior Floor Resurfacing	Infrastructure Replacement	Ward 3		97,850						97,850	
		BF-8445-14	Consulting Services-Roofing	Studies	City-Wide			30,000					30,000	
		BF-8451-14	Al Palladini CC-Roof Replacement	Infrastructure Replacement	Ward 2		1,196,448						1,196,448	
		BF-8452-14	Thornhill Outdoor Pool-Main Pool Boiler Replacement	Equipment Replacement	Ward 5		30,900						30,900	
		BF-8453-14	Maple CC-Heat Pump Replacement	Equipment Replacement	Ward 1		103,000						103,000	
		BF-8454-14	Maple CC-Arena Boiler Replacement	Equipment Replacement	Ward 1		51,500						51,500	
		BF-8455-14	JOC-Garage Bay Exhaust Upgrades	Equipment Replacement	Ward 1		51,500						51,500	
		BF-8456-14	Vaughan Mills Park-Security Camera Installation	New Equipment	Ward 2					41,200			41,200	
		BF-8457-14	Bindertwine Park-Security Camera Installation	New Equipment	Ward 1					41,200			41,200	
		BF-8458-14	Parks Building-Un-Manned-Eight Facilities in Total	Infrastructure Replacement	City-Wide		77,250						77,250	
	BF-8459-14	Woodbridge Soccer/Villa Giardino-Asphalt Paving	Infrastructure Replacement	Ward 2		88,837				29,613		118,450		
	BF-8460-14	Refrigeration Plant Safety Upgrades-Various Locations	Equipment Replacement	City-Wide		46,350						46,350		
	BF-8461-14	Woodbridge Pool Memorial Arena-Refrigeration Plant Equipment Replacement	Equipment Replacement	Ward 2		77,250						77,250		
	BF-8464-14	Gymnasium Safety Padding-Various Locations	New Equipment	City-Wide					50,985			50,985		
	BF-8465-14	Routley Park-Walkway Lighting Replacement	Infrastructure Replacement	Ward 1		30,900						30,900		
	BF-8466-14	Al Palladini CC-Outdoor Light Replacement	Equipment Replacement	Ward 2		128,750						128,750		
	BF-8468-14	Chancellor CC - Reconfiguration of Women's Pool Change Rooms	Infrastructure Replacement	Ward 3		73,600						73,600		
		2014 Total					2,871,410	238,000	257,085		29,613	3,396,108	2,500	
		2015	BF-8353-15	Splash Pad Controls Automation	New Infrastructure	City-Wide			46,400				46,400	
	BF-8367-13		Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	Ward 5		67,000					67,000		
	BF-8378-15		Carrville Community Centre	Growth/Development	Ward 4	3,287,700			436,232			3,723,932		
	BF-8405-15		Garnet Williams - Renovate Pool Changerooms	Infrastructure Replacement	Ward 5		157,220					157,220		
BF-8407-15	Al Palladini Community Centre - East Side - Island - Concrete Curb Replacements		Infrastructure Replacement	Ward 2		52,406					52,406			
BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement		Infrastructure Replacement	Ward 2		39,829					39,829			
BF-8410-15	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC		New Infrastructure	City-Wide				66,950			66,950			
BF-8425-15	Al Palladini Community Centre Painting East and West Arenas		Infrastructure Replacement	Ward 2		84,460					84,460			
BF-8428-15	JOC - Rooftop Replacements		Infrastructure Replacement	Ward 1		61,800					61,800			
											3781,800			

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
		BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 5		61,800					61,800	
		BF-8430-15	Garner A Williams Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 5		82,400					82,400	
		BF-8431-15	Michael Cranny House - HVAC Upgrades	Infrastructure Replacement	Ward 1		25,750					25,750	
		BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	Infrastructure Replacement	Ward 5		82,400					82,400	
		BF-8436-13	Security Camera & Equipment Replacements	Equipment Replacement	City-Wide		87,550					87,550	
		BF-8462-15	Father Ermano Bulfon CC Outdoor Rink-Refrigeration Plant Equipment Replacement	Equipment Replacement	Ward 2		149,350					149,350	
		BF-8463-15	Al Palladini CC Refrigeration Plant Equipment Replacement	Equipment Replacement	Ward 2		334,750					334,750	
	2015 Total					3,287,700	1,286,715		549,582			5,123,997	
	2016	BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	Infrastructure Replacement	Ward 3		37,900					37,900	
		BF-8297-16	JOC - Retrofit Fire Department Training Area Washrooms	Infrastructure Replacement	Ward 1		73,600					73,600	
		BF-8329-16	Al Palladini Community Centre Arena Benches Capping	Infrastructure Replacement	Ward 2		46,400					46,400	
		BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	Equipment Replacement	Ward 2		20,600					20,600	
		BF-8358-16	Promenade Park - Electrical Cabinet Replacement	Equipment Replacement	Ward 5		20,600					20,600	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Infrastructure Replacement	Ward 5		67,000					67,000	
		BF-8378-15	Carrville Community Centre	Growth/Development	Ward 4	29,589,300			3,926,088			33,515,388	515,659
		BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	Infrastructure Replacement	Ward 1		90,846					90,846	
		BF-8404-16	Woodbridge Arena - Replace Arena Boards	Infrastructure Replacement	Ward 2		118,750					118,750	
		BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	Infrastructure Replacement	Ward 2		77,250					77,250	
		BF-8433-16	Al Palladini Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 2		82,400					82,400	
		BF-8434-16	Maple Community Centre - Boiler Replacements	Infrastructure Replacement	Ward 1		82,400					82,400	
		BF-8435-16	Woodbridge Pool & Arena - Rooftop Replacements	Infrastructure Replacement	Ward 2		51,500					51,500	
	2016 Total					29,589,300	769,246		3,926,088			34,284,634	515,659
	2017	BF-8387-17	City Hall Public Square/Underground Parking Structure/Outdoor Rink	New Infrastructure	Ward 1					20,970,800		20,970,800	
	2017 Total									20,970,800		20,970,800	
Building & Facilities Total						32,877,000	4,927,371	238,000	4,732,755	20,970,800	29,613	63,775,539	518,159

Fleet Services



2014-17 Business Plan

Business Overview

Service Statement:

Core Activities:

Fleet Services is responsible for administering a proactive and cost effective maintenance program to ensure that vehicles and equipment are operating in a safe and reliable manner, and for ensuring that the guidelines of all government legislation and that of government agencies are met.

Key Outcomes & Results:

1. City vehicles and equipment operate in a safe and reliable manner
2. Enable City staff to deliver timely and effective services
3. Promote environmental sustainability by continuously improving fleet assets

Link to Vaughan Vision 2020:

- Demonstrate Excellence in Service Delivery (Service Excellence)
 - *Key Outcome:* City vehicles and equipment operate in a safe and reliable manner
- Lead & Promote Environmental Sustainability (Service Excellence)
 - *Department Objective:* Promote environmental sustainability by reducing vehicle emissions
- Ensure a High Performing Organization (Organizational Excellence)
 - *Department Objective:* Effectively manage the City's fleet assets
- Attract, Retain & Promote Skilled Staff (Staff Excellence)
 - *Department Objective:* Support the professional development of City staff
- High performance through continuous improvement (Organization Excellence)
 - *Departmental Objective:* Continuous assessment of City's fleet assets to improve vehicle life cycle

Staffing Profile:

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	9	9	-	1	-	-
Part Time	0	0	0.69	-	-	-
Overtime	\$27,555	\$27,555	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State:

- Fleet Management
 - Manage the repair cost of aging vehicles
 - Vehicle Reserve Fund not adequate to sustain the replacement of aging vehicles
 - Vehicle lifecycles are prolonged due to lack of capital funds for replacement vehicles
 - Perform timely maintenance to increase vehicle life cycle
 - Develop policies to help reduce repairs prolong the vehicle life cycle
- Staff Excellence
 - Train drivers to improve driving skills
 - Control/reduce the accident rate
 - Ensure the City's CVOR demerit points are within MTO guidelines
 - Enhance driver training for temporary drivers to promote vehicle safety and reduce costs

Future Direction for the Service:

- Fleet Management
 - Improve control of surplus equipment
 - Improve measurement of productivity and service delivery
 - Improve Efficiency of record keeping, PSAB compliance and data collection for asset management
 - Improve efficiencies in maintenance
 - Safeguard the environment by implementing green directions initiatives
 - Reduce the backlog of training activities by advancing the recruitment of a full-time driver trainer
- Staff Excellence
 - Train drivers to improve their driving skills
 - Controlling/reducing the accident rate
 - Ensuring the City's CVOR demerit points are within MTO guidelines

Financial Impact:

- The Vehicle Reserve Fund is limited, causing increased maintenance costs by prolonging the service life of current vehicles. Future operational costs are expected to rise as a result.
- Actual number of work orders will increase along with repairs required on each vehicle which leads to additional resources being required.
- Additional Resource is required for a driving trainer

2014-17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Effectively manage the City's fleet assets	Support Engineering Services in procuring an Asset Management System	Q3,14	Funding for Software
Promote environmental sustainability by reducing vehicle emissions	Review and update the City's Green Fleet strategy for new vehicle acquisition	Q2,14	Funding
Review the fleet's acquisition to acquire more hybrid vehicles	Engage with the City's Environmental Sustainability Office to develop new fleet programs		
Continuous support to the professional development of staff through vehicle operation and safety training	Provide training to City of Vaughan staff	Q1,14	Funding
2015 Initiatives			
Effectively manage the City's fleet assets	Support Engineering Services in implementing the Asset Management System	Q1,15	Funding
Continuous support to the professional development of staff through vehicle operation and safety training	Provide training to City of Vaughan staff	Q1,15	Funding
Promote environmental sustainability by reducing vehicle emissions	Review and update the City's Green Fleet strategy for new vehicle acquisition	Q1,15	Funding
	Engage with the City's Environmental Sustainability Office to develop new fleet programs		
2016 Initiatives			
Effectively manage the City's fleet assets	Support Engineering Services in developing a sustainable financial plan based on AMS	Q1,16	Funding

2014-17 Business Plan

Continuous support to the professional development of staff through vehicle operation and safety training	Provide training to City of Vaughan staff	Q1,16	Funding
2017 Initiatives			
Continuous support to the professional development of staff through vehicle operation and safety training	Continuous review of the vehicle operations including safety training activities and the city's Commercial Vehicle Operators Records in accordance with the MTO Legislations	Q1,17	Funding

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Total costs for Preventative Maintenance (A, B & C) services for vehicles	\$140,557	\$154,123	\$175,776	\$200,384	\$228,438
Number of Work Orders per Clerical FTE	2,705	2,699	2,754	2,606	2,691
Number of Work Orders per Mechanical FTE	466	495	496	522	538
General Repair Costs annually per vehicle	\$594,711	\$834,012	\$974,973	\$1,072,470	\$1,179,717
EFFECTIVENESS: How well do we do it?					
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion:

- Annual repair costs, preventative maintenance costs, and work orders per clerical and mechanical staff continue to increase annually as vehicles age and with the addition of new vehicles/equipment

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015 -2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Fleet Management														
	Revenue													
		Rev. frm Recov. Exp - Pd Duty	275	0	0	0%	0	0.0%	0	0	0	0	0	0
		Trsf. fm Res & Res Funds	97,661	121,374	0	0%	(121,374)	(100.0)%	0	0	0	0	0	0
		Total Revenue	97,936	121,374	0	0%	(121,374)	(100.0)%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	754,182	903,383	895,460	33.7%	(7,923)	(0.9)%	925,986	30,526	941,920	15,934	952,564	10,644
	Other Expenses					0.0%								
		Communications	1,525	1,544	1,544	0.1%	0	0.0%	1,544	0	1,544	0	1,544	0
		General Mtce & Repairs	1,196,690	1,558,262	1,584,718	59.6%	26,456	1.7%	1,584,718	0	1,584,718	0	1,584,718	0
		Joint Services & Department Transfers	120	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	37	1,231	1,231	0.0%	0	0.0%	1,231	0	1,231	0	1,231	0
		Office Equipment & Furniture	106	2,395	3,655	0.1%	1,260	52.6%	2,395	(1,260)	2,395	0	2,395	0
		Office Supplies & Expenses	19,852	19,722	20,122	0.8%	400	2.0%	20,122	0	20,122	0	20,122	0
		Other	17	1,680	1,680	0.1%	0	0.0%	1,680	0	1,680	0	1,680	0
		Professional Fees	0	0	49,664	1.9%	49,664	0.0%	64,664	15,000	79,664	15,000	64,664	(15,000)
		Service Contracts and Materials	34,442	40,100	50,100	1.9%	10,000	24.9%	50,100	0	50,100	0	50,100	0
		Staff Development & Training	752	5,571	6,371	0.2%	800	14.4%	6,371	0	6,371	0	6,371	0
		Tools & Equipment	8,636	10,143	10,353	0.4%	210	2.1%	10,353	0	10,353	0	10,353	0
		Utilities & Fuel	45,429	32,141	32,621	1.2%	480	1.5%	23,361	(9,260)	14,110	(9,251)	24,369	10,259
		Total Other Expenses	1,307,604	1,672,789	1,762,059	66.3%	89,270	5.3%	1,766,539	4,480	1,772,288	5,749	1,767,547	(4,741)
	Total Expenses		2,061,786	2,576,172	2,657,519	100.0%	81,347	4%	2,692,525	35,006	2,714,208	21,683	2,720,111	5,903
Total Fleet Management			1,963,851	2,454,798	2,657,519		202,721	8.3%	2,692,525	35,006	2,714,208	21,683	2,720,111	5,903

2014 ARRs

2014 ARR's															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Fleet															
Driver & Compliance Trainer	FT	0.69	48,809	(48,809)				0.69		-	1,047	-	2,422	-	2,543

Recognized 2015 ARRs

Recognized 2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact			
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$		
Fleet Management															
Electric Vehicle Pilot Project								15,000		(9,750)		5,250			
										5,250		5,250		(5,250)	

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Fleet	2014	FL-5132-14	ENG SERVICES-Replace 1086 with 3/4 ton Cargo Van	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5136-14	B & F - Replace 1155 with 3/4 ton Cargo Van	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5150-14	PW-RDS-Replace 1151 with 2 ton dump truck	Equipment Replacement	City-Wide		67,000					67,000	
		FL-5152-14	PKS-Replace 1141 with 3/4 ton pickup	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5153-14	PKS-FORESTRY/HORT-Replace 387,965,1054,1173,1174,1175,1194,1195,1466 with water tank sprayers	Equipment Replacement	City-Wide		29,700					29,700	
		FL-5156-14	B&F-Replace 1241 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5160-14	ENG SERVICES-Replace 1088 with 1/2 ton crew cab 4x2 pickup	Equipment Replacement	City-Wide		30,900					30,900	
		FL-5170-14	Bylaw Enforcement - Replace 1161 with 1/2 ton ext cab 4x4 Pickup	Equipment Replacement	City-Wide		30,900					30,900	
		FL-5171-14	ENG SERVICES-Replace 1268 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800	
		FL-5212-14	PW-RDS-Replace 1523 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900					30,900	
		FL-5225-14	PKS-4 new sand and salt conveyor loaders	New Equipment	City-Wide				25,800			25,800	3,100
		FL-5226-14	PKS-Replace 1278 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900					63,900	
		FL-5227-14	PKS-Replace 1281 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900					63,900	
		FL-5228-14	PKS-Replace 1145 with 3/4 crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5229-14	PKS-Replace 1140 with 3/4 crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5230-14	PKS-Replace 1335 with 10ft outfront rotary mower	Equipment Replacement	City-Wide		46,350					46,350	
		FL-5245-14	PKS-FORESTRY-1 new 1/2 ton ext cab 4x2 pickup	Growth/Equipment	City-Wide	27,810			3,090			30,900	109,985
		FL-5246-14	PKS-FORESTRY- 1 new 3/4 ton heavy duty 4x4 pickup	New Equipment	City-Wide				49,500			49,500	75,935
		FL-5312-14	PKS-Replace 1059 with a 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800	
		FL-5332-14	PKS- Replace 1439 with a 3/4 ton ext cab 4x4 pickup w/plow	Equipment Replacement	City-Wide		43,300					43,300	
		FL-5334-14	PKS - Replace 1144 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100	
		FL-5337-14	PKS-Replace 1279 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900					63,900	
		FL-5338-14	PKS-Replace 1338 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900					63,900	
		FL-5339-14	PKS-Replace 1438 with 3/4 ton ext cab 4x4 pickup w/plow	Equipment Replacement	City-Wide		43,300					43,300	
		FL-5340-14	PKS-Replace 1471 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900					63,900	
		FL-5341-14	PKS-Replace 1472 with narrow sidewalk tractor with plow/salter	Equipment Replacement	City-Wide		63,900					63,900	
		FL-5342-14	PKS-Replace 1478 with 10' winged rotary mower	Equipment Replacement	City-Wide		46,400					46,400	
		FL-5343-14	PKS-Replace 1479 with 10' winged rotary mower	Equipment Replacement	City-Wide		46,400					46,400	
		FL-5344-14	PKS-Replace 1560 with 10' winged rotary mower	Equipment Replacement	City-Wide		46,400					46,400	
		FL-5346-14	PKS-Replace 1343,1590,1591,1592 with zero turn mowers	Equipment Replacement	City-Wide		53,600					53,600	
		FL-5412-14	PKS-Replace 1291,1469,1470 with sweeper attachments	Equipment Replacement	City-Wide		27,800					27,800	
		FL-5418-14	PKS-FORESTRY-Additional Small Equipment	New Equipment	City-Wide				2,100			20,600	
		FL-5438-14	PKS- 1 new 3/4 ton crew cab pickup	Growth/Equipment	City-Wide	18,500			3,600			36,100	4,300
		FL-5439-14	PKS-new 3/4 ton crew cab pickup	Growth/Equipment	City-Wide	32,500			3,600			36,100	4,300
		FL-5441-14	PKS-8 new snow blower attachments	Growth/Equipment	City-Wide	74,200			8,200			82,400	9,900
		FL-5442-14	PKS-1 new 16' outfront mower	Growth/Equipment	City-Wide	78,800			8,800			87,600	10,500
		FL-5443-14	PKS-1 new 16' outfront mower	Growth/Equipment	City-Wide	78,800			8,800			87,600	10,500
		FL-5444-14	PKS- 1 new landscape trailer	Growth/Equipment	City-Wide	18,500			2,100			20,600	2,500
		FL-5445-14	PKS- 1 new landscape trailer	Growth/Equipment	City-Wide	18,500			2,100			20,600	2,500
		FL-5446-14	PKS- 1 new landscape trailer	Growth/Equipment	City-Wide	18,500			2,100			20,600	2,500
		FL-5447-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600			25,800	3,100
		FL-5448-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600			25,800	3,100
		FL-5449-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600			25,800	3,100
		FL-5450-14	PKS- 1 new dump trailer	Growth/Equipment	City-Wide	23,200			2,600			25,800	3,100
		FL-5451-14	PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100
		FL-5460-14	PKS-Additional Small Equipment	Growth/Equipment	City-Wide	18,500			2,100			20,600	
		FL-5461-14	PW-RDS-1 new crash truck assembly	Growth/Equipment	City-Wide	27,800			3,100			30,900	3,700
		FL-5462-14	PW-RDS-1 new crash truck assembly	Growth/Equipment	City-Wide	27,800			3,100			30,900	3,700
		FL-5463-14	PW-RDS-1 new 2 ton 4x4 dump truck	Growth/Equipment	City-Wide	60,300			6,700			67,000	8,000
		FL-5464-14	PW-RDS-1 new 3/4 ton 4x4 ext cab pickup with plow/arrow board/salt spreader	Growth/Equipment	City-Wide	51,000			5,700			56,700	6,800

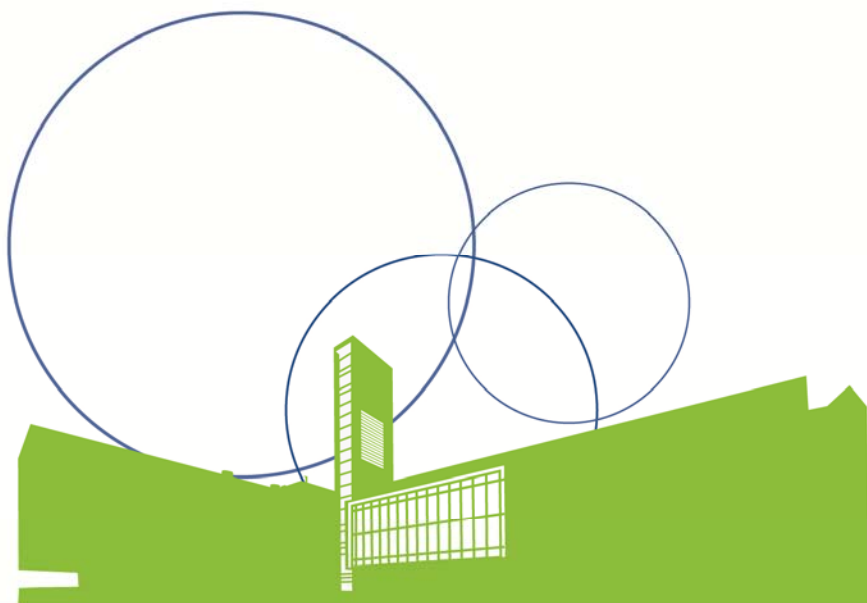
Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
		FL-5465-14	PW-WASTEWATER-1 new utility vehicle special equipment	Growth/Equipment	City-Wide	27,800			3,100			30,900	3,700	
		FL-5467-14	PW-WATER--Replace 1639 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5469-14	PW-WASTEWATER--Replace 1580 with 1 ton unicell van	Equipment Replacement	City-Wide		44,300					44,300		
		FL-5486-14	RECREATION-Replace 882 with showmobile trailer	Equipment Replacement	City-Wide		180,250					180,250		
		FL-5499-14	PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
	2014 Total					856,610	1,495,300		170,990		2,522,900	294,520		
	2015	FL-5157-15	BYLAW- Replace 1160 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900					30,900		
		FL-5158-15	BLDG STANDARDS-Replace 1332 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800		
		FL-5169-15	BYLAW-Replace 1207 with 1/2 ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900					30,900		
		FL-5201-15	BYLAW-Replace 1276 with transit van	Equipment Replacement	City-Wide		30,900					30,900		
		FL-5204-15	ENG DEV TRANSP- Replace 1365 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800		
		FL-5205-15	ENG DEV TRANSP-Replace 1270 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800		
		FL-5215-15	PKS-1 new 2 ton 4x4 crew cab dump truck	New Equipment	City-Wide				67,000			67,000	8,000	
		FL-5221-15	PKS- 4 new sand sifters	New Equipment	City-Wide				72,100			72,100	8,700	
		FL-5232-15	ENG SERVICES-Replace 1366 with1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800		
		FL-5249-15	PKS-FORESTRY-Replace 1346 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,100					30,100		
		FL-5298-15	BYLAW-1 new 1/2 ton ext cab 4x4 pickup	Growth/Equipment	City-Wide	27,800			3,100			30,900	77,769	
		FL-5299-15	BYLAW-1 new 1/2 ton ext cab 4x4 pickup	Growth/Equipment	City-Wide	27,800			3,100			30,900	77,769	
		FL-5301-15	B&F-Replace 1246 with 3/4 ton ext cab 4x4 pickup w/plow	Equipment Replacement	City-Wide		43,300					43,300		
		FL-5303-15	B&F-Replace 1320 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5315-15	PKS-Replace 1374,1375 with a 16' rotary mower	Equipment Replacement	City-Wide		82,400					82,400		
		FL-5320-15	PKS- Replace 1146 with a 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5323-15	PKS-Replace 1371 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5335-15	PKS - Replace 1287 with 3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5352-15	PKS-Replace 1607 with 16' outfront mower	Equipment Replacement	City-Wide		82,400					82,400		
		FL-5354-15	PKS-Replace 1707,1708,1714 with zero turn mowers	Equipment Replacement	City-Wide		40,200					40,200		
		FL-5365-15	FLT-Replace 1138 with Hybrid sedan	Equipment Replacement	City-Wide		30,900					30,900		
		FL-5422-15	PW-RDS-Replace 1209 with tandem dump truck	Equipment Replacement	City-Wide		309,000					309,000		
		FL-5452-15	PKS-Buy-out sidewalk plow lease	New Equipment	City-Wide				43,300			43,300		
		FL-5453-15	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
		FL-5454-15	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
	FL-5487-15	BYLAW-Replace 1509 with sedan	Equipment Replacement	City-Wide		30,900					30,900			
	2015 Total					207,600	997,500		205,600		1,410,700	192,438		
	2016	FL-5202-16	BYLAW-Replace 1179 with tandem axle trailer & crane	Equipment Replacement	City-Wide		20,600					20,600		
		FL-5211-16	PW-RDS-Replace 1370 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900					30,900		
		FL-5242-16	PW-WATER-Replace 1554 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5243-16	PW-WATER-Replace 1562 with 3/4 ton van	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5300-16	ENG DEV TRANSP-Replace 1364 with 1/2 ton ext cab 4x2 pickup	Equipment Replacement	City-Wide		27,800					27,800		
		FL-5331-16	PKS-DEV-Replace 1368 with 1/2 ton crew cab 4x4 w/short box pickup	Equipment Replacement	City-Wide		27,800					27,800		
		FL-5353-16	PKS-Replace 1608 with 16' outfront mower	Equipment Replacement	City-Wide		82,400					82,400		
		FL-5361-16	PKS-Replace 1565,1566 with 16' outfront mower	Equipment Replacement	City-Wide		82,400					82,400		
		FL-5392-16	PKS-Replace 1444 with3/4 ton crew cab pickup	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5421-16	PW-RDS-Replace 1344 with Regenerative street sweeper	Equipment Replacement	City-Wide		288,400					288,400		
		FL-5468-16	PW-WATER--Replace 1563 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5478-16	PW-WASTEWATER-Replace 1731 with 3/4 ton 4x4 ext cab pickup with plow	Equipment Replacement	City-Wide		43,300					43,300		
		FL-5488-16	BYLAW-Replace 1684 with smart car	Equipment Replacement	City-Wide		25,800					25,800		
		FL-5489-16	BYLAW-Replace 1685 with smart car	Equipment Replacement	City-Wide		25,800					25,800		
		2016 Total					799,600					799,600		
		2017	FL-5278-17	PKS-1 new dual stream compactor truck	New Equipment	City-Wide				133,900			133,900	16,100
			FL-5318-17	RECREATION-Replace 1148 with 7 seater mini van with stow-n-go seats	Equipment Replacement	City-Wide		25,800					25,800	
FL-5319-17			PKS-Replace 1286 with a 2 ton crew cab 4x4 dump truck	Equipment Replacement	City-Wide		66,950					66,950		

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
	2017 Total	FL-5330-17	FLEET MGMT-Replace 1157 with 1/2 ton ext cab 4x4 pickup	Equipment Replacement	City-Wide		30,900					30,900		
		FL-5333-17	PKS-HORT- Replace 1352 with 1 ton reg. cab 4x4 dump truck	Equipment Replacement	City-Wide		27,800		28,900			56,700		
		FL-5348-17	PKS-Replace 1511 with narrow sidewalk tractor with plow/salt spreader	Equipment Replacement	City-Wide		63,900					63,900		
		FL-5349-17	PKS-Replace 1512 with narrow sidewalk tractor with plow/salt spreader	Equipment Replacement	City-Wide		63,900					63,900		
		FL-5350-17	PKS-Replace 1513 with narrow sidewalk tractor with plow/salt spreader	Equipment Replacement	City-Wide		63,900					63,900		
		FL-5426-17	PW-RDS-Replace 1373 with Regenerative street sweeper	Equipment Replacement	City-Wide		288,400					288,400		
		FL-5431-17	PW-RDS-Replace 1702 with service body sign truck with sliding platform	Equipment Replacement	City-Wide		92,700					92,700		
		FL-5436-17	B&F-Replace 1670 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100		
		FL-5440-17	PKS-4 new salt supply systems	Growth/Equipment	City-Wide	24,100			2,700			26,800	3,200	
		FL-5455-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
		FL-5456-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
		FL-5457-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
		FL-5458-17	PKS-1 new narrow sidewalk tractor with plow/salter/blower/sweeper attachments	Growth/Equipment	City-Wide	76,000			8,500			84,500	10,100	
		FL-5466-17	PW-WATER--Replace 1665 with 3/4 ton cargo van	Equipment Replacement	City-Wide		36,100					36,100		
							328,100	796,450		199,500			1,324,050	59,700
		Fleet Total					1,392,310	4,088,850		576,090			6,057,250	546,658

Parks & Forestry Operations



2014-17 Business Plan

Business Overview

Service Statement:

Core Activities: *Describe your regular business functions and responsibilities.*

The Parks Operations Department maintains parks, sports fields, playgrounds, cemeteries, trails, storm water management ponds and trees in order to achieve aesthetic beauty throughout our City, as well as provide consistent service delivery for our residents. The Department is also responsible for reconstructing infrastructure that needs to be replaced, snow removal from sidewalks and city-owned facilities, and rental equipment delivery to citizens for events.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Deliver aesthetically clean and safe parks
2. Maintain approved service standards while ensuring operational efficiency & effectiveness
3. Promote environmental sustainability through daily operations

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Meet approved service standards
2. Lead and Promote Environmental Sustainability
 - Continue to implement environmentally sustainable operational practices and processes
3. Ensure a High Performing Organization
 - Continuous improvement to deliver efficient and effective operations
4. Manage Corporate Assets
 - Collaborate with stakeholders to implement the Corporate Asset Management initiative

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	41	41			8	
Part Time	33.5	33.5	1.38			
Overtime*	\$152,924	\$152,924				

*Note: Overtime is shared between Park Operations & Park Services Divisions

2014-17 Business Plan

Service Profile

Current Service State:

Maintaining Service Standards in:

- Sports fields
- Park maintenance
- Grass cutting rotation
- Improve Staff response time for service requests
- Difficulty in maintaining service levels and managing continuous growth with limited resources
- Opportunities for Continuous Improvement
 - Sidewalk and facilities snow removal (Operational Review)
- Communication
 - Continue to promote department programs and services
 - Identify opportunities to improve communication, motivation and engagement
 - Continue to focus on enhancing training & professional development opportunities
- Resources & Tools
 - Identify resources & staff needs and present through the budget process
 - Expand on available technology (GPS/ Park Inventory, CTS Mobile Handhelds)

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Business Processes
 - Collaborate with stakeholders to support the Corporate Asset Management initiative
 - Explore new technologies and innovation to enhance service delivery and increase efficiency
 - Exploring opportunities for alternate delivery methods
- Sustainable Practices
 - Weed cover has increased due to provincial pesticides ban and requires more cuts to manage weed growth (lack of resources)
 - Collaborate with Purchasing Services to implement the Green Purchasing Strategy
 - Identify continuous improvement opportunities
 - Identify the impacts of climate change

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Resources will be required to support the Corporate Asset Management initiative and to replace aging infrastructure identified in the lifecycle replacement schedule
- The pesticides ban will necessitate increased expenditure on more costly but environmentally sustainable pest-control alternatives
- Continued growth within the City will require more resources to maintain parks to existing service standards
- New accessibility standards will require facilities retrofits

2014-17 Business Plan

Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Ensure service standards are met in an efficient and effective manner	Collaborate in the Corporate Performance Measurement initiative to review key performance indicators	Q3	Funding requests may be submitted
	Implement the service standards manual	Q1	
	Research and Development Funding for Future CTS Mobile Initiative – Phase 1	Q4	
Promote environmentally sustainable practices and processes	Develop and implement Environmental Sustainability initiatives	Q4	
	Collaborate with Purchasing Services on the implementation of the Green Purchasing Strategy	Q2	
Value and encourage a highly motivated and engaged workforce	Continue to identify opportunities to improve staff communication, morale and engagement	Q2	
Pursue and implement continuous improvement opportunities	Develop an innovation and technology strategy to support operations	Q4	
	Collaborate with stakeholders to develop and implement a Corporate Asset Management System	Q4	
2015 Initiatives			
Promote environmentally sustainable practices and processes	Continue to develop and implement Environmental Sustainability initiatives	Q4	
Pursue and implement continuous improvement opportunities	Continue to collaborate with stakeholders to develop and implement a Corporate Asset Management System	Q4	
	Equip all vehicles with GPS for tracking operations	Q4	
	Collaborate with stakeholders to develop and implement a Maintenance Management System	Q4	
Ensure service standards are met in an efficient and effective manner	Pilot Project / Filed Trials for handheld CTS mobile application units – Phase 2	Q4	Funding request may be submitted

2014-17 Business Plan

2016 Initiatives

Pursue and implement continuous improvement opportunities	Continue to collaborate with stakeholders to develop and implement a Corporate Asset Management System	Q4	
Ensure service standards are met in an efficient and effective manner	Implementation of CTS Mobility Project – Phase 3	Q4	Funding requests may be submitted

2014-17 Business Plan

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Park Turf Hectares Maintained Per Crew	50ha, 18.6 surplus ha per crew	50ha, 14.6 surplus ha per crew	50ha, 14.2 surplus ha per crew	60ha, 5 surplus ha per crew	60ha, 6.1 surplus ha per crew
Number of sidewalk snow clearing kilometers per plow route	24km, 2km surplus per route	24km, 3.6km surplus per route	24km, 1.7km surplus per route	24km, 0km surplus per route	24km, 0km surplus per route
EFFECTIVENESS: How well do we do it?					
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Park turf and sidewalk kilometres maintained per crew is anticipated to increase in the years ahead
- Key Performance Indicators will be further evolved through the corporate performance measurement initiative

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

2014-17 Business Plan

Business Overview

Service Statement:

Core Activities: *Describe your regular business functions and responsibilities.*

Parks Services maintains streetscapes, SWM pond/open space cutting, horticulture features and the urban forest to achieve an aesthetically beautiful environment and consistent service delivery for our residents. In so doing, we strive to use resources in an environmentally responsible and sustainable manner.

The Forestry, Community Safety, Horticulture and Contracts units facilitate a healthy, sustainable and safe community and urban forest ecosystem by providing a motivated staff committed to service excellence, community engagement and information sharing utilizing the latest technology.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Deliver aesthetically clean and safe parks
2. Maintain approved service standards while ensuring operational efficiency & effectiveness
3. Promote environmental sustainability through daily operations

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Staff maintain streetscapes and urban forest in accordance with approved service standards while ensuring operational efficiency & effectiveness
2. Promote Community Safety, Health and Wellness
 - Ensure an aesthetically beautiful and safe environment for citizens
3. Lead and Promote Environmental Sustainability
 - Staff maintain the health of the urban forest ecosystem and promote environmentally sustainable horticultural practices
4. Manage Corporate Assets
 - The Department regularly acquires and maintains streetscape, open spaces (ie SWM Ponds) and urban forest assets
5. Support the Professional Development of Staff
 - Continue to invest in staff development, promoting a culture of continuous learning

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	29	30	3			
Part Time	10.01	10.01	-0.69		2.07	
Overtime*						

Note: Table includes Parks Administration FTEs

* Overtime is included within Park Operations Division

2014-17 Business Plan**Service Profile****Current Service State:****Service Delivery**

- Revised specifications of tenders and contracts
- Develop and Implement high quality Landscaping and Boulevard Maintenance programs
- Maintaining service standards regarding staff response time to requests
- Improve the subdivision assumption process
- Continue to ensure that safety protocols are followed (tailboards, recordkeeping)
- Communication
 - Continue to promote department programs and services (Adopt-a-Park, Curb Appeal, etc.)
 - Increase partnerships, volunteer management and public engagement (Park Ambassador)
 - Identify opportunities to improve communication
 - Continue to focus on enhancing training & professional development opportunities
- Resources & Tools
 - Identify resources & staff needs and present through the budget process
 - Expand on available technology (GPS/Forest Inventory, CTS Mobile Handhelds)
 - Continue to pursue grant opportunities and other sources of funding
- Continuous Improvement
 - Continue to evolve performance indicators and service standards
 - Identify opportunities to expand communication and marketing of department initiatives
 - Identify opportunities to update job descriptions

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Business Processes
 - Continue to meet municipal industry standards
 - Identify opportunities to better protect of the Urban Forest
 - Collaborate with other departments on the Corporate Asset Management initiative
 - Growth and intensification will continue to impact service delivery (more resources)
- Environmental Sustainability
 - Decline of Ash trees due to the Emerald Ash Borer continues to present operational, operating and capital budget challenges
 - Provincial pesticides ban continues to present operational challenges for control of weeds
 - Impacts of Climate Change are yet to be realized; however the challenges could be extreme as related to winter maintenance/salting, invasive species and overall urban forest adaptability

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Managing the City's aging urban forest and streetscapes while adding newly assumed service areas
- Increased costs associated with combatting the Emerald Ash Borer and other invasive species
- Provincial pesticides ban may require increased expenditure on environmentally sustainable alternatives
- Implementation of the Woodlot Management Strategy will have financial impacts
- Future capital request regarding replacement of planters/hanging baskets and shrub beds that have reached their lifespan and require removal and replacement

2014-17 Business Plan
Work Plan
Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Ensure service standards are met in an efficient and effective manner	Review service levels for community impact	Q2	
	Research and Development Funding for Future CTS Mobile Initiative – Phase 1	Q4	Funding requests may be submitted
Ensure a High Performing Team	Implementation of revised job descriptions	Q1	
Promote a Safe, Informed, and Engaged Community for all Stakeholders	Increase community participation in safety programs by 5%	Q4	
	Develop communications channels and products such as signage and the corporate website	Q1	
Develop a Healthy, Sustainable Urban Forest Throughout the City	Enhance the Integrated Pest Maintenance (IPM) Program to address weeds in shrub bed, hard surface and turf areas	Q2/3	Funding requests may be submitted
	Implementation of Woodlot Management Plan – including signage, invasive species control, protection and access	Q3	Funding requests may be submitted
	<i>Planting our Future, A Five-Year Plan to Expand the Urban Forest:</i> outreach with the LEAF Program to encourage residents to add more trees to their landscape	Q4	Funding requests may be submitted
	Implement recommendations of the city-wide urban forest soil study and species list	Q1	
2015 Initiatives			
Develop a Healthy, Sustainable Urban Forest Throughout the City	Coordinate with Environmental Sustainability Office to develop forestry environmental policies	Q4	
Consistently meet Council approved service standards	Equip all vehicles with GPS and use the information to enhance service delivery	Q4	Funding requests may be submitted
Ensure service standards are met in an efficient and effective manner	Pilot Project / Field Trials for handheld CTS mobile application units – Phase 2	Q4	Funding request may be submitted
2016 Initiatives			
Develop a Healthy, Sustainable Urban Forest Throughout the City	<i>Planting our Future, A Five-Year Plan to Expand the Urban Forest:</i> enhance tree planting strategy	Q4	Funding requests may be submitted

2014-17 Business Plan

Ensure service standards are met in an efficient and effective manner	Implementation of CTS Mobility Project – Phase 3	Q4	Funding requests may be submitted
2017 Initiatives			
Develop a Healthy, Sustainable Urban Forest Throughout the City	<i>Planting our Future, A Five-Year Plan to Expand the Urban Forest.</i> Review all thirteen recommendations for effectiveness and update the plan	Q4	

2014-17 Business Plan
Business Performance
Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Staff Resources (hours) for Boulevard Shrub Bed Maintenance	Q1: 180 available, +20 required Q2: 80 available, +240 required Q3: 100 available, +200 required Q4: 170 available, +60 required Annual values only				
# of Work Orders Completed by Forestry and # of Work Orders Generated (incl. EAB)	1,811 completed	4,481 completed	8,279 completed, 347 deficit, 347 cumulative deficit	9,950 completed, 2348 deficit, 2695 cumulative deficit	9,950 completed, 4300 deficit, 6995 cumulative deficit
# of EAB Work Orders Completed by Forestry and # of Work Orders Generated	N/A	N/A	N/A	1,397 completed, 907 deficit, 907 cumulative deficit	1,397 completed, 2603 deficit, 3510 cumulative deficit
% of Regular Maintenance completed on schedule (Forestry, Contracts & Hort.)	N/A	N/A	N/A	87% For. N/A Contr. N/A Hort.	85% For. 90% Cont. 70% Hort.
% of Reservoir Baskets and Planters added to inventory	N/A	14%	28%	42%	56%
% of Flower Beds converted to Xeriscape	N/A	10%	17%	28%	45%
EFFECTIVENESS: How well do we do it?					
% of Contracts delivered within specifications	N/A	N/A	70%	85%	TBD
% of Street Trees Pruned within Street Pruning Cycle (Target based on 7yr = 14%)	N/A	N/A	5.3%	6.3%	12%
SERVICE QUALITY: Is anyone better off?					
# of Volunteers trained (Active Park Ambassadors)	N/A	N/A	47%	44%	50%
# of Dazzle Me! Events per year	N/A	N/A	1%	2%	5%

2014-17 Business Plan

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- The number of work orders and work order deficits are anticipated to increase in future years; there is an inability to meet service demand utilizing existing resources
- Newly assumed areas (trees, shrub beds & boulevards) impacts ability to meet service level thresholds; existing resources will be unable to meet service demands
- Key Performance Indicators will be further evolved through the Corporate Performance Measurement initiative

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Parks & Forestry Operations														
Revenue														
		Departmental Revenues	68,241	20,670	108,393	52.4%	87,723	424.4%	112,801	4,408	117,379	4,578	119,183	1,804
		Dept. Misc. Revenues	4,628	7,606	9,632	4.7%	2,026	26.6%	9,836	204	10,040	204	10,180	140
		Investment Income	5,538	6,000	6,000	2.9%	0	0.0%	6,000	0	6,000	0	6,000	0
		Licenses and Permits	30	460	62	0.0%	(398)	(86.5)%	64	2	66	2	66	0
		Rents and Concessions	43,767	40,400	40,400	19.5%	0	0.0%	40,400	0	40,400	0	40,400	0
		Reserves Revenue	82,040	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	64,863	42,535	42,535	20.5%	0	0.0%	42,535	0	42,535	0	42,535	0
		Service Charges	62,319	95,320	0	0.0%	(95,320)	(100.0)%	0	0	0	0	0	0
		Trsf. fm Res & Res Funds	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	331,425	212,991	207,022	100.0%	(5,969)	(2.8)%	211,636	4,614	216,420	4,784	218,364	1,944
Labour Costs														
		Staffing Costs (incl Benefits)	8,380,833	8,364,552	8,892,893	62.2%	528,341	6.3%	9,114,157	221,264	9,915,267	801,110	10,006,812	91,545
		Total Labour Costs	8,380,833	8,364,552	8,892,893	62.2%	528,341	6.3%	9,114,157	221,264	9,915,267	801,110	10,006,812	91,545
Other Expenses														
		Capital Funding	5,538	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	3,346	9,375	6,536	0.0%	(2,839)	(30.3)%	6,536	0	6,536	0	6,536	0
		Community Advertising & Promotion	652	14,764	6,764	0.0%	(8,000)	(54.2)%	6,764	0	6,764	0	6,764	0
		General Mtce & Repairs	298	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(9,782)	7,205	(1,650)	0.0%	(8,855)	(122.9)%	(1,650)	0	(1,650)	0	(1,650)	0
		Meals & Travel	4,771	7,096	7,096	0.0%	0	0.0%	7,096	0	7,096	0	7,096	0
		Office Equipment & Furniture	662	39,497	28,997	0.2%	(10,500)	(26.6)%	25,997	(3,000)	25,997	0	25,997	0
		Office Supplies& Expenses	38,676	19,899	23,349	0.2%	3,450	17.3%	23,349	0	23,349	0	23,349	0
		Operating Leases	410,013	381,927	261,079	1.8%	(120,848)	(31.6)%	261,079	0	261,079	0	261,079	0
		Other	474	11,310	11,310	0.1%	0	0.0%	11,310	0	11,310	0	11,310	0
		Professional Fees	11,593	814	814	0.0%	0	0.0%	814	0	6,814	6,000	6,814	0
		Reserve Transfers	53,170	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	3,390,592	3,152,531	3,887,481	27.2%	734,950	23.3%	4,046,156	158,675	4,263,787	217,631	4,890,287	626,500
		Staff Development & Training	5,864	28,861	30,761	0.2%	1,900	6.6%	30,261	(500)	30,261	0	30,261	0
		Tools & Equipment	58,197	64,409	85,909	0.6%	21,500	33.4%	85,909	0	85,909	0	85,909	0
		Utilities & Fuel	1,132,865	945,600	1,046,087	7.3%	100,487	10.6%	1,123,223	77,136	1,191,138	67,915	1,263,738	72,600
		Total Other Expenses	5,106,930	4,683,288	5,394,533	37.8%	711,245	15.2%	5,626,844	232,311	5,918,390	291,546	6,617,490	699,100
Total Expenses			13,487,763	13,047,840	14,287,426	100.0%	1,239,586	9.5%	14,741,001	453,575	15,833,657	1,092,656	16,624,302	790,645
Total Parks & Forestry Operations			13,156,338	12,834,849	14,080,404		1,245,555	9.7%	14,529,365	448,961	15,617,237	1,087,872	16,405,938	788,701

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Parks & Forestry															
New Park Operating Expenses			153,529		153,529			-	153,529		0		0		0
Forestry Arborist II	FT	1.00	72,191		72,191			1.00	72,191		3,560		3,738		3,924
Temporary Seasonal Employees	PT	1.38	59,689		59,689			1.38	59,689		1,174		1,197		1,221
Playground Safety Surface Testing			40,000		40,000			-	40,000		0		0		0
Hard Surface Repairs			80,000		80,000			-	80,000		0		0		0
Courts - Tennis and Basketball			15,000		15,000			-	15,000		0		0		0
Community Services Asset Mgmt Coordinator	FT	1.00	109,996		109,996			1.00	109,996		1,795		5,560		5,838
Sod and Seed for Sports Fields			25,000		25,000			-	25,000		0		0		0
Irrigation System Maintenance			21,000		21,000			-	21,000		0		0		0
Admin. Clerk (Partial FTE Conversion)	FT	0.31	65,679	(34,373)	31,306			0.31	31,306		3,284		3,448		3,621

Recognized 2015 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Parks & Forestry													
New Park Operating Expenses		53,675		53,675				-	53,675	0		0	
Fertilizing Parks		20,000		20,000				-	20,000	0		0	
Bocce Court Maintenance		65,000		65,000				-	65,000	0		0	
Aerating Parks		20,000		20,000				-	20,000	0		0	

Recognized 2016 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Parks & Forestry</i>											
New Park Operating Expenses			77,631		77,631			-	0		0
Avondale Park (North Maple) - Devel. & Park Attendants	FT	8.00	651,018		651,018			8.00	651,018		31,751
Boulevard Shrub Bed Summer Student Positions	PT	0.69	17,911		17,911			0.69	17,911		896
10 Month Horticulture Temp (Shrub Maintenance Crew)	PT	0.69	25,956		25,956			0.69	25,956		1,298
Oakbank Pond Maintenance Program			75,000		75,000			-	75,000		0
Non-selective Weed Spraying Program			25,000		25,000			-	25,000		0
Contract Services Temp	PT	0.69	25,956		25,956			0.69	25,956		1,298
Additional GPS Units			30,000		30,000			-	30,000		0

Revenue and Expenditure Summary

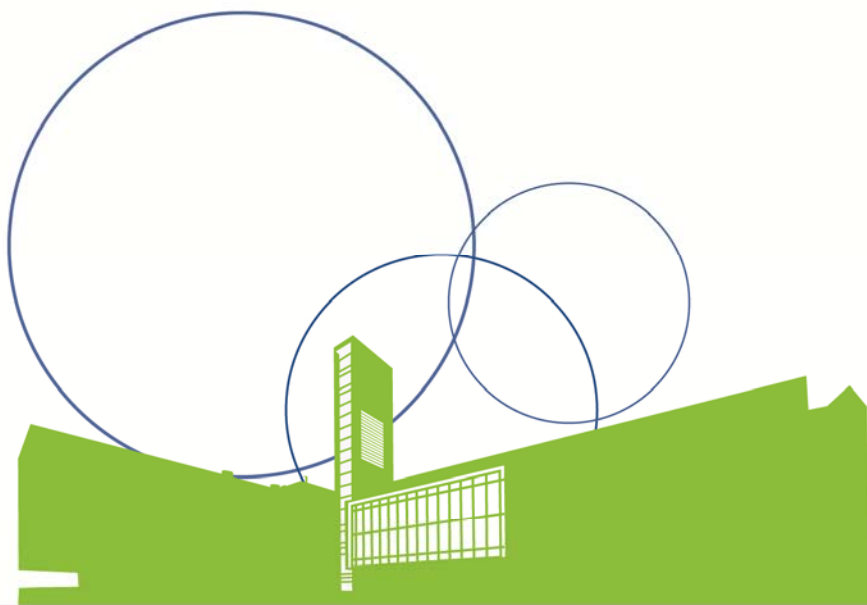
2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Parks & Forestry</i>									
New Park Operating Expenses			226,000		226,000			-	226,000
City Assisted Tournament Funding			12,000		12,000			-	12,000
Increased Frequency in Grass Cutting			388,500		388,500			-	388,500

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Park & Forestry Operations	2014	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148			611,030	
		PO-6717-14	Soccer Field Redevelopment at York Catholic District School Board Locations	Infrastructure Replacement	City-Wide		203,940					203,940	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941			417,941	
		PO-6740-14	Irrigation Central Control System Additions-Various Locations	New Equipment	City-Wide				129,000			129,000	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		373,983					373,983	
		PO-6749-14	No Smoking By-Law Signs	Health & Safety	City-Wide				54,075			54,075	
		PO-6750-14	Park and Walkway Fencing	New Infrastructure	Ward 2				39,655			39,655	
		PO-6753-14	CTS Mobile Handheld Program	Technology	City-Wide				30,900			30,900	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		237,930					237,930	
		2014 Total					864,735		1,233,719			2,098,454	
	2015	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148			611,030	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941			417,941	
		PO-6741-15	Maple Community Centre-Landscape & Traffic Safety Improvements	New Infrastructure	Ward 1				180,250			180,250	
		PO-6742-15	Park Benches-Various Locations	Equipment Replacement	City-Wide		74,200					74,200	
		PO-6743-15	Park Picnic Table-Various Locations	Equipment Replacement	City-Wide		74,200					74,200	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		418,000					418,000	
		PO-6747-15	Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	Infrastructure Replacement	Ward 2		56,650					56,650	
		PO-6753-14	CTS Mobile Handheld Program	Technology	City-Wide				157,220			157,220	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		237,930					237,930	
		2015 Total					909,862		1,317,559			2,227,421	
	2016	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148			611,030	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941			417,941	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		140,400					140,400	
		PO-6753-14	CTS Mobile Handheld Program	Technology	City-Wide				157,220			157,220	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		216,300					216,300	
	2016 Total					405,582		1,137,309			1,542,891		
	2017	PO-6700-13	Tree Planting Program-Regular	Infrastructure Replacement	City-Wide		48,882		562,148			611,030	
		PO-6739-13	Tree Replacement Program-EAB	Infrastructure Replacement	City-Wide				417,941			417,941	
		PO-6745-17	Nashville Cemetery-Road Extension	New Infrastructure	Ward 1				57,700			57,700	
		PO-6746-14	Fence Repair & Replacement Program	Infrastructure Replacement	City-Wide		114,963					114,963	
		PO-6751-17	Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	New Infrastructure	Ward 2				91,927			91,927	
		PO-6754-13	Parks Concrete Walkway Repairs/Replacements	Infrastructure Replacement	City-Wide		216,300					216,300	
		2017 Total					380,145		1,129,716			1,509,861	
Park & Forestry Operations Total							2,560,324		4,818,303		7,378,627		

Parks Development



2014-17 Business Plan

Business Overview

Service Statement:

The Parks Development Department is responsible for the planning, design and construction of the City's parks, open space and trail systems. Through collaboration with residents and stakeholders, the department is committed to providing the City with innovative, functional, accessible and safe outdoor recreational facilities that foster physical activity, health and wellness for all citizens.

Key Outcomes:

1. Acquisition of suitable park and open space properties to meet current and future needs
2. Development of plans and studies to guide parks planning and approvals process
3. Implementation of the outdoor recreation component of the Active Together Master Plan
4. Support for the environmental sustainability recommendations of Green Directions Vaughan

Link to Vaughan Vision 2020:

1. Enhance and Ensure Community Safety, Health & Wellness
 - The provision of safe and accessible parks and open spaces encourages physical activity and promotes healthy lifestyles
2. Lead and Promote Environmental Sustainability
 - The protection and acquisition of parkland, natural areas and woodlots increases the City's urban forest canopy and reduces the impact of urban development
3. Ensure Financial Sustainability
 - The development of asset management plans and quality standards for products reduces operating costs and provides tools for long-term financial planning

Staffing Profile:

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	10	11	-	-	-	-
Part Time	0.69	0.69	-	-	-	-
Overtime	\$7,491	\$7,491				

2014-17 Business Plan

Service Profile

Current Service State:

- Strengths and Achievements
 - Project management of capital design and construction projects
 - Completed update of the Active Together Master Plan
 - Recipient of over \$300,000 in C.I.I.F. Grant funding for parks-related projects
 - Planning process initiated for North Maple Regional Park
- Current Challenges
 - Quantity of parks planning and development initiatives relative to staff resources
 - Need to consolidate development approval standards and planning processes
 - Parkland acquisition strategy required to assess and prioritize acquisition opportunities
 - Workload and financial impact of required infrastructure repair and replacement
- Growth Management
 - Development intensification pressures on parkland provision and service levels
 - Potential workload impacts associated with Official Plan appeals

Future Direction for the Service:

- Service Constraints
 - Sustainable funding strategy required for park redevelopment and revitalization projects
- Opportunities for Business Improvement
 - Increased collaboration with Planning, Engineering and Parks Operations
 - New contract staff position will advance VMC planning, design and parkland acquisition
 - Asset management data collection to assist with park redevelopment strategies

Financial Impact:

- Financial implications of the Corporate Cash-in-Lieu of Parkland policy are to be determined
- Significant design and construction costs for major projects such as North Maple Regional Park, Civic Centre, VMC and urban intensification areas
- Implementation of the Active Together Master Plan recommendations
- Parkland acquisition costs for District Parks and public realm in urban intensification areas

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Work Plan

Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Required?	Resources
2014 Initiatives				
Parks Planning and Acquisition	Review and revise park development standards and approvals process	Q1-Q4	Planning, Engineering	
	Establish VMC planning team with Planning and Engineering	Q1	Planning, Engineering	
Major Parks Development	Advance design process for North Maple Regional Park	Q1-Q3	Consultant, Parks Operations	
Active Together Master Plan	Develop a Parkland Acquisition Strategy	Q1-Q3	Planning, Real Estate	
	Develop a Pedestrian and Bicycle Implementation Strategy	Q1-Q3	Consultant, Engineering	
2015 Initiatives				
Parks Planning and Acquisition	Parkland Acquisition/Conveyance for VMC Park #1	Q3-Q4	Planning, Real Estate	
Major Parks Development	Phase 1 Construction at North Maple Regional Park	Q2-Q4	Consultant	
	VMC Park #1 Design	Q1-Q2	Consultant, Planning, Engineering	
	Develop a Park Redevelopment Strategy	Q2-Q4	Consultant, Parks Operations, Recreation	
	Civic Centre Public Realm Development	Q2-Q3	Consultant, Buildings & Facilities	
Active Together Master Plan	Phase 1 Conversion of Surplus Ball Diamonds to Soccer Fields	Q2-Q3	Parks Operations, Recreation	
	Develop Skatepark Strategy	Q1-Q2	Consultant, Recreation	
2016 Initiatives				
Parks Planning and Acquisition	Parkland Acquisition/Conveyance for District Parks	Q1-Q4	Planning, Real Estate	
Major Parks Development	Complete Phase 1 Construction at North Maple Regional Park	Q2-Q3	Purchasing	
	Continue to advance park design and construction in the VMC	Q1-Q4	Planning, Engineering	

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Active Together Master Plan	Initiate Public Consultation Process for an Off-Leash Dog Park	Q1-Q2	Parks Operations
2017 Initiatives			
Parks Planning and Acquisition	Participate in Updating the Development Charges Background Study	Q4	Finance, Planning
Major Parks Development	Phase 2 Design for North Maple Regional Park	Q1-Q4	Consultant, Parks Operations
	Continue to advance park design and construction in the VMC	Q1-Q4	Planning, Engineering
Active Together Master Plan	Develop Community Gardens Policy Framework	Q1-Q2	Parks Operations

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Total Annual Capital Budget Expenditures for Parks Development projects(\$Million)*YTD	5.79	10.80	4.40	4.64	1.55
Total Area of new Neighbourhood Parks developed (hectares) **projected	2.37	4.86	8.54	2.50	13.4**
EFFECTIVENESS: How well do we do it?					
Average length of time to develop a typical Neighbourhood Park from the date contract award is approved by Council to Substantial Completion (months) *projected	8.0	6.6	6.6	6.5	6.3**
QUALITY OF SERVICE: Is anyone better off?					
CTS response time to public inquiries (number of cases Green, Yellow, Red)	41 Green 0 Yellow 0 Red	44 Green 2 Yellow 0 Red	43 Green 0 Yellow 0 Red	145 Green 0 Yellow 0 Red	100 Green 1 Yellow 0 Red

New Facilities To Be Added in 2013:

Woodrose Park - mini soccer field, accessible playground
 Forest View Park – half-court basketball, accessible playground
 Village Green- senior soccer field, skateboard zone, accessible playground
 Pioneer Park- half-court basketball, accessible playground
 Heritage Park - exercise equipment, accessible playground

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Spring Blossom Park - mini soccer field, full-court basketball, accessible playground
 Millrace Park – tennis courts (2), 9v9 soccer field, full-court basketball, accessible playground

Facilities Renovated Year-to-Date in 2013:

Old Fire Hall Parkette – accessibility improvements
 Maple Airport Playground – accessibility improvements
 Rimwood Park - tennis court resurfacing
 Bindertwine Park - tennis court resurfacing
 Mackenzie Glen Park – splash pad resurfacing, playground rubber surfacing
 Maple Lions Park – splash pad resurfacing
 McClure Meadows Park – splash pad resurfacing
 Vaughan Crest Park - bocce court resurfacing
 Riviera Park - retaining wall improvements
 Thornhill Woods Park and Open Space - walkway extension

Facilities Projected to be renovated by end of 2013:

Mackenzie Glen Park – playground rubber surfacing
 Maple Community Centre Park – baseball close-out fencing
 Sonoma Heights Park – baseball close-out fencing
 Yorkhill Park - tennis court resurfacing
 Dufferin District Park - tennis court redevelopment
 Marita Payne Park – pedestrian bridge replacement
 Glen Shields Park - playground redevelopment and hardscape improvements
 Rainbow Creek Park – accessible swings, accessibility upgrades
 West Maple Creek Park – accessible swings, accessibility upgrades
 Vellore Heritage Square – accessible swings, accessibility upgrades
 York Hill District Park – accessible swings, accessibility upgrades

Key Performance Indicators Conclusion:

- CTS response times continue to be well within acceptable service standards
- The length of time required to plan, design and construct a typical Neighbourhood Park from date of Council Approval is co-dependant upon the workload of Purchasing Services
- Continuous improvements to park development processes and procedures continue to be made in order to increase ability to deliver park projects in a timely manner.
- The volume of work compared to staff resources will continue to be monitored to minimize delays in project delivery and/or service to other departments and external agencies

Department Head
 Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Parks Development														
	Revenue													
		Trsf. fm Res & Res Funds	492,401	613,940	702,879	100.0%	88,939	14.5%	720,879	18,000	735,879	15,000	747,879	12,000
		Total Revenue	492,401	613,940	702,879	100.0%	88,939	14.5%	720,879	18,000	735,879	15,000	747,879	12,000
	Labour Costs													
		Staffing Costs (incl Benefits)	966,538	1,228,103	1,268,676	96.3%	40,573	3.3%	1,319,947	51,271	1,340,547	20,600	1,346,112	5,565
		Total Labour Costs	966,538	1,228,103	1,268,676	96.3%	40,573	3.3%	1,319,947	51,271	1,340,547	20,600	1,346,112	5,565
	Other Expenses													
		Communications	1,005	1,160	0	0.0%	(1,160)	(100.0)%	0	0	0	0	0	0
		Community Advertising & Promotion	24	100	100	0.0%	0	0.0%	100	0	100	0	100	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	292	1,180	1,180	0.1%	0	0.0%	1,180	0	1,180	0	980	(200)
		Office Equipment & Furniture	4,217	12,300	7,500	0.6%	(4,800)	(39.0)%	7,500	0	7,500	0	7,500	0
		Office Supplies & Expenses	12,673	15,625	15,625	1.2%	0	0.0%	15,625	0	15,625	0	15,475	(150)
		Other	421	885	385	0.0%	(500)	(56.5)%	385	0	385	0	385	0
		Professional Fees	22,151	10,100	10,402	0.8%	302	3.0%	10,402	0	10,402	0	10,402	0
		Staff Development & Training	7,508	8,250	8,250	0.6%	0	0.0%	8,250	0	8,250	0	7,350	(900)
		Tools & Equipment	284	300	300	0.0%	0	0.0%	300	0	300	0	300	0
		Utilities & Fuel	2,447	5,310	5,416	0.4%	106	2.0%	5,524	108	5,635	111	5,746	111
		Total Other Expenses	51,022	55,210	49,158	3.7%	(6,052)	(11.0)%	49,266	108	49,377	111	48,238	(1,139)
	Total Expenses		1,017,560	1,283,313	1,317,834	100.0%	34,521	2.7%	1,369,213	51,379	1,389,924	20,711	1,394,350	4,426
Total Parks Development			525,159	669,373	614,955		(54,418)	(8.1)%	648,334	33,379	654,045	5,711	646,471	(7,574)

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
Park Development	2014	PK-6265-14	Maple Reservoir Park - Senior Soccer Field Lighting	New Infrastructure	Ward 1				374,894			374,894	3,650	
		PK-6322-14	Rose Mandarino Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 3		72,965					72,965		
		PK-6334-14	Heatherton Parkette - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 5		133,849					133,849		
		PK-6336-14	HR Breta Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		151,498					151,498		
		PK-6356-14	Sonoma Heights Community Park - Ball Diamond Lighting	New Infrastructure	Ward 2				229,184			229,184	1,825	
		PK-6359-14	Maxey Park - Parking Lot Expansion	New Infrastructure	Ward 2				90,867			90,867		
		PK-6361-14	Bindertwine Park - Soccer Backstop and Sideline Fence	Infrastructure Replacement	Ward 1		138,368					138,368		
		PK-6365-14	UV1-D4 - Block 40 District Park Development	Growth/Development	Ward 3	352,900			39,212			392,112		
		PK-6377-14	Mapes Park- Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 2		155,513					155,513		
		PK-6381-14	Al Palladini Community Centre - Landscape and Pedestrian Improvements	New Infrastructure	Ward 2				61,002			61,002		
		PK-6382-14	Torii Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		269,474					269,474		
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5				91,650			91,650		
		PK-6385-14	Agostino Park - Multi-Use Field Development	New Infrastructure	Ward 4					100,683		100,683	8,939	
		PK-6386-14	Calvary Church Sports Fields - Soccer Field Redevelopment	New Infrastructure	Ward 1					241,046		241,046	8,692	
		PK-6388-14	Pedestrian Bridge Repairs and Replacement	Health & Safety	City-Wide				247,250			247,250		
		PK-6391-14	Torii Park - Bocce Court Development	New Infrastructure	Ward 3					90,519		90,519	1,000	
		PK-6396-14	Yorkhill District Park - Playground Redevelopment	Infrastructure Replacement	Ward 5		470,839					470,839		
		PK-6407-14	Crieff Parkette - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		86,232					86,232		
		PK-6410-14	Joey Panetta Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		224,463					224,463		
		PK-6411-14	Melville Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		194,732					194,732		
		PK-6415-14	61W-N1 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	1,046,502				116,277		1,162,779	20,792	
		PK-6431-14	61E-N1 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	803,402				89,267		892,669	20,340	
		PK-6434-14	Mario Plastina Park - Expansion of Existing Play Equipment	New Infrastructure	Ward 1					49,749		49,749		
		PK-6436-14	Velmar Downs Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3			184,190				184,190		
		PK-6452-14	UV1-LP1 - Block 40 Greenway Design and Construction	Growth/Development	Ward 3	480,004				53,334		533,338	17,402	
		PK-6463-14	Maple Community District Park - Accessible Swings	Infrastructure Replacement	Ward 1			34,219				34,219		
		PK-6473-14	Vaughan Sports Village - Bocce Court Resurfacing	Infrastructure Replacement	Ward 1			66,026				66,026		
		PK-6475-14	Maple Airport Open Space - Bridge Replacement	Health & Safety	Ward 1				97,852			97,852		
		PK-6479-14	Parks Redevelopment Strategy	Studies	City-Wide					108,150		108,150		
		PK-6480-14	Pinegrove Pedestrian Bridge Replacement	Health & Safety	Ward 2				183,242			183,242		
		PK-6481-14	Soccer Field Fence	New Infrastructure	Ward 1					71,379		71,379		
		PK-6482-14	Vaughan Grove Park - Bocce Court Development	New Infrastructure	Ward 2					116,897		116,897	2,000	
		PK-6483-14	Vaughan Grove Park - Parking Expansion	New Infrastructure	Ward 2					204,267		204,267		
		PK-6487-14	Bob O Link Parkette - Walkway Lighting	New Infrastructure	Ward 5					96,305		96,305		
		PK-6488-14	King High Park - Pathway Lighting	New Infrastructure	Ward 5					114,433		114,433	600	
		PK-6489-14	Oak Bank Pond - Boardwalk Reconstruction	Infrastructure Replacement	Ward 5			30,591				30,591		
		PK-6490-14	Maple Reservoir Field Conversion to 9V9	New Infrastructure	Ward 1					29,995		29,995		
		PK-6492-14	Bindertwine Park - Ball Diamond Backstop and Fence Improvements	New Infrastructure	Ward 1					162,277		162,277	3,000	
		2014 Total						2,682,808	2,212,959	680,996	2,378,735		7,955,498	88,240
		2015	PK-6305-15	Maple Valley Plan - North Maple Regional Park Phase I (A) Construction	Growth/Development	Ward 1	6,488,994				720,999		7,209,993	
			PK-6344-13	York Hill Park - Tennis Court Replacement	Infrastructure Replacement	Ward 5			362,848				362,848	
			PK-6365-14	UV1-D4 - Block 40 District Park Development	Growth/Development	Ward 3	3,208,185			356,466			3,564,651	55,800
			PK-6370-15	Uplands Golf & Ski Centre - Irrigation/Snow Making Water Systems	Infrastructure Replacement	Ward 5			663,732				663,732	
			PK-6373-15	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	New Infrastructure	Ward 2				460,000			460,000	
			PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5				91,650			91,650	
	PK-6389-15		Glen Shields Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5			284,872				284,872		
	PK-6390-15		Dufferin Reservoir - Sports Fields	New Infrastructure	Ward 4					482,684		482,684		
	PK-6393-15		West Maple Creek Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1			204,102				204,102		
	PK-6394-15		UV2-D2 - Block 11 District Park w/CC - Park Design & Construction	Growth/Development	Ward 4	133,583				14,843		148,426		
	413													

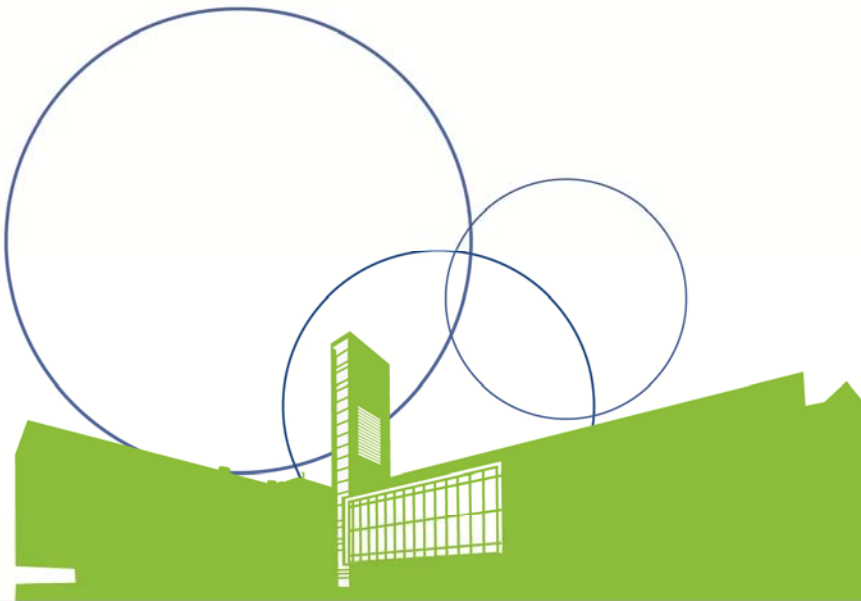
Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
	2015 Total 2016	PK-6399-15	UV1-S2 - Block 33 Urban Square Design and Construction	Growth/Development	Ward 3	267,792			29,754			297,546	
		PK-6400-15	UV1-S3 - Block 33 Urban Square Design and Construction	Growth/Development	Ward 3	267,792			29,754			297,546	
		PK-6403-15	MacMillian Farm - Design and Construction	Growth/Development	Ward 4	439,164			48,796			487,960	
		PK-6405-15	Don and Humber River System Trail Signage (2015)	New Infrastructure	Ward 1, Ward 2, Ward 4, Ward 5			108,905				108,905	
		PK-6421-15	Princeton Gate Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1		158,404					158,404	
		PK-6438-15	Marco Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		224,463					224,463	
		PK-6455-15	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	Growth/Development	Ward 4	1,387,993			154,221			1,542,214	
		PK-6461-15	Marco Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3		138,872					138,872	
		PK-6464-15	Rosedale North Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		73,321					73,321	
		PK-6465-15	Dufferin District Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		72,965					72,965	
		PK-6466-15	Woodbridge Highlands Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 2		74,244					74,244	
		PK-6474-15	Keffer Marsh - Bridge Replacement	Infrastructure Replacement	Ward 4			89,726				89,726	
		PK-6478-15	Maple Airport - Playground Surfacing and Accessible Swings	Infrastructure Replacement	Ward 1		70,422					70,422	
		PK-6489-14	Oak Bank Pond - Boardwalk Reconstruction	Infrastructure Replacement	Ward 5		237,930					237,930	
							12,193,503	2,566,175	750,281	1,837,517		17,347,476	55,800
		PK-6323-16	Marita Payne Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5			72,965				72,965	
		PK-6345-16	Conley South Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5			280,531				280,531	
		PK-6346-16	Maple Valley Plan - North Maple Regional Park Phase II(B)	Growth/Development	Ward 1	5,561,995			617,999			6,179,994	313,309
		PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	Infrastructure Replacement	City-Wide		136,514					136,514	
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5			91,650				91,650	
	PK-6406-16	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	Growth/Development	City-Wide			593,400				593,400		
	PK-6409-16	Glen Shields Park - Activity Centre Improvements	Infrastructure Replacement	Ward 5		243,415					243,415		
	PK-6418-16	Vaughan Mills Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 2		201,602					201,602		
	PK-6419-16	Almont Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 2		118,984					118,984		
	PK-6420-16	Fossil Hill Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3		122,643					122,643		
	PK-6437-16	Giovanni Caboto Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 3		224,463					224,463		
	PK-6441-16	York Hill District Park - Hardscape and Walkway Replacement	Infrastructure Replacement	Ward 5			406,002				406,002		
	PK-6467-16	Comdel Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 3		85,770					85,770		
	PK-6468-16	Joseph Aaron Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5		95,601					95,601		
						5,561,995	1,582,488	1,091,052	617,999		8,853,534	313,309	
	2016 Total 2017	PK-6112-17	LeParc Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 4		321,000					321,000	
		PK-6279-17	Reeves Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 1		76,258					76,258	
		PK-6287-17	UV2-D1 - Block 18 District Park Development	Growth/Development	Ward 4	619,852			68,873			688,725	
		PK-6308-17	UV1-N25 - Block 40 Neighbourhood Park Design & Construction	Growth/Development	Ward 3	1,080,925			120,103			1,201,028	
		PK-6309-17	UV1-N28 - Block 40 Neighbourhood Park Design and Construction	Growth/Development	Ward 3	563,318			62,591			625,909	
		PK-6310-17	UV1-N29 - Block 47 Neighbourhood Park Design & Construction	Growth/Development	Ward 1	1,166,378			129,597			1,295,975	
		PK-6321-17	Alexandra Elisa Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 2		84,194					84,194	
		PK-6327-17	Belair Way Park - Bocce Court Redevelopment	Infrastructure Replacement	Ward 3		133,128					133,128	
		PK-6340-17	Frank Robson Park - Ball Diamond Irrigation System	New Infrastructure	Ward 1				86,469			86,469	3,500
		PK-6347-17	LP-N6 Block 12 Linear Park	Growth/Development	Ward 4	138,967			15,440			154,407	4,300
		PK-6348-17	LP-N9 Block 12 Linear Park	Growth/Development	Ward 4	160,450			17,828			178,278	5,000
		PK-6351-17	Jersey Creek Park - Playground Equipment (Swing)	Infrastructure Replacement	Ward 3		36,460					36,460	
		PK-6360-17	Vellore Village Community Centre - Soccer Field Redevelopment	Infrastructure Replacement	Ward 3		356,900					356,900	
		PK-6368-17	Bindertwine Park - Ball Diamond Fencing	New Infrastructure	Ward 1				32,000			32,000	
		PK-6384-13	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Infrastructure Replacement	Ward 5			91,650				91,650	

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
	2017 Total	PK-6394-15	UV2-D2 - Block 11 District Park w/CC - Park Design & Construction	Growth/Development	Ward 4	1,214,396			134,934			1,349,330		
		PK-6397-13	VMC23-2 - Vaughan Metropolitan Centre Black Creek Park Design and Construction	Growth/Development	Ward 4	558,016			62,002			620,018		
		PK-6398-17	VMC30-6 - Block 30 Urban Square Design and Construction	Growth/Development	Ward 4	500,942			55,660			556,602		
		PK-6401-17	61W-N2 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	468,847			52,094			520,941		
		PK-6402-17	61W-S7 - Block 61 Urban Square Design and Construction	Growth/Development	Ward 1	267,800			29,756			297,556		
		PK-6404-17	Glen Shields Park - Pathway Lighting	Infrastructure Replacement	Ward 5			269,675				269,675		
		PK-6408-17	Concord Thornhill Regional Park - Playground Rubber Surfacing Replacement	Infrastructure Replacement	Ward 5		151,438					151,438		
		PK-6412-17	911 Park Signage Program	Legal/Regulatory	City-Wide		98,717		98,717			197,434		
		PK-6414-17	UV1-S1 - Block 40 Urban Square Design and Construction	Growth/Development	Ward 3	513,868			57,096			570,964		
		PK-6422-17	Pedestrian and Bicycle Master Plan (off road system) Design and Construction	New Infrastructure	City-Wide			368,000				368,000		
		PK-6423-17	Glen Shields Park - Shade Structure	New Infrastructure	Ward 5				79,954			79,954		
		PK-6424-17	61W-N3 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	575,127			63,903			639,030		
		PK-6425-17	61W-G8 - Block 61 Greenway Park Design and Construction	Growth/Development	Ward 1	671,639			74,626			746,265		
		PK-6426-17	CC11-P2 - Block 11 Carville Centre Parkette Design and Construction	Growth/Development	Ward 4	167,762			18,640			186,402		
		PK-6427-17	Hayhoe Mills Park - Design & Construction	Growth/Development	Ward 2	386,512			42,946			429,458		
		PK-6428-17	VMC29-1 - Block 29 Neighbourhood Park Design and Construction	Growth/Development	Ward 4	547,774			60,864			608,638		
		PK-6429-17	VMC29-10 - Block 29 Urban Square Design and Construction	Growth/Development	Ward 4	326,487			36,276			362,763		
		PK-6430-17	VMC30-7 -Block 30 Vaughan Metropolitan Centre Park Design and Construction	Growth/Development	Ward 4	1,050,469			116,719			1,167,188		
		PK-6432-17	61E-P4 - Block 61 Parkette Design and Construction	Growth/Development	Ward 1	136,760			15,196			151,956		
		PK-6433-17	Active Together Master Plan 5 year update	Growth/Studies	City-Wide	124,729			13,859			138,588		
		PK-6440-17	York Hill District Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5			46,083				46,083		
		PK-6443-17	Maple Community Centre - Ball Diamond Irrigation	Infrastructure Replacement	Ward 1			97,881				97,881		
		PK-6445-17	KA-P4 Kipling Avenue Area Parkette	Growth/Development	Ward 2	118,480			13,164			131,644		
		PK-6446-17	KA-N1- Kipling Avenue area Neighbourhood Park Design and Construction	Growth/Development	Ward 2	609,850			67,761			677,611		
		PK-6447-17	KA-P2 Kipling Avenue Area Parkette	Growth/Development	Ward 2	152,236			16,915			169,151		
		PK-6448-17	KA-P3 Kipling Avenue Area Parkette	Growth/Development	Ward 2	183,362			20,374			203,736		
		PK-6449-17	VMC29-13 - Block 29 Park Design and Construction	Growth/Development	Ward 4	1,665,752			185,084			1,850,836		
		PK-6450-17	YS1-N2 - Block 1 Neighbourhood Park Design and Construction	Growth/Development	Ward 5	766,577			85,175			851,752		
		PK-6451-17	YS1-P1 Block 1 Parkette Design and Construction	Growth/Development	Ward 5	161,552			17,950			179,502		
		PK-6456-17	61W-N4 - Block 61 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	830,349			92,261			922,610		
		PK-6457-17	UV1-N30 - Block 47 Neighbourhood Park Design and Construction	Growth/Development	Ward 1	430,480			47,831			478,311		
		PK-6458-17	Maple Valley Plan - North Maple Regional Park Phase 2 Construction	Growth/Development	Ward 1	5,093,402			565,934			5,659,336		
		PK-6459-17	Maple Lions Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 1			129,286				129,286		
		PK-6460-17	Robert Watson Park - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3			129,840				129,840		
		PK-6462-17	Vellore Heritage Square - Playground Replacement & Safety Surfacing	Infrastructure Replacement	Ward 3			100,837				100,837		
		PK-6470-17	Winding Lane Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5			42,370				42,370		
		PK-6471-17	Worth Park - Basketball Court Reconstruction	Infrastructure Replacement	Ward 5			54,877				54,877		
		PK-6472-17	Rosedale Park North - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5			245,292				245,292		
		PK-6477-17	Wade Gate Park - Tennis Court Reconstruction	Infrastructure Replacement	Ward 5			192,037				192,037		
		2017 Total						21,253,058	2,296,598	729,325	2,658,592		26,937,573	12,800
		Park Development Total						41,691,364	8,658,220	3,251,654	7,492,843		61,094,081	470,149

Commissioner of Planning



Commissioner of Planning



John MacKenzie

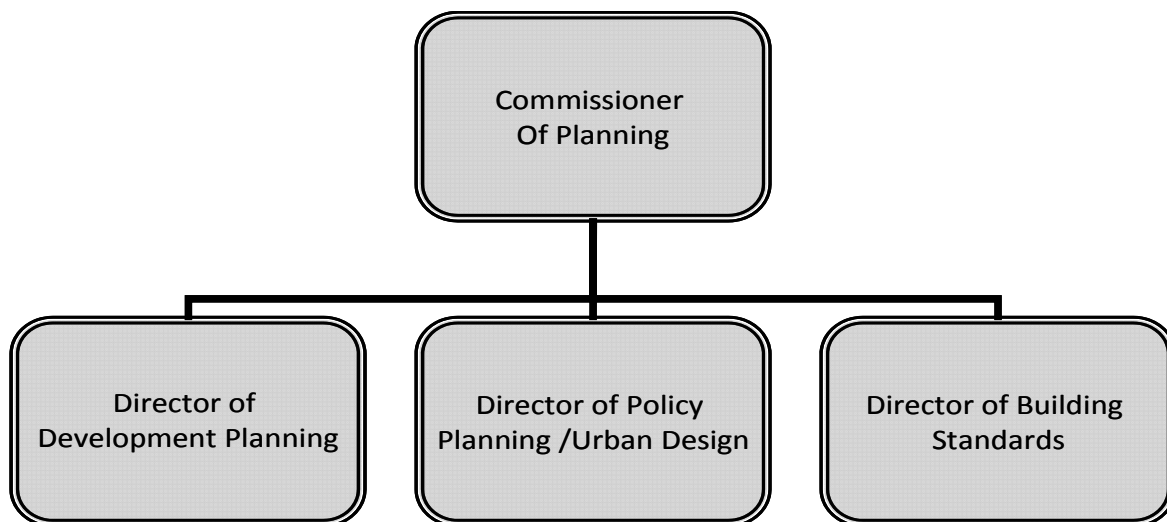
The Planning Commission is responsible for the City's Building Standards Department, Planning Department and the Parks Department. Together, these departments, under the direction of departmental Directors, plan and regulate development throughout the City. This work includes preparing and recommending long-term plans for Council approval, working with several advisory committees, day-to-day administration of development and building permit applications along with implementation of the Vaughan Official Plan, Active Together Master Plan and zoning by-laws.

In carrying out these related responsibilities, staff consults widely with community stakeholders including residents of Vaughan, landowners, community organizations, other levels of government and agencies. Staff are available in each department to answer inquiries. One of our prime objectives is to make sure that all stakeholders understand the City's planning and development approval process and building permit requirements.

Vaughan is the second fastest growing community in Canada and is a gateway for economic development for the Region. The Planning Commission works with Council and the community to meet the challenges that rapid growth brings to our City.

We continuously strive for excellence in the service we provide to our community. Information on our many initiatives is available on the City website from each of the three departments in the Commission.

Commissioner of Planning Organizational Chart

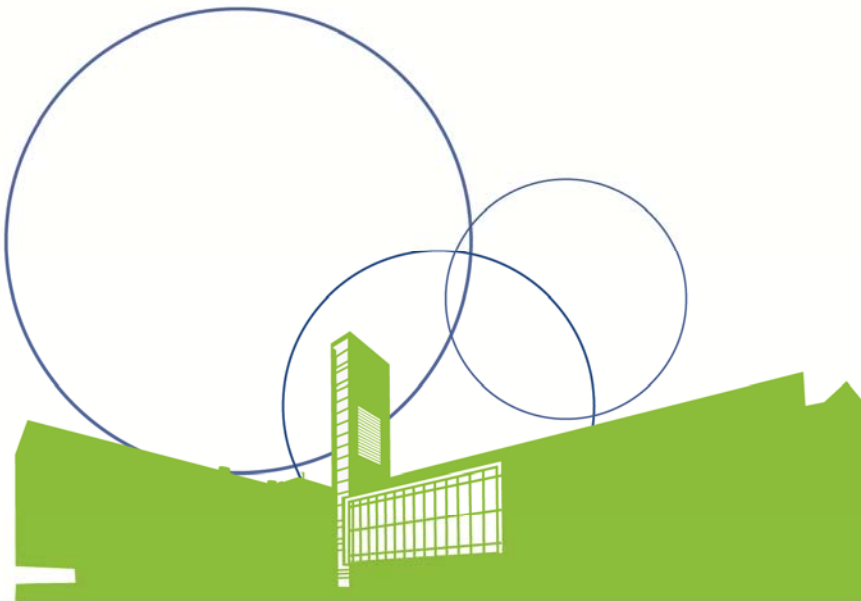


Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Commissioner of Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	343,141	336,822	365,433	93.1%	28,611	8.5%	369,820	4,387	373,488	3,668	375,214	1,726
	Other Expenses													
		Communications	1,860	1,460	1,460	0.4%	0	0.0%	1,460	0	1,460	0	1,460	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	5,816	7,500	7,540	1.9%	40	0.5%	8,140	600	8,140	0	8,140	0
		Office Equipment & Furniture	1,728	0	1,060	0.3%	1,060	0.0%	0	(1,060)	0	0	0	0
		Office Supplies & Expenses	493	890	1,280	0.3%	390	43.8%	1,280	0	1,280	0	1,280	0
		Operating Leases	7,909	7,910	7,910	2.0%	0	0.0%	7,910	0	7,910	0	7,910	0
		Other	1,067	1,140	500	0.1%	(640)	(56.1)%	500	0	500	0	500	0
		Professional Fees	40	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	135	3,210	2,360	0.6%	(850)	(26.5)%	2,820	460	2,820	0	2,820	0
		Utilities & Fuel	5,256	5,100	5,100	1.3%	0	0.0%	5,100	0	5,100	0	5,100	0
		Total Other Expenses	24,303	27,210	27,210	6.9%	0	0.0%	27,210	0	27,210	0	27,210	0
Total Commissioner of Planning			367,443	364,032	392,643	100.0%	28,611	7.9%	397,030	4,387	400,698	3,668	402,424	1,726

Development Planning



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development applications submitted by private landowners, and provides a public service function by facilitating input from the public, agencies, City departments, and other levels of government into the planning process and by providing information to the public.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Promote adherence to the Vaughan Official Plan to maintain a well-planned community
2. Facilitate responsible growth through administration of the development application process

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Staff engage in the comprehensive analysis and review of development applications to ensure a high quality of service
2. Lead and Promote Environmental Sustainability
 - The Department ensures adherence to the principles of the Vaughan Official Plan for all development applications, promoting responsible and sustainable development
3. Manage Growth and Economic Well-being
 - Staff facilitate development by working collaboratively with developers, the public, and other key stakeholders

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	28	31	3	-	-	-
Part Time	0	0.3	-	-	-	-
Overtime	\$36,365	\$30,129	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staff Resources
 - Work load quantity and complexity constraints create a continuous need for more staff and resources, including technology upgrades and training.
 - DTA coordinator position will assist with streamlining and improving the DTA process, creating operational efficiencies within the Department. Associated training and technology upgrades are still required.
- Work Complexity
 - Level of complexity of development applications is increasing as the City pursues intensification in future development and as new regulations (i.e. ODA, Species At Risk) are promulgated.
 - The OMB appeals process for VOP 2010 and site-specific applications continues to place a significant burden on existing resources through increases in the quantity and length of appeals, particularly in light of intensification and complex development applications.
 - Streetscape implementation & financial strategy is under way.
 - Close cooperation and reliance on other departments (i.e. Engineering, Real Estate) for comments impacts service level.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Growth Management
 - Complexity of development applications specifically resulting from the Provincial Growth Plan, which mandates the City to intensify and accommodate growth within its existing urban boundary.
 - Collaboration with other City Departments to manage growth in the VMC including ensuring that the area surrounding the VMC Subway Station is ready to facilitate opening in late 2016.
- Zoning By-law Review
 - The current Zoning By-law must be reviewed and approved within 3 years of the new Official Plan and does not currently contain the progressive zoning provisions required to implement the intended forms of development anticipated under the new Official Plan.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Sustaining revenue levels collected from development applications will be difficult if there is an economic slowdown or if major infrastructure projects including intensification projects (i.e. VMC projects), entertainment facility and hospital do not for some reason proceed to the site plan stage.

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Ensure adherence to the City's Official Plan through the development application process	<p>Facilitate the review of draft plan of subdivision and zoning applications to allow for the timely construction of the Vaughan Hospital building and infrastructure for abutting lands in consultation with the Province and stakeholders.</p> <p>Support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.</p>	<p>Q4</p> <p>Q4</p>	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Develop a City-Wide Urban Design Manual to support development within intensification areas.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	<p>Implement the VMC Secondary Plan through review of development applications, managing VMC Development Implementation Group Meetings and by completing urban design studies.</p> <p>Support the resolution of VMC Secondary Plan appeals where development applications are present.</p> <p>Release RFP to design and develop digital and physical three-dimensional models of the VMC.</p>	<p>Q4</p> <p>Q4</p>	

2014-17 Business Plan

2015 Initiatives

Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Undertake the 2015 Urban Design Awards.	Q4	Utilize existing resources jointly with Economic Development Department.
Ensure adherence to the City's Official Plan through the development application process	Continue to facilitate the planning and construction of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders. Continue to support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.	Q4 Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through review of development applications and urban design studies.	Q4	

2016 Initiatives

Ensure adherence to the City's Official Plan through the development application process	Continue to facilitate the planning and construction of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders. Continue to support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.	Q4 Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	

2017 Initiatives

Ensure adherence to the City's Official Plan through the development application process	Continue to facilitate the planning and construction of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	

Development Planning

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Total Number of Active Files in Process per 9 FTE	57	55	48	47	46
Total Number of Development Applications	205	222	267	264	290
Total Number of Hours Related to Ontario Municipal Board (OMB) Hearings	547	81	240	266	294
Number of Reports, Official Plan and Zoning Amendments, Agreements	260	371	383	457	468
Total Number of Consent and Variance Applications	340	362	367	400	420
Number of Architectural/Urban Design Guidelines, Subdivision Landscape/ Streetscape Plans, Environmental Reports	101	159	135	156	170
EFFECTIVENESS: How well do we do it?					
Number of Development Planners per Municipality	Vaughan: 9 Richmond Hill: 8 Brampton 11 Markham: 13 Mississauga: 10				
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Number of development applications, reports, Official Plan and Zoning By-law amendments, Site Plan and Condominium agreements, and consent and variance applications continues to increase annually
- Departmental staffing remains at or below levels found in comparable municipalities
- OMB hearings require an increasingly larger dedication of staff time and departmental resources
- The complexity and time commitment required to process development applications has increased

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)



Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

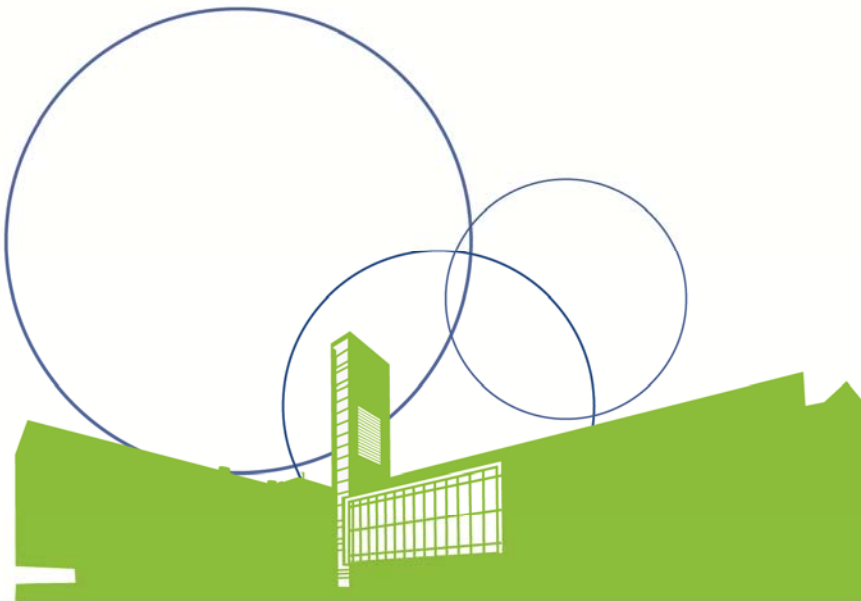
Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Development Planning														
	Revenue													
		Admin Fee OMB appeals	7,095	3,225	3,350	0.1%	125	3.9%	3,450	100	3,600	150	3,710	110
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Inspection Fees	10,986	1,275	11,000	0.2%	9,725	762.7%	11,375	375	11,875	500	12,225	350
		Service Charges	4,542,242	3,408,526	4,435,665	96.6%	1,027,139	30.1%	4,576,331	140,666	4,762,720	186,389	4,915,291	152,571
		Trsf. fm Res & Res Funds	(17,903)	189,305	144,079	3.1%	(45,226)	(23.9)%	116,629	(27,450)	116,629	0	116,629	0
		Total Revenue	4,542,420	3,602,331	4,594,094	100.0%	991,763	27.5%	4,707,785	113,691	4,894,824	187,039	5,047,855	153,031
	Labour Costs													
		Staffing Costs (incl Benefits)	2,829,887	3,243,277	3,686,447	94.3%	443,170	13.7%	3,793,527	107,080	3,842,207	48,680	3,755,011	(87,196)
	Other Expenses					0.0%								
		Capital Funding	2,098	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	3,181	5,200	6,940	0.2%	1,740	33.5%	6,640	(300)	6,640	0	6,640	0
		Community Advertising & Promotion	2,664	940	3,540	0.1%	2,600	276.6%	3,540	0	3,540	0	2,940	(600)
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	44	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	4,412	9,720	11,120	0.3%	1,400	14.4%	11,120	0	11,120	0	10,920	(200)
		Office Equipment & Furniture	31,008	30,800	90,675	2.3%	59,875	194.4%	25,700	(64,975)	25,700	0	25,700	0
		Office Supplies & Expenses	30,083	36,780	30,880	0.8%	(5,900)	(16.0)%	30,880	0	30,880	0	30,880	0
		Other	781	10,520	9,870	0.3%	(650)	(6.2)%	19,870	10,000	9,870	(10,000)	9,870	0
		Professional Fees	0	25,310	23,960	0.6%	(1,350)	(5.3)%	13,960	(10,000)	23,960	10,000	23,960	0
		Reserve Transfers	134,030	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	0	0	2,000	0.1%	2,000	0.0%	2,000	0	2,000	0	2,000	0
		Staff Development & Training	22,687	30,740	36,340	0.9%	5,600	18.2%	34,340	(2,000)	34,340	0	33,140	(1,200)
		Staffing Costs (incl Benefits)	0	0	5,000	0.1%	5,000	0.0%	5,000	0	5,000	0	5,000	0
		Tools & Equipment	748	1,010	1,010	0.0%	0	0.0%	1,010	0	1,010	0	1,010	0
		Total Other Expenses	231,736	151,020	221,335	5.7%	70,315	46.6%	154,060	(67,275)	154,060	0	152,060	(2,000)
	Total Expenses		3,061,623	3,394,297	3,907,782	100.0%	513,485	13.1%	3,947,587	39,805	3,996,267	48,680	3,907,071	(89,196)
Total Development Planning			(1,480,796)	(208,034)	(686,312)		(478,278)	229.9%	(760,198)	(73,886)	(898,557)	(138,359)	(1,140,784)	(242,227)

Council Item Resource Approvals															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Senior Urban Designer	FT	1.00	138,413		138,413			1.00	138,413	-	(13,248)	-	6,115	-	6,422
Senior Planner	FT	2.00	259,432		259,432			2.00	259,432	-	(9,103)	-	12,231	-	12,843
Revenue offset				(397,845)	(397,845)			0.00	(397,845)		(11,960)		(14,001)		(12,406)
Culture Heritage staff transfer			27,450	(27,450)	0			0.00	0						

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Development Planning	2014	DP-9528-14	City of Vaughan City-Wide Urban Design Study	Growth/Studies	City-Wide	180,000			20,000			200,000	
		DP-9537-14	Islington Avenue Streetscape Tree Planting Partnership with KARA and KBIA	Ratepayer(s) Request	Ward 1				30,000			30,000	
		DP-9538-14	VMC Urban Design Guidelines (Playbook) Based on Policies of Secondary Plan	Growth/Studies	Ward 4	135,000			15,000			150,000	
	2014 Total					315,000			65,000			380,000	
	2015	DP-9526-15	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Growth/Studies	Ward 5	162,000			18,000			180,000	
		DP-9529-13	Design Review Panel Administration	Growth/Development	City-Wide	20,394			206			20,600	
		DP-9536-15	Building Pedestrian Level Wind Study Impact-Software	Growth/Studies	City-Wide	45,000			5,000			50,000	
	2015 Total					227,394			23,206			250,600	
	2017	DP-9525-17	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Growth/Studies	Ward 4	117,000			13,000			130,000	
	2017 Total					117,000			13,000			130,000	
Development Planning Total						659,394			101,206			760,600	

Policy Planning



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Policy Planning Department promotes the creation of quality communities in the City of Vaughan by providing Council with *Planning Act* based policy tools to guide the growth and physical development of the City. The department also provides a public service by facilitating citizen input into the planning process and by providing needed information to the public by way of public hearings, reports, workshops, counter and telephone inquiries, written correspondence and web content.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Promote sustainable development and plan for the City's future by engaging in detailed policy planning studies and projects through all applicable stages of the approval process.
2. Develop actionable policy based on best professional practice fulfilling all pertinent legislative requirements.

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Staff members produce policy tools, planning studies and reports that engage and inform stakeholders and support the physical development of the City.
2. Manage Corporate Assets
 - Staff members effectively manage the future viability of corporate assets through the completion of projects, studies and plans that serve to allocate and optimize the City's investment in infrastructure and services.
3. Manage Growth & Economic Well-being
 - The Department is an integral partner in the development process, setting out a vision for the City's long-term growth and enabling public input into the development process by way of public hearings, reports, and workshops.
 - By supporting the creation of sustainable communities with a high quality of life that will attract the businesses and work force that reflect the evolving economy.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	11	11	2	-	-	-
Part Time	.69	.69	-	-	-	-
Overtime	\$7,205	\$7,205	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Vaughan Official Plan
 - Due to recent policy changes to Vaughan Official Plan (VOP) 2010 approved by the City of Vaughan and Region of York Councils there is a need to make preparations to undertake the New Community Areas Secondary Plans in 2013 in concert with the Natural Heritage Network work.
 - During 2014-2015 the defense of VOP 2010 and Secondary Plans at the Ontario Municipal Board (OMB) will continue to place a heavy load on limited staff resources. In addition to the OMB appeals our project workload will increase in number and complexity.
- Resources
 - The Policy Planning Department is reliant on information to provide the basis for plan preparation and monitoring of performance and results. Currently, the Policy Planning Department has limited capacity to do this type of work. In addition, there is no City-wide strategy to effectively assemble data and to retrieve, organize and analyze City and externally derived data to meet the needs of the Policy Planning Department and the broader Corporate needs.
- Professional Development
 - Due to having 5 staff members in relatively new positions further pressures and opportunities lie in the Department's commitment to train and develop staff to complement their skills particularly as they relate to policy development, OMB, project management and communications work.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Vaughan Official Plan
 - Conducting a 5-year comprehensive review of the Official Plan as part of the Growth Management Strategy 2031 is a high priority for the City of Vaughan. There are a number of projects that are adjuncts or follow up work to the Official Plan.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Explore grant funding as a potential alternative source of revenue for funding planning studies

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Achieve an approved Official Plan framework	Continue with appeals process for approval of VOP 2010 (Volumes 1 and 2)	Q4	ARR for extension of a contract Senior Policy Planner
Engage and respond to all public & regulatory stakeholders to conduct planning studies and projects in support of sustainable growth	Finalize Secondary Plan Studies and OPA's begun in 2012 and 2013, including Vaughan Mills Centre, Concord GO Centre, Dufferin – Centre study and Natural Heritage Network, etc.	Q4	ARR for Manager or Senior Planner (TBD) subject to Public Service Renewal strategy
	Continue the review and preparation of OPAs and Block Plans for greenfield and whitebelt communities 34E, 34W, 55, 59, 40, 47, 62, and Rizmi Holdings.	Q1 - Q4	
	Retain consulting services and the preparation of the New Community Areas Secondary Plans (Blocks 27 and 41) and initiate the consulting studies	Q1 - Q4	
	Undertake a retail and urban design policy study including sign by-law and guidelines for VMC, subject to outcome of casino	Q3 – Q4	
	Initiate a City-wide Public Art Policy	Q4	
	Continue work on secondary suites	Q1	
Improve Data Management Capability	Participate in the development of the Corporate Data Management Strategy	Q1 - Q4	
2015 Initiatives			
Achieve an approved Official Plan framework	Continue with appeals process for approval of VOP 2010 (Volumes 1 and 2)	Q4	
Conduct planning studies and policy development to support sustainable growth	Continue the New Community Areas Secondary Plans (Block 27 and 41) and Block Plans	Q1 – Q4	

Policy Planning

2014-17 Business Plan

	Undertake Places of Worship Study	Q4	
	Update Heritage Conservation District update studies	Q4	
Improve Data Management Capability	Implement Corporate Data Management Strategy		tbd

2016 Initiatives

Achieve an approved Official Plan framework	Preparation for 5-year Official Plan Review.	Q4	
Conduct planning studies and policy development to support sustainable growth	Ongoing implementation of VOP 2010 Ongoing Block Plan work re: New Communities		

2017 Initiatives

Update Official Plan	Commence 5 year Official Plan Review	2018	
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2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Total Number of Active Projects	25	26	21	24	29
EFFECTIVENESS: How well do we do it?					
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- The number and complexity of projects is expected to increase in 2014 and beyond. The number of projects and their rate of progression may be affected by the number of Official Plan appeals undertaken in a given year and the increasing complexity of community consultation.
- Key Performance Indicators will be further evolved in accordance with the corporate performance measurement initiative

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Policy Planning														
	Revenue													
		Block Plan Review	45,188	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Trsf. fm Res & Res Funds	0	29,355	0	0.0%	(29,355)	(100.0)%	0	0	0	0	0	0
		Trsf. from Capital Fund	0	0	157,077	100.0%	157,077	0.0%	150,850	(6,227)	0	(150,850)	0	0
		Total Revenue	45,188	29,355	157,077	100.0%	127,722	435.1%	150,850	(6,227)	0	(150,850)	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,172,978	1,452,792	1,522,748	94.9%	69,956	4.8%	1,578,095	55,347	1,320,407	(257,688)	1,326,462	6,055
	Other Expenses													
		Capital Funding	9,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	535	1,280	2,280	0.1%	1,000	78.1%	2,130	(150)	1,530	(600)	1,530	0
		Community Advertising & Promotion	3,045	2,400	3,000	0.2%	600	25.0%	3,000	0	3,000	0	3,000	0
		Joint Services & Department	481	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,082	2,840	2,524	0.2%	(316)	(11.1)%	2,524	0	1,774	(750)	1,774	0
		Office Equipment & Furniture	7,246	10,740	19,805	1.2%	9,065	84.4%	6,680	(13,125)	5,980	(700)	5,980	0
		Office Supplies& Expenses	16,180	16,490	16,300	1.0%	(190)	(1.2)%	16,300	0	16,100	(200)	16,100	0
		Other	1,643	1,350	1,250	0.1%	(100)	(7.4)%	1,250	0	1,250	0	1,250	0
		Professional Fees	26,076	15,252	13,902	0.9%	(1,350)	(8.9)%	13,902	0	13,902	0	13,902	0
		Reserve Transfers	40,030	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	15,732	21,730	22,830	1.4%	1,100	5.1%	22,830	0	21,130	(1,700)	21,130	0
		Tools & Equipment	0	180	180	0.0%	0	0.0%	180	0	180	0	180	0
		Total Other Expenses	121,050	72,262	82,071	5.1%	9,809	13.6%	68,796	(13,275)	64,846	(3,950)	64,846	0
	Total Expenses		1,294,028	1,525,054	1,604,819	100.0%	79,765	5.5%	1,646,891	42,072	1,385,253	(261,638)	1,391,308	6,055
Total Policy Planning			1,248,840	1,495,699	1,447,742		(47,957)	(3.2)%	1,496,041	48,299	1,385,253	(110,788)	1,391,308	6,055

2014 ARR's

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
OMB Senior Planner- 2 Year Contract Extension	Contract	1.00	119,779		119,779			1.00	119,779	-	5,933	(1.00)	(125,712)		

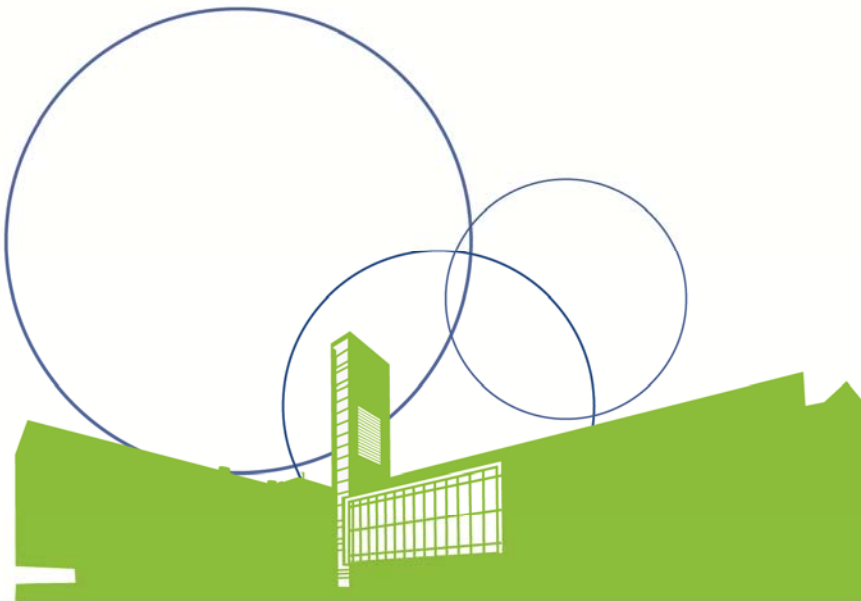
Council Item Resource Approvals

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Manager of New Communities- 2 Year Contract	Contract	1.00	157,077	(157,077)	0			1.00	0	-	0	(1.00)	0	-	0

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Development Planning	2014	DP-9528-14	City of Vaughan City-Wide Urban Design Study	Growth/Studies	City-Wide	180,000			20,000			200,000	
		DP-9537-14	Islington Avenue Streetscape Tree Planting Partnership with KARA and KBIA	Ratepayer(s) Request	Ward 1				30,000			30,000	
		DP-9538-14	VMC Urban Design Guidelines (Playbook) Based on Policies of Secondary Plan	Growth/Studies	Ward 4	135,000			15,000			150,000	
	2014 Total					315,000			65,000			380,000	
	2015	DP-9526-15	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	Growth/Studies	Ward 5	162,000			18,000			180,000	
		DP-9529-13	Design Review Panel Administration	Growth/Development	City-Wide	20,394			206			20,600	
		DP-9536-15	Building Pedestrian Level Wind Study Impact-Software	Growth/Studies	City-Wide	45,000			5,000			50,000	
	2015 Total					227,394			23,206			250,600	
	2017	DP-9525-17	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	Growth/Studies	Ward 4	117,000			13,000			130,000	
	2017 Total					117,000			13,000			130,000	
Development Planning Total						659,394			101,206			760,600	

Building Standards



2014-17 Business Plan

BUSINESS OVERVIEW

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Building Standards Department ensures compliance with the health and safety requirements of the Ontario Building Code Act and its regulation and municipal requirements such as the City's Zoning, Site Plan Controls, and Fencing By-laws, and provides application plans review and inspection services.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Ensuring reasonable compliance with the O.B.C. and the applicable laws mandated by the Ontario Building Code Act.
2. Contribute to community safety by promoting safe and accessible structures
3. Timely response on development applications.
4. Provide guidance to residents in understanding and interpreting the provisions of the City's zoning bylaw.

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - Staff members provide application plans review and building inspection services to promote adherence to provincially mandated standards set out in the *Building Code*
2. Ensure a High Performing Organization
 - Staff members collaborate with other City Departments to effectively deliver the development application process. Additionally, the Department is committed to effectively managing and continuously improving processes for issuing building permits within the City
3. Promote Community Safety, Health & Wellness
 - The Department ensures compliance with the health and safety requirements of the *Ontario Building Code Act*, contributing to community safety by promoting safe and accessible structures

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	61	63	2	0	0	0
Part Time	1.6	0.98	-	-	-	-
Overtime	\$241,070	\$262,224	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Legislative Framework
 - New energy requirements initiated by the Provincial Government are placing a burden of responsibility and risk on the department. The department currently lacks the knowledge and skills required to meet these challenges, though ARRs have been approved to provide the expertise necessary.
 - New accessibility requirements will place additional pressure on existing staff resources
- Resources
 - Participation in various corporate initiatives will have a direct impact on existing department resources

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Vaughan Official Plan
 - Once approved, the new Official Plan will require a full review of the City's current zoning by-law. This project is anticipated to take approximately three years to complete.
- Service Level
 - Building Standards may become responsible for all plans review related to fire safety issues in the future.
 - Increasing pressures to provide additional/improved services.
 - Permit volumes in the future are largely unknown and are dependent upon external influences and market factors.
- Technology
 - Future move to web-based permit applications and permit review processes

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- The department does not anticipate any major financial impacts to affect the delivery of services in the future

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Maintain provincially mandated standards established in the <i>Building Code</i>	Ontario Building Code By-law Review (New Building Permit Classifications & Fees) City Composite Zoning By-Law Project: Hire a consultant to review the project		Finance/Budgeting Resources may be required. Resources to procure a consultant
Effectively manage and continuously improve processes for issuing building permits within the City	Improvements to the AMANDA Database: implementation of tablets and potentially web-based permit applications Determine future resource needs of the department to service development growth in support of the VMC corporate initiative and other intensification areas	Q4	Capital Budget & New ARR's proposed for 2014 Re-org of Department – Confirmation of resources
2015 Initiatives			
Effectively manage and continuously improve processes for issuing building permits within the City	Improvements to the AMANDA Database: Implement web-based permit applications, web-based permit review processes, and system software upgrade Engage in a Fleet Review to determine type of vehicle, financial costs, and replacement schedule		Capital Budget & New ARR's proposed for 2015 Public Works/Finance Resources may be required.
Maintain provincially mandated standards established in the <i>Building Code</i>	City Composite Zoning By-Law Project: Develop and implement the findings of the consultant		Potentially 1 FTE for 2015
2016 Initiatives			
Effectively manage and continuously improve processes for issuing building permits within the City	Continuous improvements to the Departments automated systems. (Amanda Database)		Capital Budget & New ARR's proposed for 2016

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Building Permit Processing Times	Res: 2 wks Comm: 3.5 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks	Res: 2 wks Comm: 3 wks Misc: 2 wks
EFFECTIVENESS: How well do we do it?					
Percentage of Inspection Requests Responded to within 48 hours	99%	99%	99%	99%	99%
Number of Outstanding Permits	14,000	13,000	12,500	11,500	10,000
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Permit and inspection request processing times continue to remain within provincially mandated service standards. The Department frequently exceeds provincially mandated service standards by responding to 97% of all requests within 24 hours.
- The number of outstanding permits has steadily declined

Department Head
Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Building Standards														
	Revenue													
		Dept. Misc. Revenues	29,934	17,975	17,975	0.2%	0	0.0%	22,975	5,000	22,975	0	22,975	0
		Infill Lot Grading	348,376	378,536	357,036	3.4%	(21,500)	(5.7)%	390,036	33,000	437,786	47,750	437,786	0
		License Letter Fees	9,260	9,450	9,900	0.1%	450	4.8%	9,900	0	10,350	450	10,350	0
		Licenses and Permits	7,041,372	6,878,872	6,650,000	63.2%	(228,872)	(3.3)%	6,875,000	225,000	7,156,780	281,780	7,300,000	143,220
		Plumbing Permit Fees	577,684	500,000	485,000	4.6%	(15,000)	(3.0)%	500,000	15,000	520,200	20,200	530,604	10,404
		Property Information Fees	29,800	26,250	26,250	0.2%	0	0.0%	26,250	0	26,250	0	26,250	0
		Septic Tank Inspections	6,957	5,000	4,500	0.0%	(500)	(10.0)%	4,500	0	4,500	0	4,500	0
		Service Charges	87,180	88,500	88,500	0.8%	0	0.0%	92,000	3,500	92,000	0	92,000	0
		Taxable Sales-Postage Fees	19,341	19,800	19,800	0.2%	0	0.0%	19,800	0	19,800	0	19,800	0
		Trsf. fm Res & Res Funds	514,038	2,061,412	2,849,680	27.1%	788,268	38.2%	2,726,680	(123,000)	2,657,680	(69,000)	2,645,680	(12,000)
		Trsf. from Capital Fund	1,008	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Zoning Response Fees	9,230	7,350	7,700	0.1%	350	4.8%	7,700	0	8,050	350	8,050	0
		Total Revenue	8,674,180	9,993,145	10,516,341	100.0%	523,196	5.2%	10,674,841	158,500	10,956,371	281,530	11,097,995	141,624
	Labour Costs													
		Staffing Costs (incl Benefits)	5,711,240	6,661,356	6,793,423	94.6%	132,067	2.0%	7,002,720	209,297	7,103,960	101,240	7,153,847	49,887
	Other Expenses													
		Communications	10,306	16,690	15,750	0.2%	(940)	(5.6)%	15,450	(300)	15,450	0	15,450	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	1,700	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	73,795	84,280	84,530	1.2%	250	0.3%	84,530	0	84,530	0	84,530	0
		Office Equipment & Furniture	18,573	143,950	89,450	1.2%	(54,500)	(37.9)%	79,350	(10,100)	79,350	0	79,350	0
		Office Supplies & Expenses	50,898	71,366	68,689	1.0%	(2,677)	(3.8)%	68,689	0	68,689	0	68,689	0
		Operating Leases	0	920	920	0.0%	0	0.0%	920	0	920	0	920	0
		Other	618	13,360	3,360	0.0%	(10,000)	(74.9)%	3,360	0	3,360	0	3,360	0
		Professional Fees	0	50,000	0	0.0%	(50,000)	(100.0)%	0	0	0	0	0	0
		Reserve Transfers	114,143	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	45,781	97,780	100,820	1.4%	3,040	3.1%	100,820	0	100,820	0	100,820	0
		Tools & Equipment	2,534	7,410	5,690	0.1%	(1,720)	(23.2)%	5,690	0	5,690	0	5,690	0
		Utilities & Fuel	12,594	16,000	16,000	0.2%	0	0.0%	16,000	0	16,000	0	16,000	0
		Total Other Expenses	330,941	501,756	385,209	5.4%	(116,547)	(23.2)%	374,809	(10,400)	374,809	0	374,809	0
	Total Expenses		6,042,181	7,163,112	7,178,632	100.0%	15,520	0.2%	7,377,529	198,897	7,478,769	101,240	7,528,656	49,887
Total Building Standards			(2,631,999)	(2,830,033)	(3,337,709)		(507,676)	17.9%	(3,297,312)	40,397	(3,477,602)	(180,290)	(3,569,339)	(91,737)

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Plans Examiner (Zoning)	FT	1.00	89,398	(43,805)	45,593			1.00	45,593	-	(1,310)	-	2,300	-	2,415

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

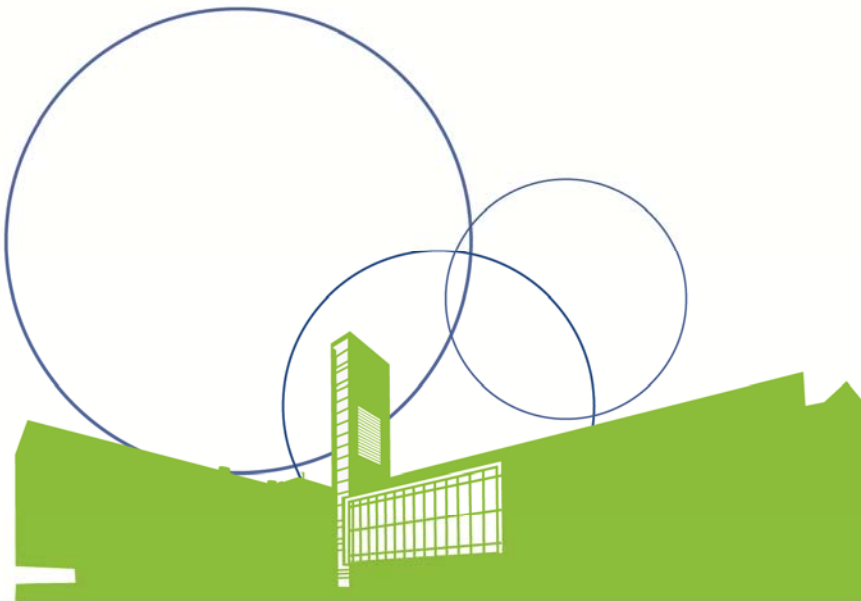
Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Building Standards	2014	BS-1003-11	Building Department Computer System Upgrades	Technology	City-Wide						540,750	540,750	
	2014 Total										540,750	540,750	
Building Standards Total											540,750	540,750	

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Council Item Resource Approvals															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Building Inspection Supervisor	FT	1.00	117,241	(117,241)	0			1.00	0	-	2,097	-	5,824	-	6,116
Deputy Chief Building Official	FT	1.00	180,256	(158,625)	21,631			1.00	21,631		5,247		9,134		9,588
Removal of Mgr. Customer & Admin Services	FT	(1.00)			(40,402)			(1.00)	(40,402)						

Commissioner of Strategic and Corporate Services



Commissioner of Strategic & Corporate Services



Joseph Pittari

Commissioner's Message:

The City of Vaughan is evolving into a World Class City. Evolution means change: not just in the look and feel of our City but also how we deliver our services. We will continue to provide exceptional service, but in a more innovative, integrated collaborative process to best position the Corporation to manage the transitions and changes resulting from continued population growth and service delivery pressures while building a sustainable *World Class Vaughan*.

The Commission includes the departments of Access Vaughan, Building and Facilities, Environmental Sustainability, Fleet Services, Human Resources, Information & Technology Management, Innovation & Continuous Improvement, and Strategic Planning.

The Commissioner of Strategic & Corporate Services is responsible for the development, organization, implementation and management of a collaborative and service-oriented entity that develops skills, increases efficiencies, assesses cost effectiveness, and streamlines processes by utilizing technology and process re-engineering where appropriate.

Access Vaughan is the City's contact centre, providing information and assistance through the inbound call centre and at the City Hall Information Desk. On average the call centre receives 185,000 calls a year and handles over 25,000 inquiries at the Information desk. The department's mandate is to answer 80% of inbound calls within 20 seconds.

Building and Facilities oversees the planning, design, and construction, as well as the operation and maintenance of all City of Vaughan owned buildings. This includes community centres, heritage buildings, fire stations and libraries. The total number of building space managed is approximately 1,700,000 square feet.

Environmental Sustainability is responsible for ensuring the City considers the impacts of change on our environment and community. The main functions include championing the implementation of the City's Community Sustainability and Environmental Master Plan, *Green Directions Vaughan*, monitoring and tracking progress against our stated community sustainability and environmental goals; catalyzing initiatives that address environmental priorities and community outreach, education and awareness.

Fleet Services is responsible for the complete lifecycle of 300+ vehicles and 900+ pieces of operational equipment for various departments throughout the City, as well as managing fuel inventories and contracts. Operational efficiencies are gained with the use of in-house staff balanced with contracted repairs shops.

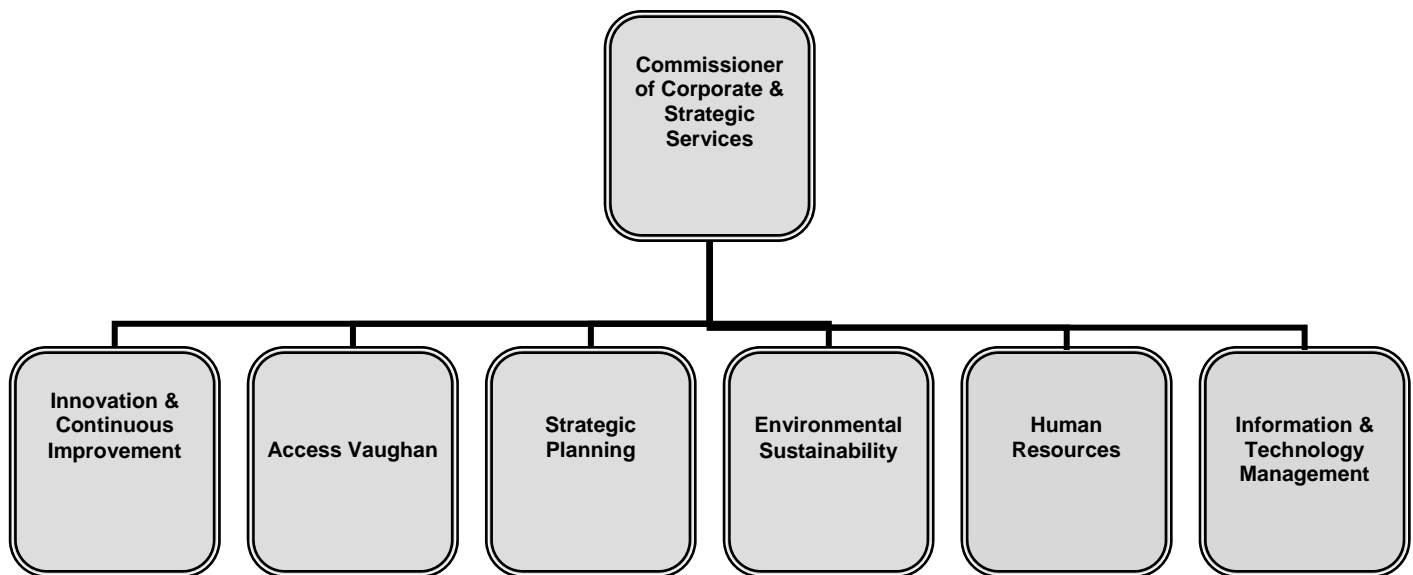
Human Resources oversee a number of services aimed at fostering a positive working relationship for all employees of the City of Vaughan and Vaughan Public Libraries. The main functions include (but not limited to): recruitment, training and development, employee benefits and pension, labour relations, absence and disability management, salary administration, and crossing guards.

Information & Technology Management is a driver of change and the way we do business. The department plays a leadership role in enabling the effective use of information and technology through three business units including: technical services, client services, and business solutions.

Innovation and Continuous Improvement reflects a mechanism to ensure we manage change and how we deliver our services in an innovative, efficient and cost effective way. The main functions for this department include: operational reviews and redesigns, project management, change management, business transformation, and supporting performance measurement.

Strategic Planning is responsible for ensuring operations and aligned with the vision and goals of the Corporation. The main function of this department include managing the implementation of the strategic planning process; leading the performance measurement and tracking of Strategic Corporate successes; and, leading the corporate planning cycle and aligning it with the operational planning business plans and budgeting processes. These processes involve the facilitation and engagement of Council, staff, citizens and other relevant stakeholders.

Commissioner of Corporate & Strategic Services Organizational Chart

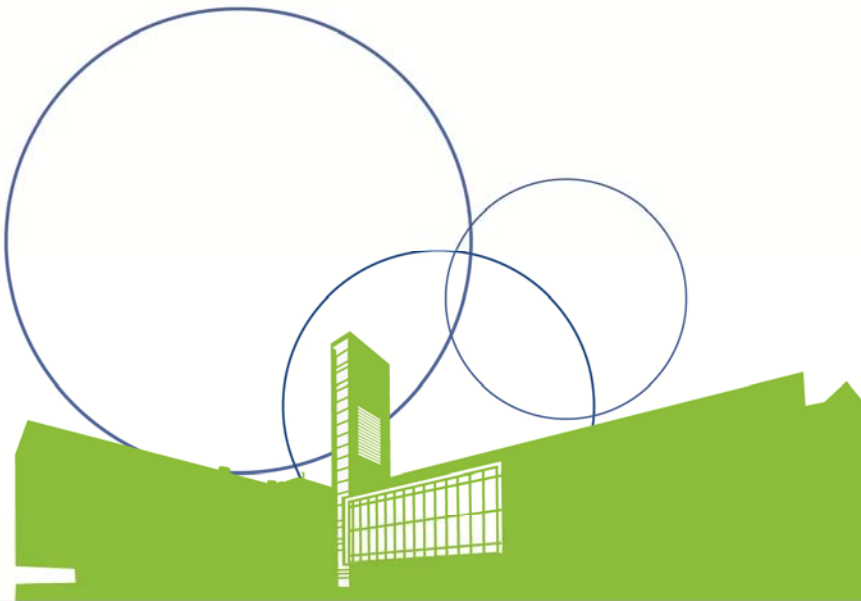


Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Comm. of Strategic & Corporate Serv.														
	Labour Costs													
		Staffing Costs (incl Benefits)	340,366	323,507	362,915	89.1%	39,408	12.2%	368,477	5,562	373,488	5,011	375,214	1,726
	Other Expenses													
		Communications	1,687	4,900	3,600	0.9%	(1,300)	(26.5)%	3,600	0	3,600	0	3,600	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	508	2,310	1,060	0.3%	(1,250)	(54.1)%	1,060	0	1,060	0	1,060	0
		Office Equipment & Furniture	0	670	670	0.2%	0	0.0%	670	0	670	0	670	0
		Office Supplies & Expenses	2,193	1,100	1,300	0.3%	200	18.2%	1,300	0	1,300	0	1,300	0
		Operating Leases	7,369	9,000	9,000	2.2%	0	0.0%	9,000	0	9,000	0	9,000	0
		Other	0	550	300	0.1%	(250)	(45.5)%	300	0	300	0	300	0
		Professional Fees	0	0	18,500	4.5%	18,500	0.0%	18,500	0	18,500	0	18,500	0
		Staff Development & Training	1,325	7,050	6,150	1.5%	(900)	(12.8)%	6,150	0	6,150	0	6,150	0
		Utilities & Fuel	3,207	3,900	3,900	1.0%	0	0.0%	3,900	0	3,900	0	3,900	0
		Total Other Expenses	16,289	29,480	44,480	10.9%	15,000	50.9%	44,480	0	44,480	0	44,480	0
Total Comm. of Strategic & Corporate Serv.			356,655	352,987	407,395	100.0%	54,408	15.4%	412,957	5,562	417,968	5,011	419,694	1,726

Innovation & Continuous Improvement



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Innovation and Continuous Improvement department is responsible for enabling an environment within the City that is comfortable with dealing with constant change. The department facilitates change throughout the organization by supporting departments in change initiatives that impact the service experience of both external and internal customers.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Facilitate and support departmental and organizational continuous improvement initiatives
2. Develop organizational capability to engage in continuous improvement activities and promote a culture of learning and continuous improvement

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Service Excellence
 - Demonstrate Excellence in Service Delivery – ICI department will work with all City departments to implement and track organizational / operational changes which improve departmental service delivery efficiency and effectiveness
2. Staff Excellence
 - Support the Professional Development of Staff – Through secondments and engagement with departmental staff, the ICI department will help develop change management skillsets throughout the organization.
3. Organizational Excellence
 - Ensure a High Performing Organization – By developing tools and skillsets across the organization and supporting departmental (and cross-departmental) change initiatives, the ICI department will help foster an environment comfortable in dealing with constant change.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2012	2013 Base	2014	2015	2016	2017
Full Time	5	6*	0	0	0	1
Part Time	0	0	0	0	0	
Overtime	-	-	-	-	-	
Secondment	1					

* 2013 Council item to convert secondment into 1 FTE

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- The department is in the process of being staffed and workplans created in 2013. Current projects will focus on assisting departments to be better positioned to deal with growth and changes in program/service delivery requirements and customer expectations.
- Until staffed with its approved complement, ICI initially is a department of one – will need to be judicious about focus

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Establishing the Department
 - ICI is a new department and needs to “earn the right” to be invited to engage with departments – will work on building relationships and trust and demonstrating value while also leveraging tools such as Vaughan On-Line to promote and encourage engagement
- Change Management
 - While the City has undertaken many change initiatives there is a concern that an inconsistent approach is taken to identifying, analyzing, justifying, planning, implementing and tracking the portfolio of initiatives (particularly those that have broad cross-departmental impact). The department will develop an approach that will facilitate the management of change initiatives.
 - As ICI is about institutionalizing an environment of change, there may be a natural antipathy to engaging with the department – it is important to identify “early adopters” and/or challenged areas in order to prioritize early win opportunities and demonstrate value to all stakeholders
- Technology
 - Several business systems remain silos of data – there are opportunities to leverage system functionality to streamline / align business processes and reduce duplicate data entry and building on the Data Architecture framework currently being developed by ITM
- Service Delivery and Operational Reviews
 - Service delivery and operational reviews may be requested by Council, recommended by Internal Audit or departmental management or be required to meet annual service delivery review guidelines.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Operational costs will increase over time as the department achieves its full staff complement

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Develop, implement and monitor ICI projects within specified timeframes	Develop a results realization tracking framework for continuous improvement initiatives Update listing of potential improvement initiatives (identification) Support/Drive five operational reviews: <ul style="list-style-type: none"> • Winter Control Programs <ul style="list-style-type: none"> • Solid Waste • By-law & Compliance <ul style="list-style-type: none"> • Fleet • Procure to Pay 	Q2 Q3 Q2	Secondments may be required
Promote a culture of learning and continuous improvement	Work with Learning & Development to update and deliver continuous improvement and change management training	Q2	
Implementation of Public Sector Renewal Recommendations	Support implementation of Public Sector Renewal recommendations Identify and track savings	Q3 Q3 / Q4	

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Continuous Improvement initiatives completed					TBD
# of staff trained/engaged/seconded by ICI					TBD
# of Operational Reviews Completed					TBD
EFFECTIVENESS: How well do we do it?					
Continuous Improvement Capabilities (Change Maturity)					TBD
Continuous Improvement Initiative Delivery (Project Performance)					TBD
SERVICE QUALITY: Is anyone better off?					
Client Satisfaction					TBD

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Key Performance Indicators will be further evolved through the implementation of the corporate performance measurement initiative and throughout 2013 as the Department begins operations

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

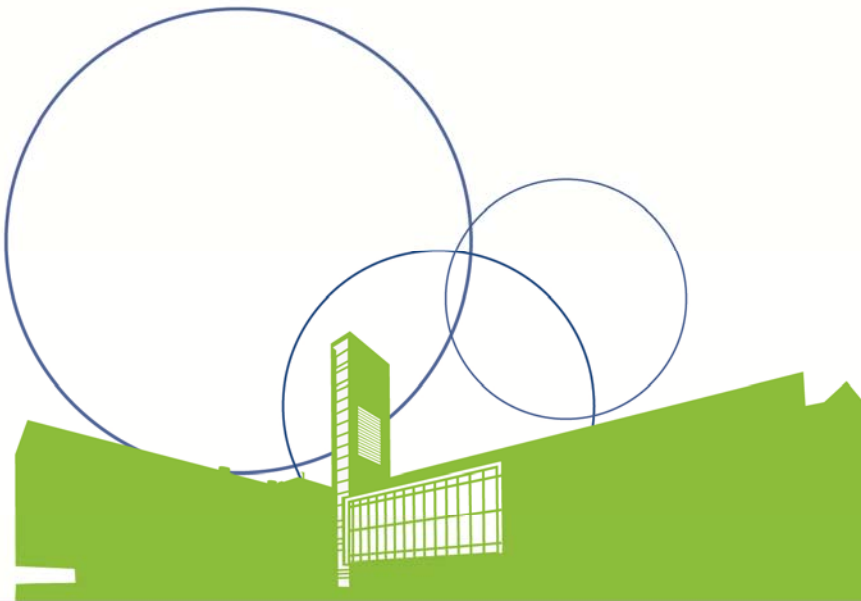
Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Innov. & Cont. Improvement														
	Labour Costs													
		Staffing Costs (incl Benefits)	336,457	729,032	795,084	91.5%	66,052	9.1%	829,392	34,308	847,624	18,232	959,827	112,203
	Other Expenses													
		Communications	1,012	2,400	2,400	0.3%	0	0.0%	2,400	0	2,400	0	2,400	0
		Meals & Travel	933	2,600	2,600	0.3%	0	0.0%	2,600	0	2,600	0	2,600	0
		Office Equipment & Furniture	69,301	12,400	12,869	1.5%	469	3.8%	12,400	(469)	12,400	0	13,900	1,500
		Office Supplies & Expenses	4,893	12,200	12,200	1.4%	0	0.0%	12,200	0	12,200	0	12,800	600
		Other	50	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	28,226	130,000	130,000	15.0%	0	0.0%	130,000	0	130,000	0	130,000	0
		Reserve Transfers	70,335	(200,000)	(100,000)	-11.5%	100,000	(50.0)%	0	100,000	0	0	0	0
		Staff Development & Training	4,749	14,100	14,100	1.6%	0	0.0%	14,100	0	14,100	0	17,400	3,300
		Total Other Expenses	179,499	(26,300)	74,169	8.5%	100,469	(382.0)%	173,700	99,531	173,700	0	179,100	5,400
Total Innov. & Cont. Improvement			515,956	702,732	869,253	100.0%	166,521	23.7%	1,003,092	133,839	1,021,324	18,232	1,138,927	117,603

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Innovation & Continuous Improvement									
Business Change Consultant	FT	1.00	108,937		108,937			1.00	108,937

Access Vaughan



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

Access Vaughan is the contact centre for the City of Vaughan, offering patrons access to information and assistance through the call centre and via face-to-face assistance at the Information Desk located at City Hall. Access Vaughan handles general inquiries as well as detailed inquiries for integrated departments. On average the call centre receives 185,000 calls a year and handles over 25,000 inquiries at the Information desk per year.

The call centre is integrated with the following departments:

- Public Works – Waste Department
- Tax Department
- Recreation & Culture Department
- Enforcement Services Department
- Parks & Forestry Operations Department
- Animal Services

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide information about City services to residents in a timely and effective manner
2. Support City departments through customer service and the provision of information

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - *Department Objective:* Continuously improve the range and quality of services provided
2. Ensure a High Performing Organization
 - *Department Objective:* Provide information and customer service support for City departments

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	7	7				
Part Time	4.57	4.59	1.62			
Overtime	\$8,305	\$8,360				

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Service Delivery
 - Averages an 80/20 service level on a monthly basis (80% of calls answered within 20 seconds or less); however there has been extended wait times and numerous callers waiting in queue.
 - Access Vaughan was unable to meet the service level mandate for most months of the year in 2012 and the average maximum wait time for callers was 23 minutes.
 - In 2013 with the addition of 2 PTE staff, the service level has increased by approximately 5 % in the first 6 months of the year. Maximum wait times have decreased by approximately 4 minutes.
 - On average the call centre resolves 60% of the inbound calls, resulting in improved service for the caller as first call resolution was provided for that 60%
- Staffing
 - Staffing shortages challenge Access Vaughan's ability to meet the 80/20 service level and uphold quality standards.
 - The Call Recording Quality Monitoring system was improved in the last year which has assisted with performance coaching
- Integration
 - Successful integration since launch with Parks & Forestry, Animal Services and Enforcement Services
 - Further integration with Enforcement Services occurred in 2013 and staff have taken on additional call types

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Continued Integration
 - Continue expansion and service integration with other departments
 - Access Vaughan will be able to address general inquiries, eliminate misdirected calls and overall allow for a more inclusive service to callers
 - Further integration is planned for Elections 2014 and Public Works
- Extended Hours of Service
 - Extending the hours of operation once Access Vaughan has integrated with more departments will increase the service quality for all stakeholders and support a more inclusive service
- Enhanced Resources
 - In order to expand and integrate with other departments effectively, Access Vaughan needs to ensure that proper staffing levels are in place so that the department can provide efficient service
- Strategic Planning
 - To be successful, the department needs to appropriately plan which call types and services would benefit the caller
 - Access Vaughan has numerous performance measurements in place and monthly call quality coaching is completed with each staff member to address any concerns

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- The major financial impacts on the department are staffing costs. Access Vaughan is expected to hire more staff as hours of operation are extended and the workload is increased. It is also anticipated that an additional Supervisor will be required as the team grows.

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Continuously improve the range and quality of services provided	Access Vaughan Phase II – Step D: Increased expansion with Public Works. Further integration with Public Works will allow for extension of Access Vaughan hours of operation	Q2	2 Permanent Part Time Equipment (hardware/software) Textnet – license fee CC7- license fee Call Pilot CRQM JD Edwards – Support Person ITM – Project Leader/Business Analyst
	Develop and update Accessibility Plan for Access Vaughan	Q4	
Provide information and customer service support for City departments	Support the City Clerk's Office throughout the Municipal and School Board Elections process for 2014	Q3	
Continuously improve the range and quality of services provided.	Public Sector Renewal recommendations and implementation	Q1	
2015 Initiatives			
Continuously improve the range and quality of services provided	Access Vaughan Phase II – Step E Integration or expansion with another department	Q4	Equipment (hardware/software) Textnet – license fee CC7- license fee Call Pilot CRQM JD Edwards – Support Person ITM – Project Leader/Business Analyst
	Develop and update Accessibility Plan for Access Vaughan	Q4	

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Aggregate number of calls offered monthly by average number of FTE/CSR	2255	2401	2538	2660	2790
Aggregate number of calls answered monthly by average number of FTE/CSR	2098	2216	2011	2381	2500
Call Volume Monthly	J: 12,135	J: 12,724	J: 12,939	J: 13,210	J: 14,194
Average Year-over-Year	F: 12,225	F: 12,919	F: 13,582	F: 13,253	F: 15,292
	M: 15,487	M: 16,651	M: 17,419	M: 18,074	M: 14,793
	A: 14,827	A: 15,978	A: 15,617	A: 15,563	A: 15,264
	M: 14,670	M: 15,402	M: 18,896	M: 18,595	M: 17,861
	J: 18,147	J: 18,618	J: 21,136	J: 20,119	J: 18,248
	J: 19,059	J: 19,943	J: 20,428	J: 21,387	J:
	A: 15,961	A: 18,395	A: 20,716	A: 20,669	A:
	S: 16,458	S: 16,550	S: 18,015	S: 15,746	S:
	O: 14,209	O: 15,791	O: 14,896	O: 15,631	O:
	N: 12,998	N: 14,322	N: 14,821	N: 14,634	N:
	D: 9,723	D: 10,003	D: 10,011	D: 9,487	D:
Information Desk Inquiries	19,472	17,253	31,828	28,000	24,500
EFFECTIVENESS: How well do we do it?					
Monthly Service Level	J: 92	J: 92	J: 94	J: 84	J: 84
	F: 94	F: 86	F: 90	F: 80	F: 69
	M: 92	M: 92	M: 85	M: 72	M: 76
	A: 90	A: 89	A: 78	A: 79	A: 80
	M: 91	M: 90	M: 74	M: 69	M: 82
	J: 87	J: 86	J: 72	J: 68	J: 75
	J: 78	J: 75	J: 68	J: 56	J:
	A: 87	A: 80	A: 80	A: 57	A:
	S: 89	S: 81	S: 85	S: 74	S:
	O: 91	O: 85	O: 87	O: 73	O:
	N: 95	N: 97	N: 82	N: 75	N:
	D: 94	D: 91	D: 79	D: 76	D:
SERVICE QUALITY: Is anyone better off?					
First Call Resolution is 60%. For approximately 60% of incoming calls, callers receive a response/resolution or are assisted without the need to transfer the caller to another department. First call resolution is a driver for customer satisfaction.					

2014-17 Business Plan

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Aggregate calls answered monthly per FTE continues to increase annually
- Monthly average call volumes and information desk inquiries have increased year over year
- The percentage of calls handled within the 80/20 service level has continuously declined overall and in particular during the months of peak service demand between April and September.
- In 2013 calls handled within the 80/20 service level has improved by approximately 5% over the previous year.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

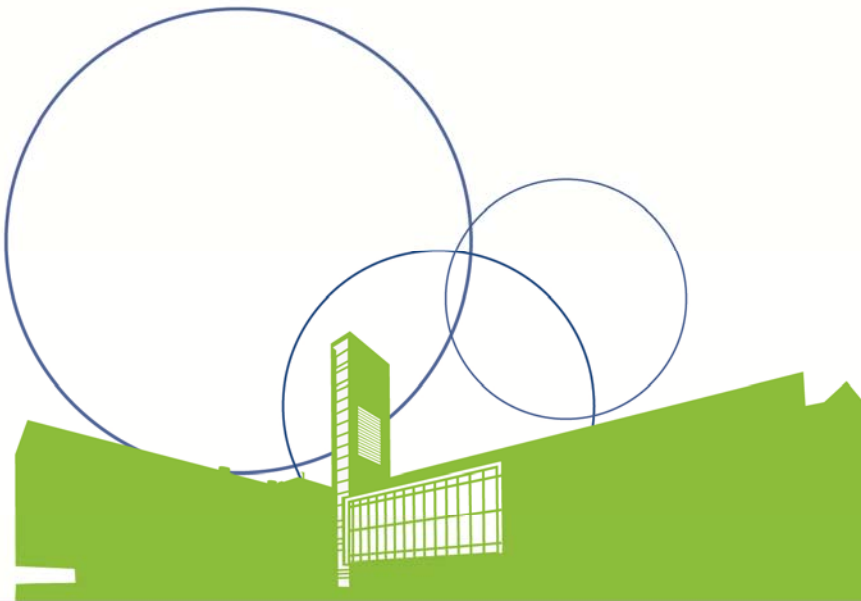
Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Access Vaughan														
	Labour Costs													
		Staffing Costs (incl Benefits)	816,080	912,036	1,038,710	94.1%	126,674	13.9%	1,064,326	25,616	1,074,801	10,475	1,083,286	8,485
	Other Expenses													
		Communications	2,284	2,610	6,710	0.6%	4,100	157.1%	3,710	(3,000)	3,710	0	3,710	0
		Community Advertising &	8,326	8,640	9,000	0.8%	360	4.2%	9,000	0	9,000	0	9,000	0
		Meals & Travel	648	1,320	1,020	0.1%	(300)	(22.7)%	1,020	0	1,020	0	1,020	0
		Office Equipment & Furniture	5,939	3,000	21,450	1.9%	18,450	615.0%	3,450	(18,000)	3,450	0	3,450	0
		Office Supplies & Expenses	7,319	9,585	9,785	0.9%	200	2.1%	9,785	0	9,785	0	9,785	0
		Other	14	282	282	0.0%	0	0.0%	282	0	282	0	282	0
		Professional Fees	3,153	2,500	3,200	0.3%	700	28.0%	3,200	0	3,200	0	3,200	0
		Staff Development & Training	15,011	13,240	13,880	1.3%	640	4.8%	13,880	0	13,880	0	13,880	0
		Total Other Expenses	42,693	41,177	65,327	5.9%	24,150	58.6%	44,327	(21,000)	44,327	0	44,327	0
Total Access Vaughan			858,774	953,213	1,104,037	100.0%	150,824	15.8%	1,108,653	4,616	1,119,128	10,475	1,127,613	8,485

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Access Vaughan															
Citizen Service Representative (conversion from Strategic Planning Professional Fees)	PT	1.62	115,244	(60,000)	55,244			1.62	55,244	(16,446)		4,784		5,021	

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Access Vaughan	2014	AV-3020-14	Access Vaughan Phase II - Step D	Technology	City-Wide				50,500			50,500	50,442
	2014 Total								50,500			50,500	50,442
	2015	AV-9532-15	Access Vaughan Phase II - Step E	Technology	City-Wide				50,500			50,500	
	2015 Total								50,500			50,500	
Access Vaughan Total									101,000			101,000	50,442

Strategic Planning



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision 2020 strategic plan in coordination with Council, Senior Management Team (SMT), and staff. This includes managing the Corporate Planning Process, strategic and operational performance measurement, facilitating departmental planning, corporate performance measurement dashboard management, strategic planning coordination, education, training, and stakeholder consultation with all City departments.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Facilitate with Council, senior management and staff in the implementation and management of a) Vaughan Vision 2020 strategic plan, b) Corporate Performance Measurement, and c) Corporate Planning Process

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Ensure a High Performing Organization
 - o Work with Council, Senior Management and staff in all departments to ensure alignment between the Vaughan Vision 2020 and departmental operations
 - o Facilitate the development and on-going management of a Corporate Planning Process and Corporate Performance Measurement framework which will ensure the Corporation sets clear strategic goals and mechanisms to measure success
2. Demonstrate Excellence in Service Delivery
 - o Work with all departments to ensure alignment between the VV 2020 strategic plan and operational service delivery
 - o Add value to departmental operations by providing them with key, up to date, information for business planning, corporate planning and performance measurement purposes.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	1	2	-	1	-	-
Part Time	-	-	-	-	-	-
Overtime	-	-	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Resources
 - Hiring of a Strategic Business Analyst in 2013 will improve the organization's ability to engage in departmental business planning, long-range strategic planning and performance measurement
 - ARR for an additional business analyst in 2014 to support priority strategic initiative: Further evolve performance indicators and upcoming renewal and planning for updated VV2020
- Corporate Planning
 - Shift of departmental business plans to earlier in the year will position the corporation to do more effective planning and better inform the budget process
- Corporate Initiatives
 - Coordination and completion of the corporate performance measurement dashboard. This includes development of a Request for Proposal (RFP) for the acquisition of performance measurement dashboard software will position the corporation to measure strategic and operational success and establish a system of use
- Performance Measurement
 - Review and update operational performance measures for all departments that include outputs, outcomes and efficiencies metrics; and develop corporate strategic performance measures for VV2020

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Resources
 - Western Management Consultants report identified that the Strategic Planning department provides a needed service but is under-resourced
 - A second Strategic Business Analyst ARR was approved in 2013 but deferred and will be submitted in the 2014 budget process to assist in the Corporate Performance Measurement project
- Business Planning
 - Continued opportunities to enhance the department business planning framework through facilitated planning meetings, and performance measurement
 - Development of Key Performance Indicators and management of the Corporate Performance Measurement dashboard in conjunction with all departments will be a priority in 2013/14
- Vaughan Vision 2020
 - Opportunity to build off of the synergies between Strategic Planning and Environmental Sustainability in revising the Vaughan Vision 2020 and Green Directions strategy in plan revision in 2015

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- ARR for a second Strategic Business Analyst was recognized in 2013 however still outstanding
- Future costs associated with revising the Vaughan Vision 2020, conducting community surveys and deploying other data collection tools have been noted in an ARR for 2015

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Optimize the City's ability to measure Corporate and operational performance	Implementation of performance measurement dashboard system including collaboration with all City departments in software training and establishment of reporting processes	Q4	Business Analyst ARR submission recognized in 2013 operating budget, requested in 2014
Manage the Vaughan Vision 2020 strategic planning process	Preparation for revision of Vaughan Vision 2020 strategic plan in 2015. Investigate synergies between strategic planning and environmental sustainability in preparation of the RFP for consulting support	Q4	
Effectively facilitate the management of the Corporate Planning process	Continue redesign of Corporate Planning Process including having business plan meetings earlier in the year and implementing regular departmental review meetings	Q2	
Continually improve the range and quality of service provided	Public sector renewal recommendations implementation	Q1	Will require additional support from Business Analyst ARR submission recognized in 2013 operating budget, requested in 2014
2015 Initiatives			
Manage the Vaughan Vision 2020 strategic planning process	Redesign of Vaughan Vision 2020 utilizing an external consultant to design and implement a stakeholder engagement process	Q2	Vaughan Vision 2020 ARR
Optimize the City's ability to measure corporate and department performance	Management of performance measurement dashboard system in collaboration with City departments	Q4	Business Analyst ARR submission recognized in 2013 operating budget, requested in 2014
2016 Initiatives			
Manage the Vaughan Vision 2020 strategic planning process	Ongoing implementation of various components of revised Vaughan Vision 2020	Q4	Vaughan Vision 2020 ARR

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
# of Departmental Business Planning Meetings Held Annually					TBD
EFFECTIVENESS: How well do we do it?					
% of business plans completed on time					95%
SERVICE QUALITY: Is anyone better off?					
Council satisfaction with strategic planning process					TBD
Staff satisfaction with the value and leadership provided by Strategic Planning department staff					TBD

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- New indicators for the Strategic Planning Department will be developed through the Corporate performance measurement strategic initiative.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Strategic Planning														
	Labour Costs													
		Staffing Costs (incl Benefits)	109,443	257,188	263,049	83.1%	5,861	2.3%	376,149	113,100	389,294	13,145	400,609	11,315
	Other Expenses													
		Communications	1,448	1,665	1,665	0.5%	0	0.0%	1,665	0	1,665	0	1,665	0
		Community Advertising &	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	2,548	13,000	10,800	3.4%	(2,200)	(16.9)%	11,300	500	11,300	0	11,300	0
		Office Equipment & Furniture	1,665	13,075	12,075	3.8%	(1,000)	(7.6)%	13,075	1,000	12,075	(1,000)	12,075	0
		Office Supplies & Expenses	5,443	6,260	3,000	0.9%	(3,260)	(52.1)%	3,500	500	3,500	0	3,500	0
		Other	527	910	250	0.1%	(660)	(72.5)%	250	0	250	0	250	0
		Professional Fees	36,184	92,300	18,970	6.0%	(73,330)	(79.4)%	138,970	120,000	93,970	(45,000)	53,970	(40,000)
		Reserve Transfers	56,116	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	471	8,150	6,900	2.2%	(1,250)	(15.3)%	9,400	2,500	9,400	0	9,400	0
		Total Other Expenses	104,402	135,360	53,660	16.9%	(81,700)	(60.4)%	178,160	124,500	132,160	(46,000)	92,160	(40,000)
Total Strategic Planning			213,846	392,548	316,709	100.0%	(75,839)	(19.3)%	554,309	237,600	521,454	(32,855)	492,769	(28,685)

2014 ARRs																	
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact			
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$		
Strategic Planning																	
Access Vaughan - Citizen Service Representative (professional fee conversion to Access Vaughan PT)										0.00	(60,000)		0		0		0

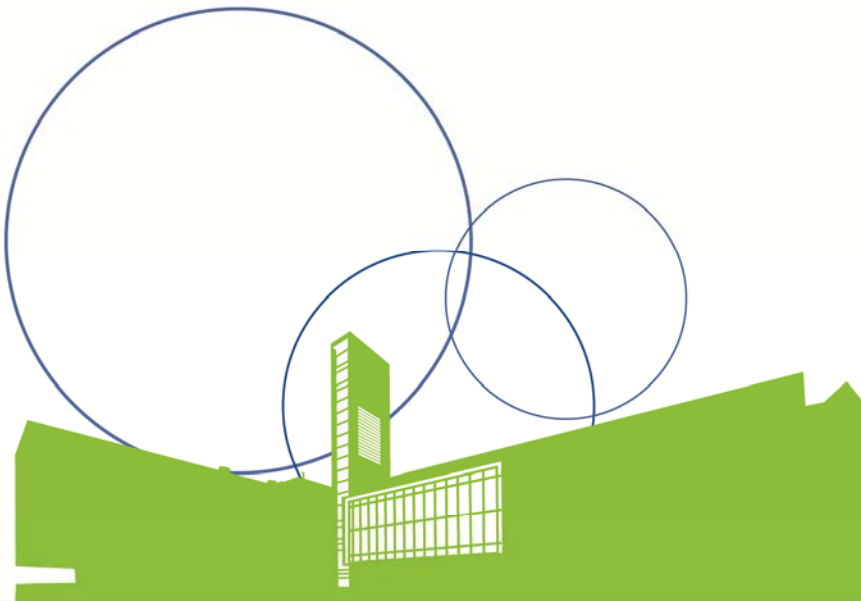
Recognized 2015 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Strategic Planning													
New Vaughan Vision Strategic Plan			120,000		120,000			120,000		(120,000)			
Strategic Planning Business Analysts		FT	1.00	103,087	103,087			1.00 103,087		3,929		5,176	

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2016 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Strategic Planning On-Line Citizen Public Engagement Survey								75,000		(40,000)	

Environmental Sustainability



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

Environmental Sustainability is responsible for championing the implementation of *Green Directions Vaughan*, the Community Sustainability and Environmental Master Plan, inclusive of its goals, objectives, ethics and principles. Environmental Sustainability works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. This is achieved through support for residents and businesses resulting in increased awareness and local action on key environmental issues such as climate change. Further, Environmental Sustainability supports research, policy and program development activities that address environmental priorities and implements coordinated activities across the City's departments.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Enable the City to become a leader in environmental sustainability
2. Promote a culture of environmental sustainability

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Lead & Promote Environmental Sustainability
 - The Department is responsible for championing *Green Directions Vaughan*, the Community Sustainability and Environmental Master Plan.
2. Demonstrate Excellence in Service Delivery
 - The Department regularly engages City staff and the public to support environmental sustainability services and initiatives. Staff provide support for residents and businesses to increase awareness of environmental issues and support local action.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	2	2	-	-	-	-
Part Time	-	-	-	-	-	-
Overtime	-	-	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Green Directions Vaughan
 - Most (96%) of the eighty five actions in Green Directions Vaughan have been initiated.
 - Six action items which have established time frames are fully completed.
- Information Requests
 - In 2012, the number of requests for information/support received and addressed within the Environmental Sustainability Office was 61, exceeding the service standard of 58.
- Corporate Initiatives
 - Challenges to further progress include competing priorities and catalyzing behavioral change.
 - Departments leading an action under Green Directions Vaughan may experience slow progress if it is not strategically aligned with their core business. Additional time may be required if the action involves initiating a significant process change which would alter current norms or behaviors.
 - Engagement of external stakeholders is not progressing as effectively as possible as human resources issues within these stakeholders have resulted in delays

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Strategic Direction
 - Continuing to emphasize the value of services provided
 - Maintaining momentum for existing environmental sustainability programs, initiatives and campaigns
 - Ensuring that environmental sustainability remains a priority with key decision makers
 - Keeping *Green Directions Vaughan* current in a changing political and economic environment
 - Successful implementation of actions under *Green Directions Vaughan* will help foster a corporate culture that embraces environmental sustainability
- Internal and External Partnerships
 - Assisting departments in addressing competing priorities, financial resource limitations and time constraints as the implementation of *Green Directions Vaughan* continues
 - Generating enthusiasm and awareness of external stakeholders such as business and citizens on actions they can take to contribute to a more sustainable Vaughan
 - Catalyze actions on environmental sustainability issues that will enable traction of this topic with key stakeholders
 - Achieving measureable results in environmental sustainability will enable Vaughan to be recognized as a leader and raise the bar for other community leaders to follow
- Resources
 - Obtaining sufficient financial and organizational support from external partners to be able to execute key initiatives
 - Securing financial support to execute activities related to climate change adaptation in a time of fiscal restraint
 - Building a strong foundation to push for continued progress as *Green Directions Vaughan* is renewed in subsequent years

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Future potential regulatory pressure to report on emerging environmental trends could require re-directing resources to support compulsory reporting. Should this occur, a re-prioritization of projects and financial resources may be required to achieve compulsory reporting.

Work Plan

2014-17 Business Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Pursue alternative approaches to environmental/energy improvements	Investigate the potential to direct a portion of energy savings back into energy related initiatives.	Q3	No additional resources
Evaluate and measure progress towards environmental sustainability	Benchmark the implementation of the community sustainability and environmental management plan with respect to other cities of similar size and complexity.	Q3	No additional resources
Develop and promote a climate change strategy	Initiate collection of baseline data that will address vulnerability to climate change and actions to adapt to climate change impacts.	Q4	\$ 25 k for consultant support, additional funds would be leveraged with other municipal partners.
Integrate sustainability into the core culture of the City	Develop and implement an approach to ensure environmental sustainability project plans are completed at a Commission level during the annual business planning and budget approval process	Q4	No additional resources
2015 Initiatives			
Evaluate and measure progress towards environmental sustainability	Seek approval for a renewed Community Sustainability and Environmental Master Plan and communicate to internal/external stakeholders.	Q3	Capital project funding request for \$ 40K
Develop and initiate a climate change strategy	Implement climate change action plan to ensure progress is being made to achieve greenhouse gas emission reduction targets.	Q3	No additional resources
Integrate sustainability into the core culture of the City	Initiate a study to document the attitudes and behaviours of Vaughan citizen towards the environment in order to respond effectively with core programming.	Q3	Consultants cost would be covered by existing resources.
2016 Initiatives			

2014-17 Business Plan

Integrate sustainability into the core culture of the City	Explore the synergies between Green Directions and Greening Vaughan as well as any Region of York environmental promotion activities in order to potentially better align messaging, resources and other activities.	Q3	No additional resources
Evaluate and measure progress towards environmental sustainability	Complete a Statement of the Environment Report to report to the community on changes in Sustainability/Environmental Indicators	Q3	No additional resources
Pursue alternative approaches to environmental/energy improvements	Undertake an internal review in partnership with ITM to determine how the Environmental Sustainability Office could better leverage technology to deliver programs to internal and external clients.	Q2	No additional resources

2017 Initiatives

Pursue alternative approaches to environmental/energy improvements	Research the cost and benefits of existing renewable energy projects and determine what can be implemented to achieve further advancement in this area.	Q3	No additional resources
Integrate sustainability into the core culture of the City	Conduct a gap analysis of the portfolio of practices designed to integrate sustainability into the core culture of the City of Vaughan staff	Q4	No additional resources

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Number of requests for information/support received and addressed per FTE	N/A	N/A	60	65	70
EFFECTIVENESS: How well do we do it?					
Percentage of requests resulting in subsequent projects	N/A	N/A	N/A	6%	9%
SERVICE QUALITY: Is anyone better off?					
Number of participants involved in activities intended to embed sustainability into organizational core culture	N/A	N/A	N/A	N/A	400

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- The number of requests for environmental sustainability information and support per FTE is expected to increase as the City explores intensification and more complex forms of growth.
- It is anticipated that these requests will yield a greater number of projects in the future.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

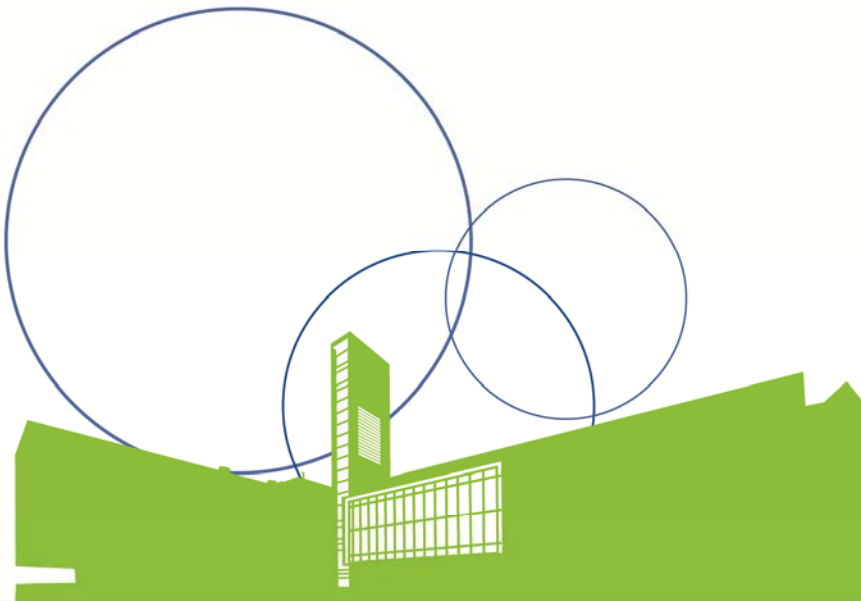
Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Environmental Sustainability														
	Revenue													
		Revenues for Specific Funct.	31,117	22,500	0	0.0%	(22,500)	(100.0)%	0	0	0	0	0	0
		Total Revenue	31,117	22,500	0	0.0%	(22,500)	(100.0)%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	240,560	245,397	256,729	82.5%	11,332	4.6%	262,896	6,167	264,136	1,240	265,375	1,239
	Other Expenses													
		Communications	816	500	600	0.2%	100	20.0%	600	0	600	0	600	0
		Community Advertising &	10,828	10,500	10,500	3.4%	0	0.0%	10,500	0	10,500	0	10,500	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	792	900	900	0.3%	0	0.0%	900	0	900	0	900	0
		Office Equipment & Furniture	85	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	954	965	965	0.3%	0	0.0%	965	0	965	0	965	0
		Other	96	200	200	0.1%	0	0.0%	200	0	200	0	200	0
		Professional Fees	45,786	52,000	31,000	10.0%	(21,000)	(40.4)%	6,000	(25,000)	6,000	0	6,000	0
		Reserve Transfers	6,214	0	(10,876)	-3.5%	(10,876)	0.0%	0	10,876	0	0	0	0
		Service Contracts and Materials	1,086	2,000	3,500	1.1%	1,500	75.0%	3,500	0	3,500	0	3,500	0
		Staff Development & Training	16,269	18,250	17,650	5.7%	(600)	(3.3)%	17,650	0	17,650	0	17,650	0
		Total Other Expenses	82,927	85,315	54,439	17.5%	(30,876)	(36.2)%	40,315	(14,124)	40,315	0	40,315	0
	Total Expenses		323,487	330,712	311,168	100.0%	(19,544)	(5.9)%	303,211	(7,957)	304,451	1,240	305,690	1,239
Total Environmental Sustainability			292,370	308,212	311,168	100.0%	2,956	1.0%	303,211	(7,957)	304,451	1,240	305,690	1,239

2014 ARRs																							
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact									
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$								
Environmental Sustainability																							
Climate Change adaption research (offset from year-end reserve)								25,000		(10,876)		14,124		0.00		14,124		(14,124)		0		0	

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Environmental Sustainability	2015	ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	Established Program	City-Wide	44,035			4,890			48,925	
	2015 Total					44,035			4,890			48,925	
Environmental Sustainability Total						44,035			4,890			48,925	

Human Resources



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Human Resources Department provides services that encompass multiple professional specialties. Specifically, the Department's focus is to create an environment of mutual respect through the transparent and consistent application of Human Resources policies, practices, and procedures; provide strategic partnership, consultation, and organizational resources; provide personal and professional growth opportunities, and improve and sustain employee engagement.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Promote fair and transparent application of City HR policies and procedures
2. Ensure a high level of employee engagement

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Value and Encourage a Highly Motivated and Engaged Workforce
 - The Department strives to provide a quality work environment that motivates and engages staff. The Department regularly measures staff engagement using internal surveys to gauge success.
2. Attract, Retain & Promote Skilled Staff
 - The Department is committed to attracting, training and promoting skilled staff and consistently and transparently applies Human Resources policies, practices and procedures to ensure fairness in the application of all business processes.
3. Support the Professional Development of Staff
 - The Department supports the professional development of staff by providing personal and professional growth opportunities. Through these actions, staff members promote a learning organizational culture among all employees.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	16	16	1	-	3	1
Part Time	-	-	-	-	-	-
Overtime	-	-	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Service Delivery
 - Opportunity to improve HR partners' profile & organizational understanding of HR roles by encouraging calls for assistance through the HR partners
 - Developing a Performance Management system is a priority initiative
- Training and Education
 - Learning & Development strategy currently in early implementation phases; needs more resources to implement later phases
- Labour Relations
 - Ongoing negotiations with CUPE and VPFPA
- Technology
 - Manual data entry and reporting processes limit available resources
- Strategic Planning
 - The Department continues to move towards a proactive model for Organizational Development and service delivery, facilitated by the HR partners
 - Requires more needs assessments to identify gaps for Learning & Development

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Labour Relations
 - Economic slowdown has impacted the Department's ability to negotiate with bargaining partners
 - Collective agreement renewal – possible strikes – salary compression issues.
 - Outstanding arbitration with Fire Association
- Human Resources Strategy
 - The Implementation of the Human Resources Strategy will require additional resources to deliver the initiatives. There is an opportunity for the City to continue to work towards its goal to become an employer of choice
- Growth Management
 - Population growth continues to strain resources to deliver services
 - VMC and other developments bring unique human resources challenges that do not conform with current collective agreements
- Technology
 - Opportunity to reduce administrative burden through technology and expand value-added business support

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Collective agreement negotiations
- Cost of technological infrastructure, which is partially offset by savings in automation of tasks
- Costs associated with upcoming retirements
- Sustainability of benefits packages

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Become a strategic partner that empowers our people to create a high performing organization	Revise the corporate performance management process as part of a quality work environment	Q1	
	Explore opportunities to develop an HR internal staff survey	Q2	
	Implement the bi-annual Staff Engagement Survey	Q4	
Promote a learning organizational culture	Develop and implement Individual Learning Plans (ILPs) templates to support the L&D Strategy	Q2	ARR submitted
Leverage technology to improve organizational efficiency and effectiveness	Implementation of Attendance Management system for the entire organization (including VFRS)	Q4	ARR for Funding
2015 Initiatives			
Become a strategic partner that empowers our people to create a high performing organization	Identify and Develop a Leadership Development Program (internal succession planning)	Q4	
Leverage technology to improve organizational efficiency and effectiveness	Upgrade HRIS infrastructure to support e-recruit Key Features <ul style="list-style-type: none"> ✓ Automate the recruit-to-hire process ✓ Store company-specific information such as applicant test scores or competencies in a user-defined database increase collaboration among Human Resources, managers and recruiters and streamline recruiting. ✓ Use Multi-Skill search to identify qualified applicants and match to jobs ✓ Produce reports over applicant data and demographics ✓ Track costs associated to the hiring process ✓ Quickly convert hired applicants to Employees ✓ Incorporate EnterpriseOne's eRecruit to extend your hiring process to candidates via the Web 	Q4	1 FTE

2014-17 Business Plan

Promote a learning organizational culture	Enhance the City's Occupational Health and Safety Program (additional training / supporting departments / auditing)	Q3	1 additional FTE
2016 Initiatives			
Become a strategic partner that empowers our people to create a high performing organization	Procure an actuary/consultant to review future costs and sustainability of benefits packages and retirements	Q2	External Consultant
Improve Staff Engagement	Develop programs that encourage and recognize staff who promotes Vaughan through their leadership in professional and other organizations outside the City.	Q3	Existing resources
2017 Initiatives			
Improve Staff Engagement through knowledge transfer	Develop a mentoring program where senior employees are responsible for the professional and personal development of one or two junior/intermediate employees.	Q2	Existing resources
Leverage technology to improve organizational efficiency and effectiveness	Upgrade Position Control Module in JD Edwards to help with the following: Key Features: <ul style="list-style-type: none"> ✓ Track employee activity against position budgets and monitor budget to actuals ✓ Automatically generate next year position budgets from employee data or prior budgets ✓ Incorporate approvals for better control over budget allocation ✓ Project year-end costs for headcount, FTEs, salary amounts and hours ✓ Establish position relationships according to organizational hierarchy 	Q4	1 FTE

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Gross Turnover Rate		4.39%	3.18%		1.2%
Number of Training Days			75	100	136
Return on Investment for L&D expenditures					
EFFECTIVENESS: How well do we do it?					
Number of city FTEs per HR FTE				79.4	102.3
HR costs per employee				\$328.00	\$530.00
Labour costs per FTE				\$27,698	\$28,620.00
Labour cost percent				34.8%	49.5%
% of employees engaged	40%			53%	
SERVICE QUALITY: Is anyone better off?					
Percentage of engaged employees increase (i.e. % change)					13% change

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Key Performance Indicators will be further evolved through the corporate performance measurement initiative

Department Head
Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Human Resources														
	Labour Costs													
		Staffing Costs (incl Benefits)	2,708,931	2,884,675	3,003,019	81.1%	118,344	4.1%	3,088,494	85,475	3,465,134	376,640	3,611,785	146,651
	Other Expenses													
		Awards, Sponsorships & Grants	26,615	35,000	35,000	0.9%	0	0.0%	35,000	0	35,000	0	50,000	15,000
		Communications	6,601	6,820	7,420	0.2%	600	8.8%	7,420	0	8,620	1,200	8,620	0
		Community Advertising & Promotion	45,498	50,000	50,000	1.4%	0	0.0%	50,000	0	50,000	0	50,000	0
		General Mtce & Repairs	0	980	0	0.0%	(980)	(100.0)%	0	0	0	0	0	0
		Joint Services & Department Transfer	(37,233)	(40,000)	(40,000)	-1.1%	0	0.0%	(40,000)	0	(40,000)	0	(40,000)	0
		Meals & Travel	21,462	30,750	26,150	0.7%	(4,600)	(15.0)%	26,150	0	27,250	1,100	27,250	0
		Office Equipment & Furniture	8,775	5,415	10,915	0.3%	5,500	101.6%	5,415	(5,500)	21,515	16,100	11,015	(10,500)
		Office Supplies & Expenses	26,936	27,505	30,005	0.8%	2,500	9.1%	30,005	0	31,005	1,000	31,505	500
		Other	34,167	16,750	22,730	0.6%	5,980	35.7%	22,730	0	22,730	0	22,730	0
		Professional Fees	994,317	412,990	462,990	12.5%	50,000	12.1%	462,990	0	462,990	0	462,990	0
		Service Contracts and Materials	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	73,400	83,294	86,794	2.3%	3,500	4.2%	86,794	0	91,294	4,500	91,794	500
		Tools & Equipment	2,486	10,830	7,830	0.2%	(3,000)	(27.7)%	7,830	0	7,830	0	7,830	0
	Total Other Expenses		1,203,025	640,334	699,834	18.9%	59,500	9.3%	694,334	(5,500)	718,234	23,900	723,734	5,500
Total Human Resources			3,911,956	3,525,009	3,702,853	100.0%	177,844	5.0%	3,782,828	79,975	4,183,368	400,540	4,335,519	152,151

2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Human Resources															
Learning and Development Specialist	FT	1.00	104,274		104,274			1.00	104,274		(687)		5,055		5,307
Professional Fees			100,000		100,000			0.00	100,000		0		0		0

Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
Human Resource												
HR Specialist, Workplace Health and safety	FT	1.00	130,747		130,747			1.00	130,747		612	
HR Specialist, Absence and Disability Mgmt.	FT	1.00	99,745		99,745			1.00	99,745		(1,007)	
Human Resource Partner	FT	1.00	118,630		118,630			1.00	118,630		556	

Revenue and Expenditure Summary

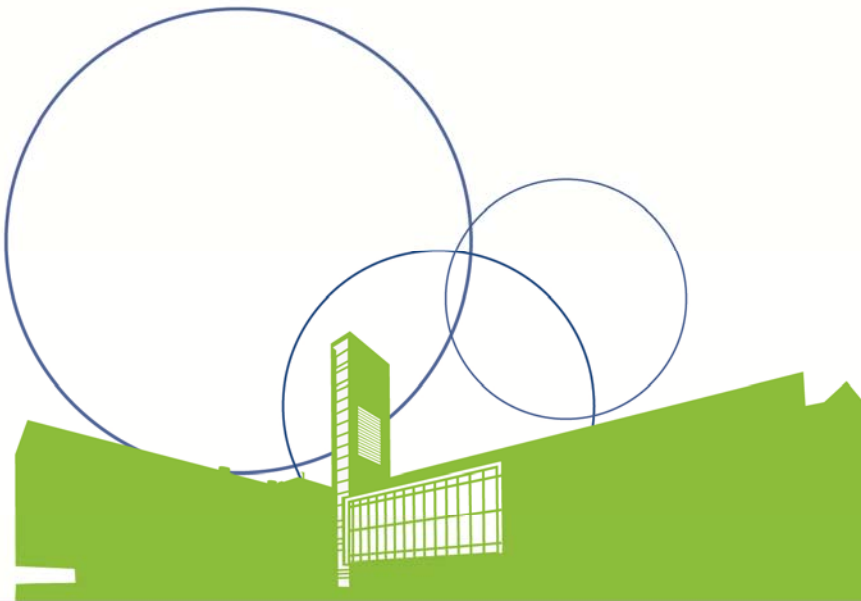
2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2017 ARRs										
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	
Human Resources										
Administrative Coordinator	FT	1.00	92,166		92,166			1.00	92,166	
Awards Budget Increase			15,000		15,000				15,000	

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Human Resources	2014	HR-9533-14	Attendance Management Automation	New Infrastructure	City-Wide				61,800			61,800	
		HR-9536-14	Procure Learning Management System (LMS)	New Infrastructure	City-Wide				51,500			51,500	90,000
	2014 Total	HR-9533-14	Attendance Management Automation	New Infrastructure	City-Wide				113,300			113,300	90,000
									103,000			103,000	
	2017 Total									103,000			103,000
Human Resources Total									216,300			216,300	90,000

Information and Technology Management



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Information & Technology Management (ITM) Department enables City departments to achieve strategic and business objectives through effective use of information and technology resources. The ITM department is structured into three (3) business units:

- **Information Systems** – this unit is focused on collaboration with City departments in identification of business and functional requirements for information and systems and their effective implementation, maintenance and support;
- **Information Technology (IT) Operations** – this unit is focused on engineering, implementation, security, maintenance and support of City-wide technology and communications infrastructure, including data centre facilities, and data/voice networks;
- **Client Support Services** – this unit is focused on supporting internal clients in the daily use of technology and communications devices through HelpDesk services, on-site support and training. This unit is also responsible for maintenance of desktop technology assets, including personal computers hardware and software.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Support departments' continuous improvement initiatives by enabling implementation and effective use of information and technology;
2. Maintaining existing technology infrastructure and services to established standards;
3. Protecting the security and integrity of information assets;

2014-17 Business Plan

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

Service Excellence – Service levels consistent with citizen needs

Demonstrate Excellence in Service Delivery – ITM manages the City's information technology & telecommunications infrastructure, which is a key enabler for delivery of service excellence to citizens by City departments (i.e. J.D. Edwards Enterprise Resource Planning (ERP) system, AMANDA (Building Permits, Licensing, etc.), AppTrack (Development Tracking), Geographic Information System (GIS), Access Vaughan (Knowledge Tool), Case Tracking Systems (CTS), VTAX (Property Taxation) and Vaughan Online).

Organizational Excellence – High performance through continuous improvement

Ensure a High Performing Organization – ITM supports City departments' continuous improvement initiatives by enabling implementation and effective use of technology-based business solutions. The ITM department continuously researches, prototypes and introduces new and innovative technology, methods, and practices to enable internal City departments achieve their performance objectives (i.e. speech recognition (Synthia), business knowledge tool, integration and geo-enablement of systems, deployment of applications on BlackBerry devices, GPS assets tracking and consolidation of voice and data networks (VoIP)).

Manage Corporate Assets – ITM is directly responsible for the maintenance and sustainable revitalization of City information technology and telecommunications infrastructure, valued at approximately \$5.5 million.

Staff Excellence – People supporting each other

Demonstrate Effective Leadership – ITM works with internal City departments, as well as York Region and neighbouring municipalities to develop collaborative solutions to operational and business needs and to facilitate information exchange. Such initiatives include the development of geographic information systems (GIS) standards, group purchases of goods and services, and sharing of knowledge and expertise.

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	37	42	4.00	5	-	-
Part Time	2.69	2.69	(0.69)	-	-	-
F/T Contract	2		-	-	-	-
Overtime			-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Service Delivery
 - Staff are well trained and highly competent and productive
 - Internal processes are strong and consistently applied to deliver services
 - Service delivery targets are established, measured and met regularly
 - Production environment for critical information systems is stable and consistently meets established service targets
- Resources
 - Insufficient staff capacity to meet new service requests for technology implementation
 - Need to budget additional ITM resources to meet demand for IT services
 - ITM resources are often not considered by business and budget plans when planning business improvement initiatives that have IT components

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Resources
 - Staffing constraints caused by multiple factors; more ITM resources are allocated towards support functions as the City implements more computer-based business solutions. Additionally, as the City intensifies its efforts to achieve business improvements, more departments are initiating projects requiring ITM support
 - Large projects such as Asset Management and EDMS will soon increase pressure on existing resources as well.
- Opportunities for Improvement
 - Business improvement initiatives in City departments that have IT requirements should be budgeted inclusive of additional IT resources required to implement and support new information systems and technology

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Corporate initiatives such as Asset Management and Electronic Documents Management Systems (EDMS) will have a significant impact on ITM department resources. These large initiatives should have necessary provisions in their budgets for IT resources necessary to implement and maintain these large enterprise systems.

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Collaborate with City departments to advance strategic corporate initiatives	Planning and Scoping phase of Asset Management systems	Q3	ARR's recognized for EDMS Business Analyst & EDMS Technical SME
	Planning and Scoping phase of Electronic Document Management Systems (EDMS)	Q3	
	Further evolve performance indicators	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement Data Loss Prevention controls	Q3	
Continuously improve data and information management framework	Implement Data Governance and Data Management practices	Q3	
2015 Initiatives			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation	Q4	ARR's recognized for EDMS Business Analyst & EDMS Technical SME
	Implementation phase of Electronic Documents Management System (EDMS) – multi-year implementation	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement Identity Management controls	Q4	
Continuously improve data and information management framework	Implement Master Data Management framework	Q4	

2014-17 Business Plan

2016 Initiatives

Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation	Q4	
	Implementation phase of Electronic Documents Management System (EDMS) – multi-year implementation	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement encryption and digital signatures standards and controls	Q4	
Continuously improve data and information management framework	Implement Data Analysis and Business Intelligence (BI) tools	Q4	

2017 Initiatives

Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation	Q4	
	Implementation phase of Electronic Documents Management System (EDMS) – multi-year implementation	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement security key performance indicators (KPI's)	Q4	
Continuously improve data and information management framework	Introduce Knowledge Management and Business Automation Management framework	Q4	

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Resource Capacity vs. Demand	Approved: 12 Required: +19	Approved: 14 Required: +20	Approved: 14 Required: +12	Approved: 15 Required: +8	Approved: 15 Required: +6
Number of supported applications	105	111	126	136	~146
ITM Helpdesk avg. monthly caseload	570	550	750	800	~850
EFFECTIVENESS: How well do we do it?					
Network availability during normal business hours	99.999%	99.999%	99.999%	99.999%	~99.999%
SERVICE QUALITY: Is anyone better off?					
ITM Helpdesk service effectiveness	99.1% service satisfaction	99.3% service satisfaction	99.0% service satisfaction	99.1% service satisfaction	~99% service satisfaction

2014-17 Business Plan

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- ITM department operations are in good shape and meet established performance targets. In key operational areas of security, reliability, performance and infrastructure maintenance, the department performs at or above previously established performance targets.
- As new applications, systems, technologies and underlying infrastructure is introduced, more ITM resources are being absorbed in operational activities related to support and maintenance. This reduces the department's capacity to partner with internal stakeholders and undertake new initiatives.
- Additional ITM resources are being requested to keep pace with the growing demand for new projects and initiatives.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Information & Technology Mgmt.														
	Joint Service Revenue													
		Joint Service Revenue	42,065	42,065	43,326	0.5%	1,261	3.0%	44,626	1,300	44,626	0	44,626	0
	Labour Costs													
		Staffing Costs (incl Benefits)	4,556,652	5,182,678	5,678,783	64.1%	496,105	9.6%	6,451,844	773,061	6,574,753	122,909	6,679,261	104,508
	Other Expenses													
		Communications	852,416	850,637	773,636	8.7%	(77,001)	(9.1)%	775,736	2,100	775,736	0	775,736	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	(80,106)	(78,864)	(78,864)	-0.9%	0	0.0%	(78,864)	0	(78,864)	0	(78,864)	0
		Meals & Travel	7,577	13,459	13,909	0.2%	450	3.3%	14,209	300	14,209	0	14,209	0
		Office Equipment & Furniture	285,576	232,773	322,823	3.6%	90,050	38.7%	325,823	3,000	304,823	(21,000)	304,823	0
		Office Supplies & Expenses	18,515	24,656	24,956	0.3%	300	1.2%	25,556	600	25,556	0	25,556	0
		Other	594	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	311,193	390,157	354,023	4.0%	(36,134)	(9.3)%	354,023	0	354,023	0	354,023	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	1,650,433	1,646,189	1,736,007	19.6%	89,818	5.5%	1,754,477	18,470	1,975,662	221,185	1,951,482	(24,180)
		Staff Development & Training	37,682	73,141	77,141	0.9%	4,000	5.5%	83,141	6,000	81,641	(1,500)	81,641	0
		Utilities & Fuel	188	1,230	1,230	0.0%	0	0.0%	1,230	0	1,230	0	1,230	0
		Total Other Expenses	3,084,068	3,153,378	3,224,861	36.4%	71,483	2.3%	3,255,331	30,470	3,454,016	198,685	3,429,836	(24,180)
Total Information & Technology Mgmt.			7,598,655	8,293,991	8,860,318	100.0%	566,327	6.8%	9,662,549	802,231	9,984,143	321,594	10,064,471	80,328

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
ITM															
Reception / Clerk (conversion from PT to FT)*	FT	0.31	65,755	(65,755)	0			0.31	0	3,288		3,452		3,625	
ITM Client Support Analyst	FT	1.00	100,439		100,439			1.00	100,439	(1,415)		4,813		5,055	
ITM Technology Specialists	FT	2.00	239,382		239,382			2.00	239,382	(906)		11,649		12,231	
* Net impact is nil as budget was offset by conversion of PT and Professional Fees															

Recognized 2015 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
ITM													
New Property Tax System (conversion from Property Tax Dept. PT to FT)	FT	1.00	108,439	(30,300)	78,139			1.00	78,139		5,422		5,693
EDMS Business Analyst	FT	2.00	252,337		252,337			2.00	252,337		877		12,470
EDMS Technical SME	FT	1.00	126,168		126,168			1.00	126,168		439		6,235
Client Support Analysts - Audio/Video	FT	1.00	97,422		97,422			1.00	97,422		(1,519)		4,705

Revenue and Expenditure Summary

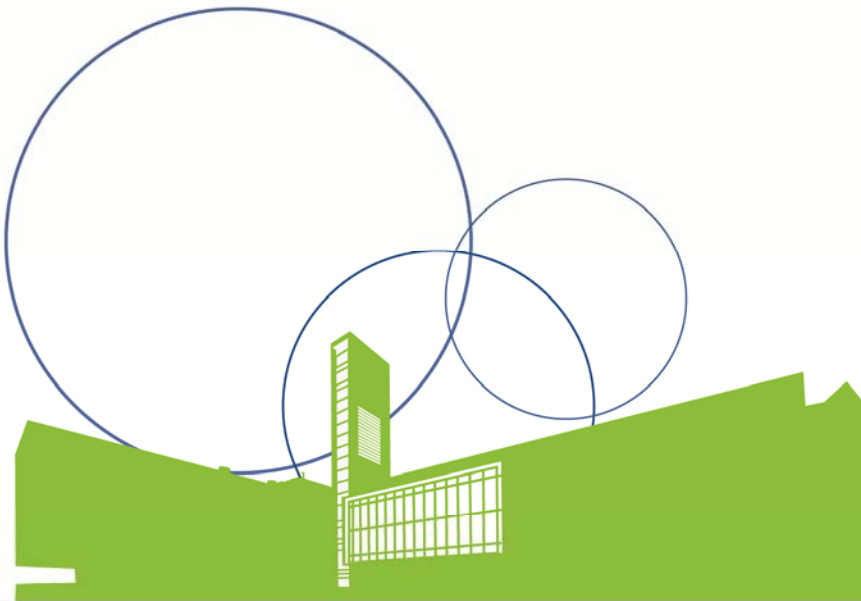
2014 Operating Budget & 2015-2017 Opearting Plan

Recognized 2016 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
/TM Property Tax System - system maintenance								160,000			
			160,000		160,000				160,000		

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Information Technology Management	2014	IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		350,000					350,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		351,400					351,400	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		349,300					349,300	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide				154,500			154,500	
		2014 Total					1,050,700		154,500			1,205,200	
	2015	IT-2502-14	Electronic Document Management System	Technology	City-Wide				655,000			655,000	369,274
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		350,000					350,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		390,900					390,900	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		388,800					388,800	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide				154,500			154,500	
	2015 Total						1,129,700		809,500			1,939,200	369,274
	2016	IT-2502-14	Electronic Document Management System	Technology	City-Wide				360,000			360,000	
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		360,000					360,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		391,400					391,400	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		389,300					389,300	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide				154,500			154,500	
	2016 Total						1,140,700		514,500			1,655,200	
	2017	IT-2502-14	Electronic Document Management System	Technology	City-Wide				300,000			300,000	
		IT-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide		360,000					360,000	
		IT-3017-13	Enterprise Telephone System Assets Renewal	Technology	City-Wide		391,400					391,400	
		IT-3019-13	Central Computing Infrastructure Renewal	Technology	City-Wide		389,300					389,300	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide				154,500			154,500	
	2017 Total						1,140,700		454,500			1,595,200	
Information Technology Management Total							4,461,800		1,933,000			6,394,800	369,274

Commissioner of Engineering and Public Works



Commissioner of Engineering and Public Works



Paul Jankowski

Commissioner's Message:

The Engineering and Public Works Commission support the City's strategic goals of demonstrating excellence in service delivery, managing our corporate assets, managing growth and leading and promoting environmental sustainability. The key priorities and objectives for each of the departments support these goals.

The **Development/Transportation Engineering Department** key priorities and objectives for 2014 are:

- Complete the Water, Wastewater and Stormwater Master Plans
- Implement key projects identified in the Transportation Master Plan in support of growth
- Collaborate with other levels of government to continue to support the expansion of the GO System and public/rapid transit
- Support the plan to build a dynamic Vaughan Metropolitan Centre

The **Engineering Services Department** key priorities and objectives for 2014 are:

- Build infrastructure to facilitate the Vaughan Hospital Precinct Development
- Implementation of the next phase of the Corporate Asset Management Strategy
- Develop and deliver an annual capital plan to maintain City's assets in a state of good repair

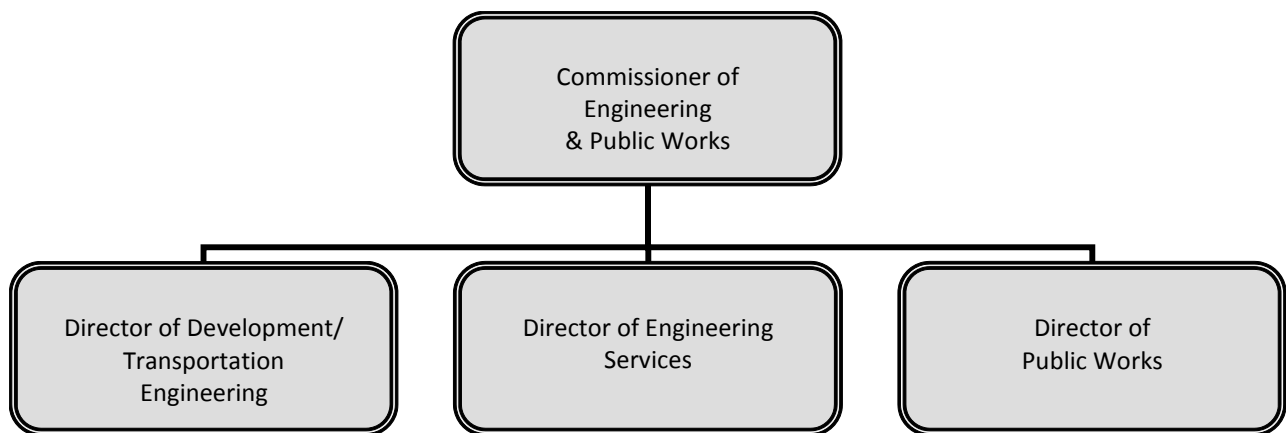
The **Public Works Department** key priorities and objectives for 2014 are:

- Delivery of safe drinking water
- Development of a Sewer Use By-Law
- Provide for safe roads through winter maintenance activities within established levels of service
- Collect solid waste and promote waste diversion programs
- Provide citizen focused service through responsive and timely services

Paul Jankowski, P. Eng.

Commissioner of Engineering & Public Works

Commissioner of Engineering And Public Works

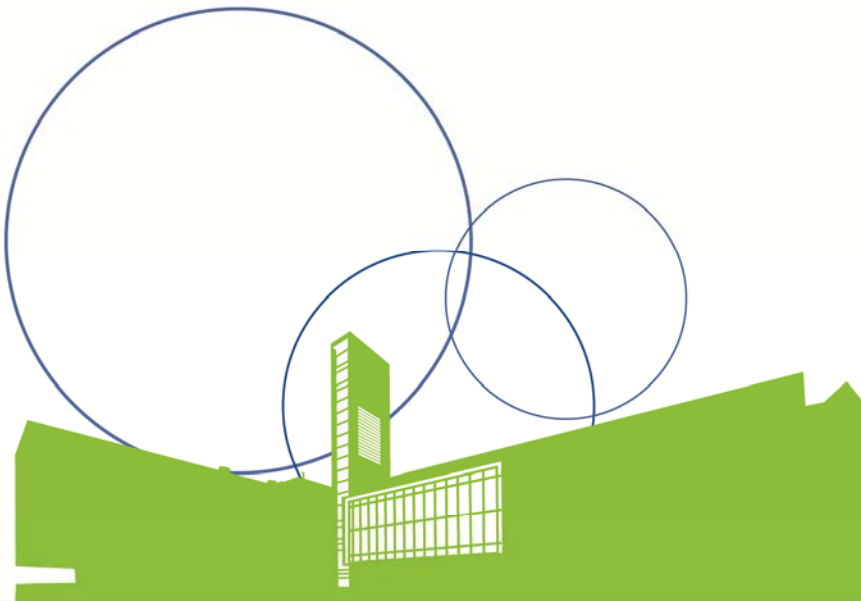


Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Comm. of Engineering & PWs														
	Labour Costs													
		Staffing Costs (incl Benefits)	367,498	472,463	489,439	95.0%	16,976	3.6%	505,138	15,699	517,691	12,553	527,194	9,503
	Other Expenses													
		Communications	1,078	2,340	2,340	0.5%	0	0.0%	2,340	0	2,340	0	2,340	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	697	1,675	1,675	0.3%	0	0.0%	1,675	0	1,675	0	1,675	0
		Office Equipment & Furniture	542	1,700	1,700	0.3%	0	0.0%	1,700	0	1,700	0	1,700	0
		Office Supplies & Expenses	704	1,520	1,520	0.3%	0	0.0%	1,520	0	1,520	0	1,520	0
		Operating Leases	4,076	8,910	8,910	1.7%	0	0.0%	8,910	0	8,910	0	8,910	0
		Other	60	120	120	0.0%	0	0.0%	120	0	120	0	120	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	2,916	6,000	6,000	1.2%	0	0.0%	6,000	0	6,000	0	6,000	0
		Utilities & Fuel	2,848	3,505	3,505	0.7%	0	0.0%	3,505	0	3,505	0	3,505	0
		Total Other Expenses	12,921	25,770	25,770	5.0%	0	0.0%	25,770	0	25,770	0	25,770	0
	Total Expenses		380,418	498,233	515,209	100.0%	16,976	3.4%	530,908	15,699	543,461	12,553	552,964	9,503
Total Comm. of Engineering & PWs			380,418	498,233	515,209		16,976	3.4%	530,908	15,699	543,461	12,553	552,964	9,503

Development Transportation Engineering



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Development & Transportation Engineering Department (DTE) is responsible for the long-range planning of the City's new municipal infrastructure required for the principal Public Works lines of business; transportation, water, wastewater, storm water and solid waste collection service; and the review, approval and construction inspection of all new municipal services assumed through residential, industrial and commercial development in the City.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Residents and business owners in new developments will be provided with well planned, designed and constructed municipal infrastructure (road, sewer, watermain and storm water management facilities) that are sustainable and meet City standards;
2. Development industry will be provided with an expeditious and collaborative engineering review and approval process for development applications within defined service standards;
3. Managed and coordinated expansion of the City's municipal infrastructure in accordance with City standards and policies and good engineering practices to support urban growth;
4. A local transportation network in new development that provides for all modes of sustainable travel while supporting the upper tier government transportation and transit initiatives; and
5. Competent knowledgeable staff that are accessible and responsive to needs of its stakeholders.

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - DTE Staff undertake comprehensive review of development applications in accordance with defined service standards, facilitating the timely implementation of well-planned, designed and constructed communities.
2. Manage Growth & Economic Well-Being
 - DTE supports growth and economic well-being by reviewing and commenting on development applications and ensuring that new development is adequately serviced by City infrastructure.
 - DTE staff facilitates urban development by working collaboratively with the public, landowners, developers, agencies and upper tier governments.
 - DTE administers the engineering component of the Development Charges and cost recovery agreements
3. Manage Corporate Assets
 - DTE staff ensures the design and construction of new municipal infrastructure meets City engineering standards and criteria, effectively managing the City's linear infrastructure.
 - DTE objective is to optimize the use of existing City infrastructure to support urban growth
4. Lead and Promote Environmental Sustainability
 - DTE staff ensures that sustainability principles and measures are considered in the design and construction of new municipal services.
 - DTE pursues innovative approaches and techniques to address construction related activities

2014-17 Business Plan

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	38	41	5	-	-	-
Part Time	0.06	0.06	-	-	-	-
Overtime	\$45,422	\$45,422	\$10,000	-	-	-

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- **Staff Resources**
 - Reduced staffing level over the last two years has had a significant impact on service delivery and limited the Departments ability to advance new initiatives and projects.
 - OMB appeals continue to put strain on key staff in the department
 - Additional resources are needed to meet expected service levels, new regulatory requirements and to implement the City's Transportation and Servicing Master Plans.
 - Effective teamwork and collaboration within the department is good
 - Continuous need for staff professional development to keep ahead of the learning curve associated with new forms of development and regulatory changes
- **Service Delivery**
 - DTE assumed the responsibility for the administration of lot grading and pool enclosure permits in July 2013 to facilitate the building permit process and complaint tracking and resolution
 - Completed a comprehensive update of the Engineering Design Criteria & Standards document and the Environmental Site Assessment policy to streamline the design and development process.
 - The complexity of development applications has increased with the introduction of more intensified forms of development
 - Staff is evolving its work processes to be more collaborative and facilitative with the development industry.
 - Working to improve communication and collaboration is required for complex cross-departmental projects

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- **Growth Management**
 - Transition work processes and staff competencies from traditional forms of residential development (low density) to a higher density/intensification built form
 - Realign the City's allocation strategy to reflect growth management in the New Official Plan
 - Collaborate with other City Departments and Region to manage and facilitate development in the Vaughan Metropolitan Centre and other intensification corridors
 - Implementation of the City-wide water, wastewater and stormwater Master Plans
 - Work with upper tier governments to facilitate highway extensions/improvements (Hwy 427, GTA West, 407, etc.)
 - Implement the City-wide Transportation Master Plan in partnership with other governments and agencies including facilitating the design and construction of the TYSSE and VivaNext BRT
 - Review Block Plans & MESP for Blocks 40/47, 55 and 59.

2014-17 Business Plan

- Participate in OMB mediation and hearings associated with the City's new Official Plan, Secondary Plans and development applications
- **Continuous Improvement**
 - Enhance current work processes such as subdivision agreements, lot grading and others
 - Be an industry leader by collaborating effectively with internal and external partners and expanding liaison role with external agencies
 - Improve prioritization of tasks and responsibilities to enhance department service delivery
 - Encourage learning, training & professional development opportunities
- **Service Delivery**
 - The complexity of development applications has increased with the introduction of more intensified forms of development
 - Opportunities need to be explored to improve flexibility in approval processes, quality control systems, delegation of duties and administrative processes to realize efficiencies in work processes
 - Respond to future changes in Regional and Provincial policies and legislation

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Need to undertake a comprehensive review of fees and charges related to Development/Transportation Engineering activities to ensure that development pays for development

Work Plan

Business Plan Objectives: *List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Implement the City's Transportation Master Plan	<ul style="list-style-type: none"> ○ Commence the Class EA for the planned Colossus Bridge, Kirby Road Link, Portage Pkwy extension and Huntington Road widening ○ Commence the preparation of a new City-wide Pedestrian and cycling strategy 	Q4	ARR request for additional FTE
Collaborate with other levels of government to continue to support the expansion of the GO System and public/rapid transit	<ul style="list-style-type: none"> ○ Continue to coordinate and facilitate the design and construction of the rapid transit projects and construction of the Spadina Subway Extension and the Highway 7 BRT 	Q4	Existing complement & Consultant

2014-17 Business Plan

Effectively manage the City's infrastructure	<ul style="list-style-type: none"> ○ Complete the city-wide water, wastewater and SWM master plan 	Q2	Existing complement & Consultant
Support the plan to build a dynamic Vaughan Metropolitan Centre	<ul style="list-style-type: none"> ○ Complete the Class EA for the Black Creek Channel ○ Commence the design of the Black Creek SWMP Retrofit ○ Commence the development of a parking strategy for the VMC ○ Coordinate the design of the widening and reconstruction of Millway Avenue north of Applemill Road in conjunction with the YRT Bus Terminal project ○ Work with the Region, MTO and stakeholders to implement the findings of the Highway 7/400 Joint Transportation Study ○ Establish an inter-municipal working group to discuss issues related to high density development 	Q4	ARR request for additional FTE plus existing complement & Consultant

2015 Initiatives

Implement the City's Transportation Master Plan	<ul style="list-style-type: none"> ○ Commence the Hwy400/OPA637/GTA West connectivity study in partnership with the Region. ○ Develop a City-wide Transportation Demand Management Strategy for new development ○ Continue to work on the Class EA's for the planned Colossus Bridge, Kirby Road Link, Portage Pkwy extension and Huntington Road widening 	Q4	Existing staff plus consultant and/or contract staff
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2014-17 Business Plan

	<ul style="list-style-type: none"> Complete the preparation of a new City-wide Pedestrian and cycling strategy 		
Collaborate with other levels of government to continue to support the expansion of the GO System and public/rapid transit	<ul style="list-style-type: none"> Continue to coordinate and facilitate the design and construction of the rapid transit projects and construction of the Spadina Subway Extension and the Highway 7 BRT 	Q4	Existing Complement
Effectively manage the City's infrastructure	<ul style="list-style-type: none"> Update the City's water and wastewater models 	Q4	Existing Complement
Support the plan to build a dynamic Vaughan Metropolitan Centre	<ul style="list-style-type: none"> Commence the design of the Black Creek Channel Complete the development of a parking strategy for the VMC Continue to coordinate the design of the widening and reconstruction of Millway Avenue north of Applemill Road in conjunction with the YRT Bus Terminal project 	Q4	ARR request for additional FTE

2016 Initiatives

Implement the City's Transportation Master Plan	<ul style="list-style-type: none"> Continue to work on on-going road environmental assessment studies 	Q4	Existing Complement and consultant
Collaborate with other levels of government to continue to support the expansion of the GO System and public/rapid transit	<ul style="list-style-type: none"> Continue to coordinate and facilitate the design and construction of the rapid transit projects 	Q4	Existing Complement
Support the plan to build a dynamic Vaughan Metropolitan Centre	<ul style="list-style-type: none"> Advance the design and construction of the Black Creek Channel and SWMP 	Q4	Existing Complement and consultant

2017 Initiatives

Implement the City's Transportation Master Plan	<ul style="list-style-type: none"> Continue to work on on-going road environmental assessment studies 	Q4	Existing Complement and consultant
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2014-17 Business Plan

Collaborate with other levels of government to continue to support the expansion of the GO System and public/rapid transit	<ul style="list-style-type: none"> Continue to coordinate and facilitate the design and construction of the rapid transit projects and construction of the Highway 7 BRT 	Q4	Existing Complement
Support the plan to build a dynamic Vaughan Metropolitan Centre	<ul style="list-style-type: none"> Advance the design and construction of the Black Creek Channel and SWMP 	Q4	Existing Complement and consultant

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
# of executed agreements / FTE	6.4	8.8	4.6	5.4	3
# of site plans and Committee of Adjustment applications per FTE	Dev apps: 25.9 CoA: 172.5	Dev apps: 30.1 CoA: 133.5	Dev apps: 24.3 CoA: 183.5	Dev apps: 31.8 CoA: 180	Dev apps: 28 CoA: 185
Construction value for processed subdivision agreements / FTE	\$91M	\$57M	\$19M	\$98M	\$49M
# of grading permits / FTE	818	768	750	408	618
# of studies / FTE	Eng: 8.5 Trans: 11.6	Eng: 8.5 Trans: 9	Eng: 9 Trans: 18.5	Eng: 9.5 Trans: 21	Eng: 9.2 Trans: 18.3
# of complaints resolved	608	817	543	665	665
EFFECTIVENESS: How well do we do it?					
SERVICE QUALITY: Is anyone better off?					

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Number of executed agreements, site plans, CoA applications, grading permits, and studies per FTE are steady or in decline
- Construction value of processed subdivision agreements continues to fluctuate
- Number of complaints resolved annually is expected to remain consistent with previous years

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

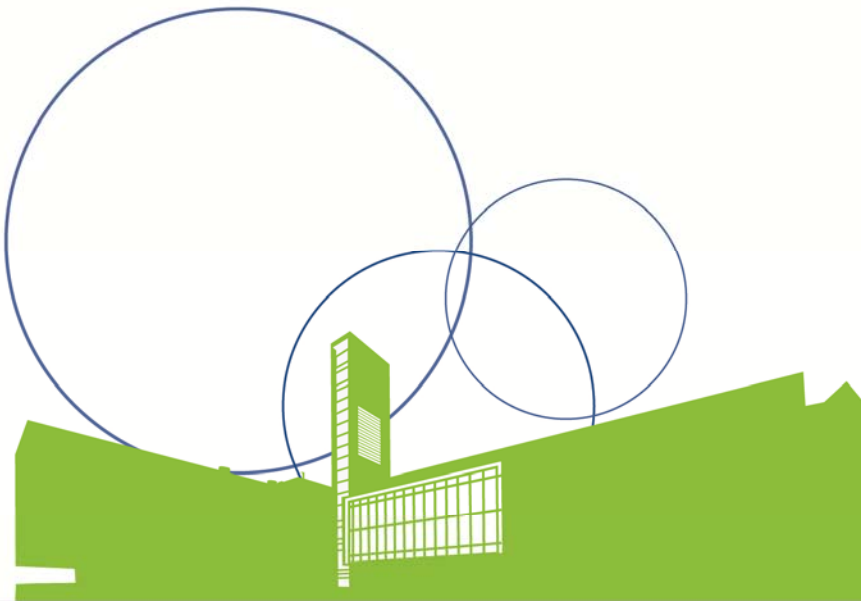
Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Develop&Transport Engineering														
Revenue														
		Dept. Misc. Revenues	1,655	12,644	18,848	0.3%	6,204	49.1%	19,286	438	19,724	438	20,062	338
		Infill Lot Grading	188,200	206,856	265,728	4.1%	58,872	28.5%	271,226	5,498	276,724	5,498	281,025	4,301
		Reserves Revenue	817,059	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	27,357	184,528	189,012	2.9%	4,484	2.4%	100,000	(89,012)	100,000	0	100,000	0
		Trsf. fm Res & Res Funds	4,127,118	4,860,133	5,942,594	92.6%	1,082,461	22.3%	5,994,594	52,000	6,191,594	197,000	6,160,594	(31,000)
		Total Revenue	5,161,390	5,264,161	6,416,182	100.0%	1,152,021	21.9%	6,385,106	(31,076)	6,588,042	202,936	6,561,681	(26,361)
Labour Costs														
		Staffing Costs (incl Benefits)	3,575,469	4,452,767	5,065,253	95.4%	612,486	13.8%	5,156,580	91,327	5,263,748	107,168	5,190,602	(73,146)
Other Expenses														
		Communications	8,184	10,160	10,000	0.2%	(160)	(1.6)%	9,000	(1,000)	9,000	0	9,000	0
		General Mtce & Repairs	0	250	250	0.0%	0	0.0%	250	0	250	0	250	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	8,663	12,200	13,000	0.2%	800	6.6%	10,500	(2,500)	10,500	0	10,500	0
		Office Equipment & Furniture	34,335	16,800	46,700	0.9%	29,900	178.0%	3,500	(43,200)	3,500	0	3,500	0
		Office Supplies & Expenses	17,358	21,700	25,450	0.5%	3,750	17.3%	25,450	0	25,450	0	25,450	0
		Other	573	1,238	1,098	0.0%	(140)	(11.3)%	1,098	0	1,098	0	1,098	0
		Professional Fees	12,317	15,760	16,000	0.3%	240	1.5%	16,000	0	16,000	0	16,000	0
		Reserve Transfers	827,059	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	23,027	50,000	50,000	0.9%	0	0.0%	50,000	0	50,000	0	50,000	0
		Staff Development & Training	36,645	55,100	62,000	1.2%	6,900	12.5%	61,750	(250)	61,750	0	61,750	0
		Tools & Equipment	1,848	3,500	4,500	0.1%	1,000	28.6%	4,500	0	4,500	0	4,500	0
		Utilities & Fuel	11,528	15,057	15,057	0.3%	0	0.0%	15,057	0	15,057	0	15,057	0
		Total Other Expenses	981,537	201,765	244,055	4.6%	42,290	21.0%	197,105	(46,950)	197,105	0	197,105	0
		Total Expenses	4,557,006	4,654,532	5,309,308	100.0%	654,776	14.1%	5,353,685	44,377	5,460,853	107,168	5,387,707	(73,146)
Total Develop&Transport Engineering			(604,383)	(609,629)	(1,106,874)		(497,245)	81.6%	(1,031,421)	75,453	(1,127,189)	(95,768)	(1,173,974)	(46,785)

2014 ARR															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Transportation Engineer	FT	1.00	127,490	(127,490)	0			1.00	0	-	(3,176)	-	6,116	-	6,422
Engineering Assistant	FT	1.00	103,238	(103,238)	0			1.00	0	-	(4,388)	-	4,842	-	5,085
Development Coordinator	FT	1.00	116,896	(116,896)	0			1.00	0	-	(3,705)	-	5,560	-	5,838
Municipal Service Inspector	FT	1.00	106,386	(106,386)	0			1.00	0	-	(2,341)	-	5,102	-	5,357
Administrative Assistant	FT	1.00	86,505	(86,505)	0			1.00	0	-	(5,162)	-	4,030	-	4,231

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Development Transportation Engineering	2014	DT-7097-14	Pedestrian and Cycle Strategy	Growth/Studies	City-Wide	414,575						414,575	
		DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	245,140						245,140	
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250						77,250	
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500						51,500	
		DT-7112-14	Kirby Road Municipal Class EA	Growth/Studies	Ward 1	891,980						891,980	
		DT-7131-14	Clark Avenue West Cycle Facility Design and Construction	Growth/Development	Ward 5			327,000				327,000	
		DT-7135-14	Coldspring Road and Stevenson Avenue Construction	Additional Funding	Ward 1	206,000						206,000	
		DT-7136-14	McNaughton Road Construction	Additional Funding	Ward 4	236,900						236,900	
	2014 Total					2,123,345		327,000				2,450,345	
	2015	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	305,910						305,910	
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250						77,250	
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500						51,500	
		DT-7113-15	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	Growth/Studies	Ward 1	247,200						247,200	
		DT-7114-15	Portage Parkway - Applewood to Jane/ Detailed Design	Growth/Development	Ward 4	428,480						428,480	
		DT-7120-13	Black Creek Renewal	Growth/Development	Ward 4	5,123,979				2,040,000		7,163,979	
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	Ward 4	856,903				2,284,250		3,141,153	
		DT-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	Ward 1	1,887,797						1,887,797	
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	Ward 1	384,270						384,270	
		DT-7125-15	OPA 620 (Steeles West) East - West Collector Road	Growth/Development	Ward 4	600,000						600,000	
		DT-7134-15	Huntington Road Construction - Langstaff Road to Rutherford Road	Growth/Development	Ward 2	2,429,000						2,429,000	
	2015 Total					12,392,289				4,324,250		16,716,539	
	2016	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	246,170						246,170	
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250						77,250	
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500						51,500	
		DT-7120-13	Black Creek Renewal	Growth/Development	Ward 4	5,320,388				13,796,739		19,117,127	
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth/Development	Ward 4	856,903				2,284,250		3,141,153	
		DT-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	Ward 1	1,887,797						1,887,797	
		DT-7124-15	Block 61 CP Railway Pedestrian Crossing	Growth/Development	Ward 1	1,105,103						1,105,103	
	2016 Total					9,545,111				16,080,989		25,626,100	
	2017	DT-7098-14	Pedestrian and Bicycle Network Implementation Program	New Infrastructure	City-Wide	250,000						250,000	
		DT-7104-13	TMP Education, Promotion, Outreach and Monitoring	Growth/Studies	City-Wide	77,250						77,250	
		DT-7108-13	School Travel Planning Measures	Growth/Development	City-Wide	51,500						51,500	
		DT-7120-13	Black Creek Renewal	Growth/Development	Ward 4	5,320,388				13,796,739		19,117,127	
		DT-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth/Development	Ward 1	1,887,797						1,887,797	
	2017 Total					8,692,038				13,796,739		22,488,777	
Development Transportation Engineering Total					32,752,783		327,000		34,201,978		67,281,761		

Engineering Services



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Engineering Services Department manage the assets that provide the delivery of City services within the roads, water, sanitary sewer and storm water business areas. Infrastructure renewal and replacement is also carried out to ensure the optimum performance of the assets that support these four lines of business. Within the Department, the Traffic Engineering division focuses on the safety of pedestrians, cyclists and drivers on City owned roads, sidewalks and walkways by conducting traffic assessments and managing the traffic signal network, pavement markings and roadway signage.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Manage the municipal transportation network to ensure safe operations
2. Monitor and assess the assets to ensure they are meeting service standards within the business areas of roads, water, sanitary sewers and storm water service delivery

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Manage Corporate Assets
 - Engineering Services is responsible for guiding the development of a Corporate Asset Management Strategy
2. Ensure Financial Sustainability
 - The Department routinely delivers capital infrastructure projects on-time and on-budget
3. Promote Community Safety, Health & Wellness
 - The Department conducts traffic assessments and manages traffic control devices (signals, signs and pavement markings) to promote safe usage of the City's transportation network
4. Demonstrate Excellence in Service Delivery
 - Staff members respond promptly to service requests and inquiries, and are developing pro-active approaches to customer service

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	34.33	35	1	-	-	-
Part Time	2	2	-	-	-	-
Overtime	\$61,230	\$63,407	-	-	-	-

2014-17 Business Plan

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Communication
 - Effective communication within the department
 - Opportunity to enhance communication between departments within the Commission
- Staff Excellence
 - Strong project management systems and skills that target infrastructure renewal/replacement
 - Effective leadership to guide delivery of services within the roads, water, sanitary sewer and storm water business areas
- Strategic Planning
 - Opportunity to improve visioning and developing future priorities to support the four business areas
 - Proper benchmarking with other municipalities is difficult due to resource constraints and limited data

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Technology
 - New technologies will enable improved decision making and more effective service delivery
- Education
 - Explore opportunities to improve public awareness and understanding regarding delivery of services within the four business areas
- Project Management
 - Optimize project prioritization to enhance positive impacts on the community
 - Implementation of the Transportation Master Plan and the Pedestrian and Cycling Master Plan will challenge the Transportation and Traffic Engineering Divisions to create new infrastructure solutions
- Future Infrastructure Needs
 - Asset Management System will require extensive collaboration with a variety of internal stakeholders
 - Providing appropriate infrastructure to accommodate development and intensification will become more difficult in the future
 - Effective planning, delivery, and funding of the capital program continues to be a challenge as linear infrastructure ages and climatic conditions change

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Further refinement and identification of costs for the Corporate Asset Management initiative & associated impacts on capital and operating budgets
- Future costs associated with asset rehabilitation and replacement are expected to increase
- It is anticipated that there will be reduced availability of gas tax funds for conducting engineering projects
- Develop programs to ensure condition assessment of all linear infrastructure is routinely undertaken

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Vaughan Healthcare Centre	Assist in development of the City lands to create an urban healthcare precinct	Q4	
Effectively manage traffic on the City's roads and sidewalks	Develop and implement programs to improve pedestrian safety	Q3	
	Continue implementation of the <i>Active Routes are the Way to Go</i> program	Q2	
	Develop a program to manage traffic data	Q4	
Develop the Corporate Asset Management Strategy	Obtain Council approval for a specific Asset Management Strategy and implementation framework for this initiative	Q1	
Deliver capital projects on-time and on-budget	Develop and deliver projects in conformity with a multi-year capital budget plan for all City-owned linear infrastructure	Q4	
Enhance customer service	Establish department guidelines for responses to traffic and construction related inquiries	Q4	
2015 Initiatives			
Develop the Corporate Asset Management Strategy	Issue RFPs for implementation of Computerized Work Management System and Asset Management System	Q2	
Effectively manage traffic on the City's roads and sidewalks	Report on effectiveness of the <i>Active Routes are the Way to Go</i> program	Q2	
2016 Initiatives			
Develop the Corporate Asset Management Strategy	Develop and begin implementation of strategy to address data gaps for asset classes within the Commission	Q4	

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Watermain Metallic Pipe Remaining (km)	N/A	116	112.5	109	107.9
# of Traffic Studies Completed	205	285	213	300	325
Total Capital Budget Expenditures	\$22,197,614	\$7,433,487	\$12,735,567	\$14,000,000	\$18,000,000
Number of Road Occupancy Permits and Municipal Consents	MC: 187 ROP: 2769	MC: 172 ROP: 3120	MC: 195 ROP: 4071	MC: 238 ROP: 4200	MC: 240 ROP: 4200
EFFECTIVENESS: How well do we do it?					
% of Budgeted Design Completed Within Current Budget Year	73%	91%	92%	93%	95%
Final Contract Price as a % of Tendered Price and # of Projects that Exceed Purchase Order	99%	104% / 1	100% / 2	100% / 1	100% / 1
SERVICE QUALITY: Is anyone better off?					
Pavement Management Program – Level of Service (PCI score)	92.22	89.28	88.19	87.13	86.44

Key Performance Indicators Conclusion: Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.

- Continued investment in infrastructure renewal and replacement will be needed to support the delivery of services within the roads, water, sanitary sewer and storm water business areas
- The Department continues to deliver the majority of capital infrastructure projects on-budget and on-time
- The population growth has resulted in an increase in the number of traffic studies, year over year
- The number of ROP permits issued has increased, placing greater demands on managing the municipal right-of-way

Department Head
Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure

2014 Operating Budget & 2015 - 2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Engineering Services														
	Revenue													
		Dept. Misc. Revenues	15,127	13,050	13,300	5.2%	250	1.9%	13,670	370	14,040	370	14,410	370
		Rev. frm Recov. Exp - Pd Duty	218,414	237,843	243,434	94.8%	5,591	2.4%	250,843	7,409	258,422	7,579	262,753	4,331
		Trsf. fm Res & Res Funds	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	233,541	250,893	256,734	100.0%	5,841	2.3%	264,513	7,779	272,462	7,949	277,163	4,701
	Labour Costs													
		Staffing Costs (incl Benefits)	3,202,951	3,621,263	3,773,245	83.0%	151,982	4.2%	3,893,016	119,771	3,950,336	57,320	3,984,154	33,818
	Other Expenses													
		Communications	8,486	12,437	12,437	0.3%	0	0.0%	12,187	(250)	12,187	0	12,187	0
		Community Advertising & Promotion	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	10,288	22,672	24,172	0.5%	1,500	6.6%	24,172	0	24,172	0	24,172	0
		Office Equipment & Furniture	52,380	45,281	40,281	0.9%	(5,000)	(11.0)%	36,281	(4,000)	36,281	0	36,281	0
		Office Supplies & Expenses	21,184	38,956	36,956	0.8%	(2,000)	(5.1)%	36,956	0	36,956	0	36,956	0
		Operating Leases	10,454	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	208	300	300	0.0%	0	0.0%	300	0	300	0	300	0
		Professional Fees	7,245	15,305	135,305	3.0%	120,000	784.1%	135,305	0	135,305	0	135,305	0
		Reserve Transfers	20,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	239,819	461,629	427,800	9.4%	(33,829)	(7.3)%	433,417	5,617	439,174	5,757	444,931	5,757
		Staff Development & Training	26,760	62,345	59,845	1.3%	(2,500)	(4.0)%	58,845	(1,000)	58,845	0	58,845	0
		Tools & Equipment	8,442	11,932	11,932	0.3%	0	0.0%	11,932	0	11,932	0	11,932	0
		Utilities & Fuel	17,662	23,617	23,617	0.5%	0	0.0%	23,617	0	23,617	0	23,617	0
		Total Other Expenses	422,928	694,474	772,645	17.0%	78,171	11.3%	773,012	367	778,769	5,757	784,526	5,757
	Total Expenses		3,625,879	4,315,737	4,545,890	100.0%	230,153	5.3%	4,666,028	120,138	4,729,105	63,077	4,768,680	39,575
Total Engineering Services			3,392,338	4,064,844	4,289,156		224,312	5.5%	4,401,515	112,359	4,456,643	55,128	4,491,517	34,874

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Roads Asset Management Coordinator	FT	1.00	111,896	(111,896)	0			1.00	0	-	45	-	5,560	-	5,838
Pavement Markings - Rural Roads		0.00	80,000	(80,000)	0			0.00	0	-	0	-	0	-	0
Outsource some traffic data collection		0.00	80,000	(80,000)	0			0.00	0	-	0	-	0	-	0

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
Engineering Services	2014	EN-1837-14	Walkway Lighting - Mountbatten Road	New Infrastructure	Ward 5						30,000	30,000		
		EN-1851-14	Traffic Data Collection Inventory	Asset Management Technology	City-Wide				329,600			329,600		
		EN-1864-14	Walkway Lighting - Aberdeen Avenue and Andrea Lane	New Infrastructure	Ward 3						30,000	30,000		
		EN-1879-14	Storm Water Management Facility for Gallanough Park	New Infrastructure	Ward 5			1,000,000				1,000,000		
		EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - King Vaughan Road	Infrastructure Replacement	Ward 1			150,000				150,000		
		EN-1904-14	Culvert Replacement - Merino Road	Infrastructure Replacement	Ward 1		669,500					669,500		
		EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3, Ward 4					51,500		51,500		
		EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 5					51,500		51,500		
		EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		37,080			40,170		77,250		
		EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 3		166,860			39,140		206,000		
		EN-1940-13	2014 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward1, Ward 2, Ward 3, Ward 4			3,729,000				3,729,000		
		EN-1941-13	2014 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 5					2,987,000		2,987,000		
		EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 2		1,370,230			2,337,770		3,708,000		
		EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 5		2,227,880			824,010		3,051,890		
		EN-1958-13	Corporate Asset Management	Priority Initiative	City-Wide			2,620,320				2,620,320		
		EN-1965-14	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 1	New Infrastructure	Ward 1, Ward 2, Ward 3	927,000						927,000		
		EN-1981-14	Sidewalk & Street Lighting on Bathurst Street - Teston Rd to Woodland Acres Cres	New Infrastructure	Ward 1						129,800	129,800		
		EN-1983-14	Street Lighting on Teston Road - Hwy 400 to Jane Street	New Infrastructure	Ward 1	175,162						175,162		
		EN-1987-14	Retaining Wall Conditional Assessment on Royalpark Way	Infrastructure Replacement	Ward 2					128,750		128,750		
		EN-1988-14	Culvert Rehabilitation on Balwin Avenue - Additional Creek Rehabilitation	Infrastructure Replacement	Ward 4					56,650		56,650		
		EN-1990-14	Railway Crossing Safety Assessment - City Wide	Studies	City-Wide				192,610			192,610		
		EN-1993-14	Bridge Rehabilitation - Willis Road	Infrastructure Replacement	Ward 2						165,000	165,000		
		EN-1994-14	Bridge Rehabilitation - North Johnson District Park	Infrastructure Replacement	Ward 2						72,600	72,600		
		EN-1995-14	Storm Water Management Improvements for Franklin Avenue	Infrastructure Replacement	Ward 5						599,500	599,500		
	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	New Infrastructure	Ward 3		430,000					430,000			
	2014 Total						1,102,162	4,901,550	7,499,320	522,210	6,516,490	1,026,900	21,568,632	
	2015	EN-1852-15	Drawing Index Enhancements	Asset Management Technology	City-Wide				103,000			103,000		
		EN-1886-15	Bridge Rehabilitation - Humber Bridge Trail	Infrastructure Replacement	Ward 1			800,000				800,000		
		EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Infrastructure Replacement	Ward 5			500,000				500,000		
		EN-1907-15	Creation of CAD Standards	Studies	City-Wide				51,500			51,500		
		EN-1912-14	2015 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3, Ward 4			2,544,659		863,211		3,407,870		
		EN-1913-14	2015 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 5					3,450,500		3,450,500		
		EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		743,897			805,888		1,549,785		
		EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 3		2,174,570			510,084		2,684,654		
		EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	Ward 3		216,300			92,700		309,000		
		EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 1, Ward 2, Ward 3					51,500		51,500		
EN-1918-15		2016 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5					51,500		51,500			
EN-1919-15		2016 Pavement Management Program - Phase 3	Infrastructure Replacement	Ward 1, Ward 2, Ward 4					51,500		51,500			

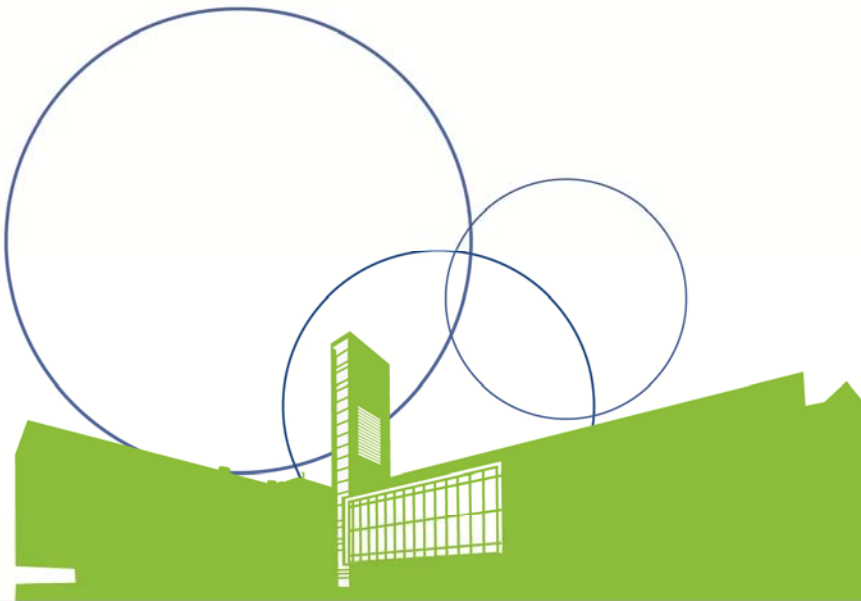
Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
		EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 2		140,492			86,108		226,600	
		EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 4		208,575			69,525		278,100	
		EN-1923-15	Municipal Structure Inspection and Reporting in 2015	Legal/Regulatory	City-Wide		123,600					123,600	
		EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure	Ward 4	37,080						37,080	
		EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure	Ward 1	20,600						20,600	
		EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	Ward 2		609,760			214,240		824,000	
		EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Infrastructure Replacement	Ward 2			500,000				500,000	
		EN-1957-15	Cycle Path Improvement on Islington Avenue - Rutherford Rd to Wycliffe Ave.	Growth/Development	Ward 2	123,600						123,600	
		EN-1959-15	Traffic Signal Installation - Chrislea Road and Northview Boulevard	New Infrastructure	Ward 3	180,250						180,250	
		EN-1960-13	Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	New Infrastructure	Ward 3	515,000						515,000	
		EN-1972-13	Active Transportation Facility and Streetlighting on Dufferin Street - Kirby Road to Teston Road	New Infrastructure	Ward 1	576,800						576,800	
		EN-1973-15	Streetscape for Concord West by York Region - Highway 7 and Keele Street	Growth/Development	Ward 4	221,253						221,253	
		EN-1979-15	Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	New Infrastructure	Ward 5	56,650						56,650	
		EN-1982-15	Sidewalk on Old Weston Road - Steeles Avenue West to Weston Road	New Infrastructure	Ward 3						55,000	55,000	
		EN-1992-15	Railway Crossing Improvements - CPR crossing at Huntington Road	New Infrastructure	Ward 1					402,215		402,215	
		EN-1993-14	Bridge Rehabilitation - Willis Road	Infrastructure Replacement	Ward 2					1,356,323	338,682	1,695,005	
	2015 Total					1,731,233	4,217,194	4,344,659	154,500	8,005,294	393,682	18,846,562	
	2016	EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - King Vaughan Road	Infrastructure Replacement	Ward 1			500,000				500,000	
		EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	Ward 3		3,024,613			1,296,263		4,320,876	
		EN-1917-15	2016 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 1, Ward 2, Ward 3			2,782,000				2,782,000	
		EN-1918-15	2016 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5					2,826,320		2,826,320	
		EN-1919-15	2016 Pavement Management Program - Phase 3	Infrastructure Replacement	Ward 1, Ward 2, Ward 4					2,243,340		2,243,340	
		EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 2		2,123,052			1,301,226		3,424,278	
		EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 4		2,625,992			875,331		3,501,323	
		EN-1930-15	Sidewalk on Keele Street - McNaughton Road to Teston Road	New Infrastructure	Ward 4	148,320						148,320	
		EN-1931-15	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	New Infrastructure	Ward 1	82,400						82,400	
		EN-1951-16	Sidewalk Upgrade on Jane Street - north of Teston Road	Infrastructure Replacement	Ward 1						100,000	100,000	
		EN-1952-16	Sidewalk Upgrade on Nashville Road - west of Klein's Circle	Infrastructure Replacement	Ward 1						135,000	135,000	
		EN-1973-15	Streetscape for Concord West by York Region - Highway 7 and Keele Street	Growth/Development	Ward 4	289,899						289,899	
		EN-1974-16	2017 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3					56,650		56,650	
		EN-1975-16	2017 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5					56,650		56,650	
		EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		258,200			195,000		453,200	
		EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 1		119,305			27,985		147,290	
		EN-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	New Infrastructure	Ward 2, Ward 3	56,650						56,650	
		EN-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	New Infrastructure	Ward 3	45,320						45,320	

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact	
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other			
Engineering Services	2016 Total	EN-1984-16	Street Lighting on Keele Street - Langstaff Road to Rutherford Road	New Infrastructure	Ward 1, Ward 4	84,975						84,975		
		EN-1986-16	Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/ 220 Basaltic Road	New Infrastructure	Ward 4			228,800				228,800		
		EN-1994-14	Bridge Rehabilitation - North Johnson District Park	Infrastructure Replacement	Ward 2						336,600	336,600		
	2017					707,564	8,151,162	3,510,800		8,878,765	571,600	21,819,891		
		EN-1867-17	Pedestrian Crossing Enhancement Program - Pavement Marking	Health & Safety	City-Wide				206,000			206,000		
		EN-1947-17	Pedestrian Connectivity Study	New Infrastructure	Ward 5				117,420			117,420		
		EN-1973-15	Streetscape for Concord West by York Region - Highway 7 and Keele Street	Growth/Development	Ward 4	2,559,429						2,559,429		
		EN-1974-16	2017 Pavement Management Program - Phase 1	Infrastructure Replacement	Ward 2, Ward 3			2,818,200				2,818,200		
		EN-1975-16	2017 Pavement Management Program - Phase 2	Infrastructure Replacement	Ward 1, Ward 4, Ward 5					4,305,400		4,305,400		
		EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	Ward 1		3,338,815			4,425,872		7,764,687		
		EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	Ward 1		1,344,566			315,392		1,659,958		
		EN-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	New Infrastructure	Ward 2, Ward 3	770,440						770,440		
		EN-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	New Infrastructure	Ward 3	362,560						362,560		
		EN-1984-16	Street Lighting on Keele Street - Langstaff Road to Rutherford Road	New Infrastructure	Ward 1, Ward 4	481,525						481,525		
		EN-1985-17	Sidewalk on Doney Crescent - Keele Street to Cul-de-sac	New Infrastructure	Ward 4						44,000	44,000		
		EN-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	New Infrastructure	Ward 4	198,275						198,275		
		EN-1996-17	Municipal Structure Inspection and Reporting in 2017	Legal/Regulatory	City-Wide			124,630				124,630		
		2017 Total					4,372,229	4,808,011	2,818,200	323,420	9,046,664	44,000	21,412,524	
	Engineering Services Total						7,913,188	22,077,917	18,172,979	1,000,130	32,447,213	2,036,182	83,647,609	

Public Works



Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Public Works - Operations														
	Revenue													
		Departmental Revenues	15,028	13,320	14,200	1.0%	880	6.6%	14,200	0	14,200	0	14,200	0
		Dept. Misc. Revenues	25	5,912	5,912	0.4%	0	0.0%	6,045	133	6,179	134	6,295	116
		General Revenue	131,076	130,412	132,354	9.8%	1,942	1.5%	134,805	2,451	137,256	2,451	139,707	2,451
		Rents and Concessions	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	124,806	125,579	126,673	9.3%	1,094	0.9%	127,408	735	128,160	752	130,331	2,171
		Service Charges	8,277	10,665	10,125	0.7%	(540)	(5.1)%	10,125	0	10,125	0	10,125	0
		Tourism/Rec'n Grant	1,046,384	1,025,120	1,067,320	78.7%	42,200	4.1%	1,088,660	21,340	1,110,430	21,770	1,132,640	22,210
		Trsf. fm Res & Res Funds	302,556	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		W&S Administration Revenue	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	1,628,151	1,311,008	1,356,584	100.0%	45,576	3.5%	1,381,243	24,659	1,406,350	25,107	1,433,298	26,948
	Labour Costs													
		Staffing Costs (incl Benefits)	5,500,395	5,778,847	6,052,200	19.8%	273,353	4.7%	6,213,817	161,617	6,437,703	223,886	6,591,401	153,698
	Other Expenses													
		Communications	22,417	31,486	33,460	0.1%	1,974	6.3%	33,460	0	33,460	0	33,460	0
		Community Advertising & Promotion	139,600	174,030	199,456	0.7%	25,426	14.6%	199,456	0	199,456	0	199,456	0
		Corporate Accounts	12,082	9,338	9,338	0.0%	0	0.0%	9,338	0	9,338	0	9,338	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	(4,397)	(98,024)	(25,480)	-0.1%	72,544	(74.0)%	(25,480)	0	(25,480)	0	(25,480)	0
		Meals & Travel	11,230	11,883	12,383	0.0%	500	4.2%	12,383	0	12,383	0	12,383	0
		Office Equipment & Furniture	26,580	37,526	54,276	0.2%	16,750	44.6%	37,276	(17,000)	37,276	0	37,276	0
		Office Supplies & Expenses	36,078	41,714	40,184	0.1%	(1,530)	(3.7)%	40,184	0	42,184	2,000	42,184	0
		Operating Leases	50,297	116,089	116,089	0.4%	0	0.0%	116,089	0	116,089	0	116,089	0
		Other	254	1,060	1,060	0.0%	0	0.0%	1,060	0	1,060	0	1,060	0
		Professional Fees	717	13,483	12,513	0.0%	(970)	(7.2)%	12,513	0	12,513	0	12,513	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	21,697,282	22,215,133	21,536,905	70.4%	(678,228)	(3.1)%	22,232,137	695,232	23,001,619	769,482	23,630,477	628,858
		Staff Development & Training	80,467	75,017	91,217	0.3%	16,200	21.6%	91,217	0	92,217	1,000	92,217	0
		Tools & Equipment	38,422	35,719	40,619	0.1%	4,900	13.7%	40,619	0	40,619	0	40,619	0
		Utilities & Fuel	2,598,058	2,221,889	2,434,465	8.0%	212,576	9.6%	2,630,028	195,563	2,761,859	131,831	2,900,808	138,949
		Total Other Expenses	24,709,088	24,886,343	24,556,485	80.2%	(329,858)	(1.3)%	25,430,280	873,795	26,334,593	904,313	27,102,400	767,807
	Total Expenses		30,209,484	30,665,190	30,608,685	100.0%	(56,505)	(0.2)%	31,644,097	1,035,412	32,772,296	1,128,199	33,693,801	921,505
	Total Public Works - Operations		28,581,333	29,354,182	29,252,101		(102,081)	(0.3)%	30,262,854	1,010,753	31,365,946	1,103,092	32,260,503	894,557

2014-17 Business Plan

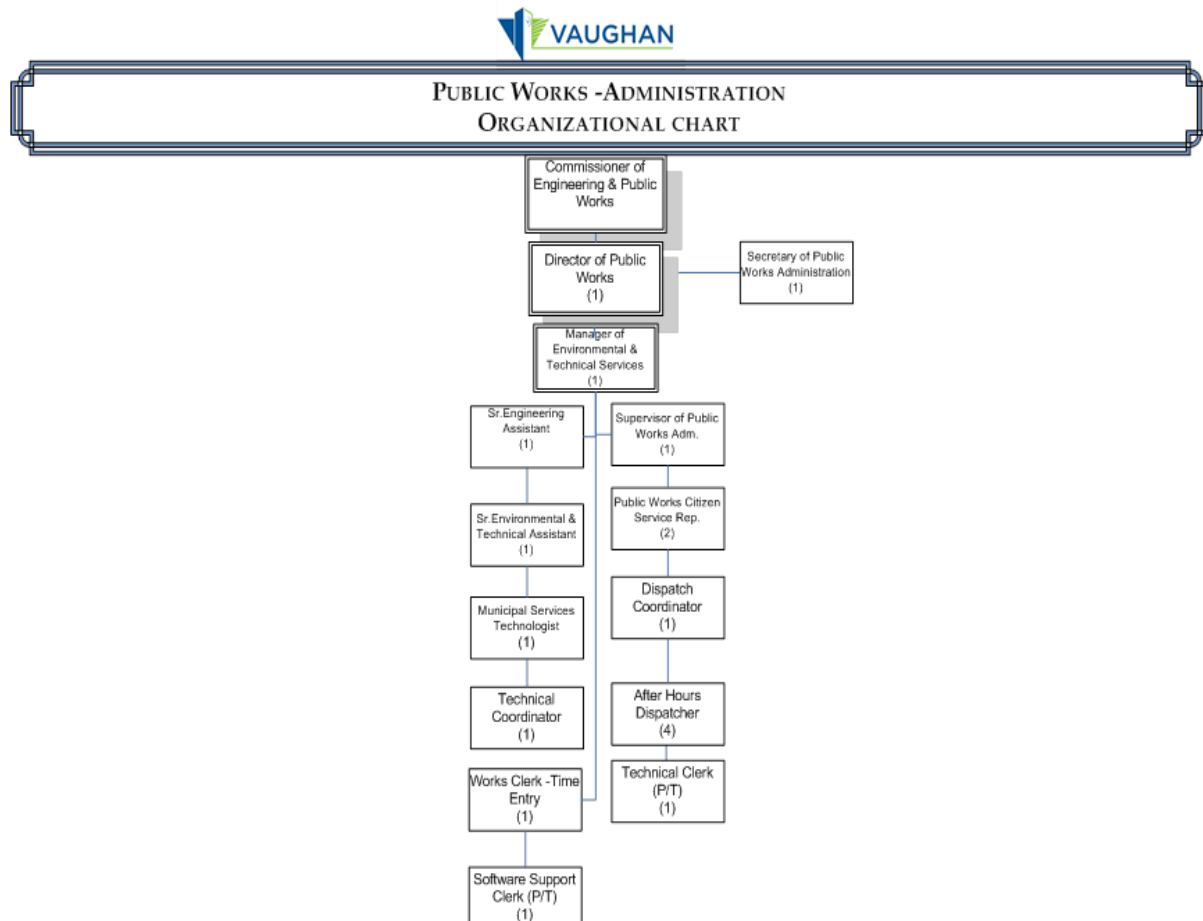
Service Statement: (Describe the core responsibilities for your department)

Public Works Administration is committed to providing exceptional customer service and the delivery of concise and accurate information on programs and services to residents, the public, developers, builders and regulatory agencies.

The day time clerical staff support the operations in the principal Public Works lines of business: transportation, water, wastewater, stormwater/drainage and solid waste collection. Our work order system provides investigation and tracking of each inquiry within each division of the Public Works Department. Front line staff conducts the sale of blue boxes, green bins, garbage tags, appliance collection and disposal, bulk water, curb cuts, municipal service connections, culverts and water meters. Staff also performs time entry and process weekly deposits for front counters sales, as well as monies from Vaughan Fire & Rescue Services, Water Turn Off/On, Water Flow Tests and Cafeteria sales. Staff schedule appointments with the public, developers, builders and engineering consultants for such things as: appliance collections, road maintenance issues, water/sewer investigations, account inquiries, testing of existing and new water mains, water meter repairs and replacements, water turn/off, and various other water and sewer related activities.

The After Hours Dispatchers are responsible for answering calls from citizens, York Regional Police, The Region of York and other customers after hours for the Public Works Department and all other City departments. This level of service now covers the answering and dispatching of calls for Animal Control Services including municipalities outside of the Vaughan area (King Township and Bradford).

Service Profile: (Provide the Organizational Chart for your department)



2014-17 Business Plan

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time*	11.88	11.88				1
Part Time	4.4	4.4				
Overtime	\$15,840	\$15,840				

* Admin Supervisor position is funded 50% from Admin & 50% from Water/Wastewater budget
 1 Technical Clerk and 1 Citizen Service Representative positions are funded 69% from Admin & 31% from Water/Wastewater budget

Key Stakeholders: (list major internal and external stakeholders and briefly describe why they are key stakeholders)

- Citizens
- Mayor and Members of Council
- City Departments
- York Regional Police
- Regional Municipality of York
- ON1Call
- City Contractors
- Developers
- Consultants

Internal Departments

Engineering, Building Standards, Parks & Forestry Operations, Enforcement Services, Fire, Planning Finance, Building & Facilities, Parks Planning, Urban Design.

External

Citizens, PowerStream, Environment Canada, Ontario Ministry of the Environment, Toronto & Region Conservation Authority, Department of Oceans and Fisheries, Ontario Ministry of Labour, Region of York, York Region Health Units, York/Durham Lab, York Region Police, Region of Peel, City of Toronto, York Region Municipalities, Developers, Consultants, Contractors, Ratepayer Groups.

Work Plan:

Link to Vaughan Vision 2020: (list the Vaughan Vision strategic goals which links with the departments core responsibilities)

Service Excellence:

- Deliver Service Excellence through Effectiveness, Efficiency, Economy, Expectations, Education and Engagement
- Demonstrate Excellence in Service Delivery

2014-17 Business Plan

Future Pressures and Opportunities: (list the initial and future challenges facing the department as well as potential opportunities to improve the business)

Challenges

- Increase in population and demand for increased service levels will put additional pressures on our staff. The introduction of compostable bags and subsequent enforcement for the green program will see an increase in the volume of calls received.
- As the City's Development of residential Blocks become assumed subdivisions, maintenance and service demands will increase for all areas within Public Works Operations. Dispatch will become increasingly busier, unable to sustain the same level of service with one Dispatcher.
- ON1Call Legislation - Has increased the amount of locate requests and the workload to process the requests. The current system is time consuming and there is a wireless program that is being explored that will increase the service level, and create less paper work. Training for Administration and Operations staff will be required. The locate requests require a dedicated staff to administer the daily requests received.
- Currently, there is 1 Dispatcher to administer the ON1Call Locates, answer daily calls through Dispatch, process payments and make appointments for Water Turn Off/On and Water Flow Tests.
- Each point of sale transaction requires a handwritten receipt.

Opportunities

Implementation of improved service delivery and processes to ensure service excellence in daily customer service delivery. This includes the automation of forms, eliminating handwritten receipts, and implementing a wireless program for processing locate requests.

<u>Business Plan Objectives:</u>	Timeline	Outcome	Resources
Streamlining of processes. Implement automated forms and receipts. Implement wireless program for processing locate requests.	2013-2014	Automation of customer service delivery to residents. Implementation of automated forms	IT, Purchasing
Reduce number of abandoned calls -	Ongoing	Decrease in number abandoned calls	None

2014-17 Business Plan

2013-16 Business Plan Objectives: (You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

2013 - 2016 (Top 3 Objectives)

1. Create Implement the automation of Public Works Service Application Forms	Winter 2013/2014	Automation of customer service delivery to residents. Implementation of automated forms	Access/Web Based Tools IT Dept.
2. Research and Selection of Point of Sale System and automation of front counter, elimination of handwritten receipts.	2013/2014	Automation of customer service delivery to residents. Implementation of automated forms	IT & Finance
3. Research and Selection of automated program for processing Locate requests.	2013/2014	Introduce a wireless, paperless program for processing locate requests.	IT & Purchasing

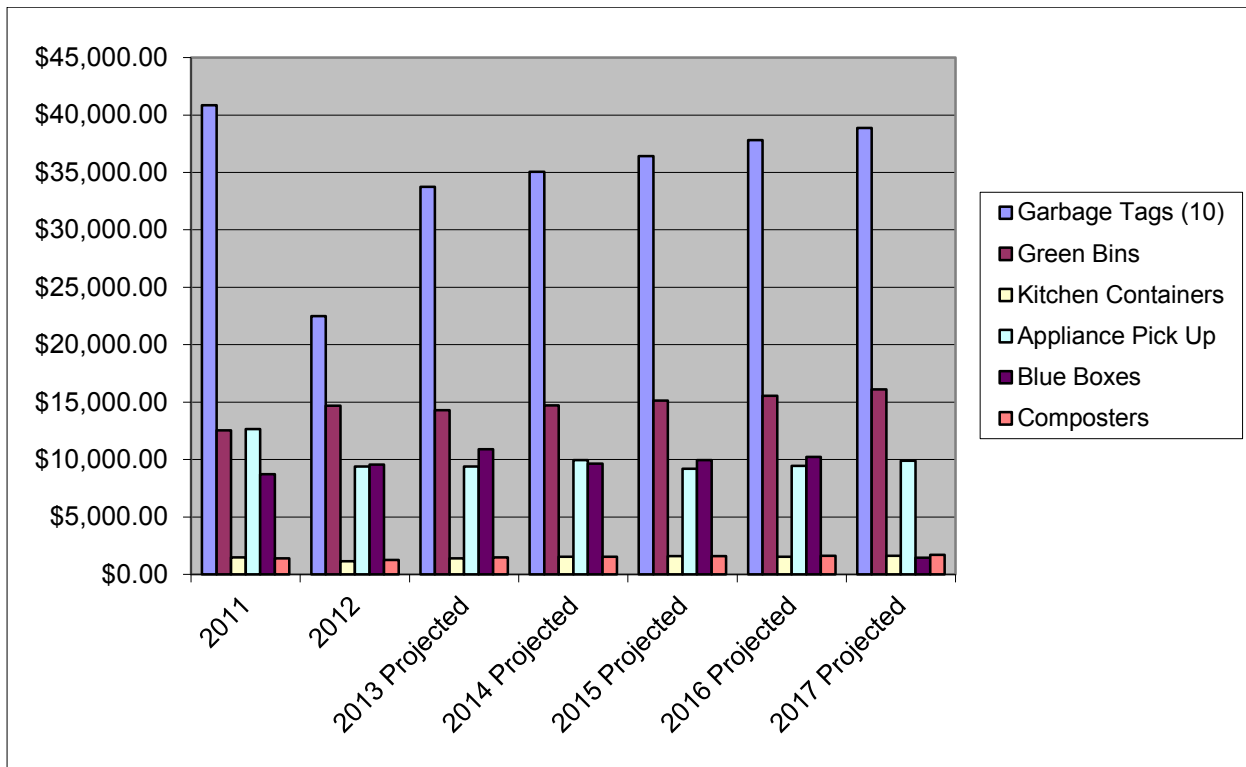
2014 - 2016 (Top 3 Objectives)

1. Map costs of various Public Works activities against funding source and tying into levels of services.			
2. Add an additional Dispatcher	TBD	Ensure the service levels and demands are met.	

2014-17 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2011 to 2017, with a forecast for the rest of 2013 to 2017).

Revenue Front Counter Sales & Services – Solid Waste Management



	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected
Garbage Tags (10)	\$40,843.00	\$22,477.00	\$33,751.00	\$35,063.00	\$36,415.00	\$37,808.00	\$38,888.00
Green Bins	\$12,544.00	\$14,686.00	\$14,308.00	\$14,708.00	\$15,120.00	\$15,542.00	\$16,100.00
Kitchen Containers	\$1,475.00	\$1,154.00	\$1,400.00	\$1,535.00	\$1,584.00	\$1,535.00	\$1,600.00
Appliance Pick Up	\$12,642.00	\$9,382.00	\$9,400.00	\$9,954.00	\$9,193.00	\$9,439.00	\$9,888.00
Blue Boxes	\$8,732.00	\$9,566.00	\$10,888.00	\$9,644.00	\$9,934.00	\$10,232.00	\$1,450.00
Composters	\$1,398.00	\$1,256.00	\$1,483.00	\$1,527.00	\$1,573.00	\$1,620.00	\$1,700.00

BUSINESS OVERVIEW:

2014-17 Business Plan

Notes about the Measure:

The economy, program maturation (Greening Vaughan) and the opening of the CEC in 2010 have been accounted for. Increase in sales attributed to inflation, increased population and waste generated.

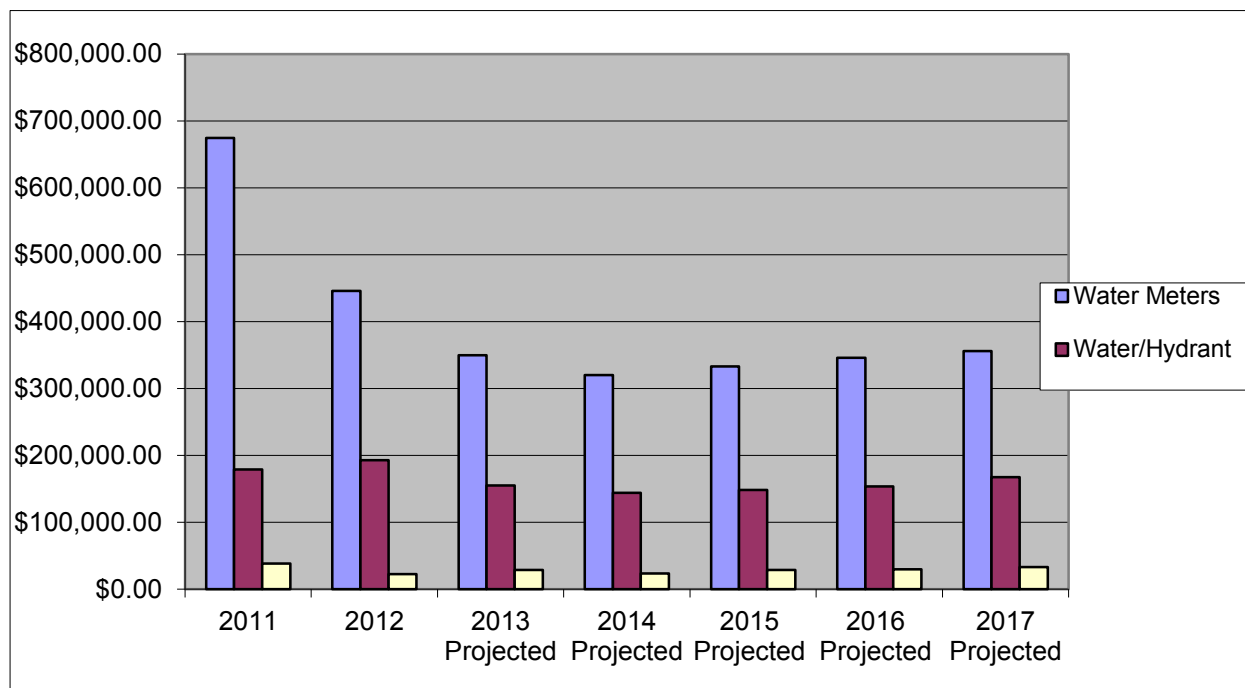
Key Conclusion: (Explanation of the trend on the performance measure graph)

Green Bin and Blue Bin Containers sales at the JOC are down. As of July 2009 the sale of these items was introduced at local community centres, and figures in the graph are reflective of this.

2014-17 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2011 to 2017, with a forecast for the rest of 2013 to 2017).

Revenue Front Counter Sales & Service - Water



	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected
Water Meters	\$674,583.00	\$446,006.00	\$350,000.00	\$320,470.00	\$333,084.00	\$346,077.00	\$356,200.00
Water/Hydrant	\$179,261.00	\$192,758.00	\$155,000.00	\$144,097.00	\$148,420.00	\$153,872.00	\$167,800.00
Temporary Water	\$38,406.00	\$22,478.00	\$28,687.00	\$23,500.00	\$29,000.00	\$30,000.00	\$33,000.00

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the graph)

Assumptions are based on population growth and services provided.

Key Conclusion: (Explanation of the trend on the performance measure graph)

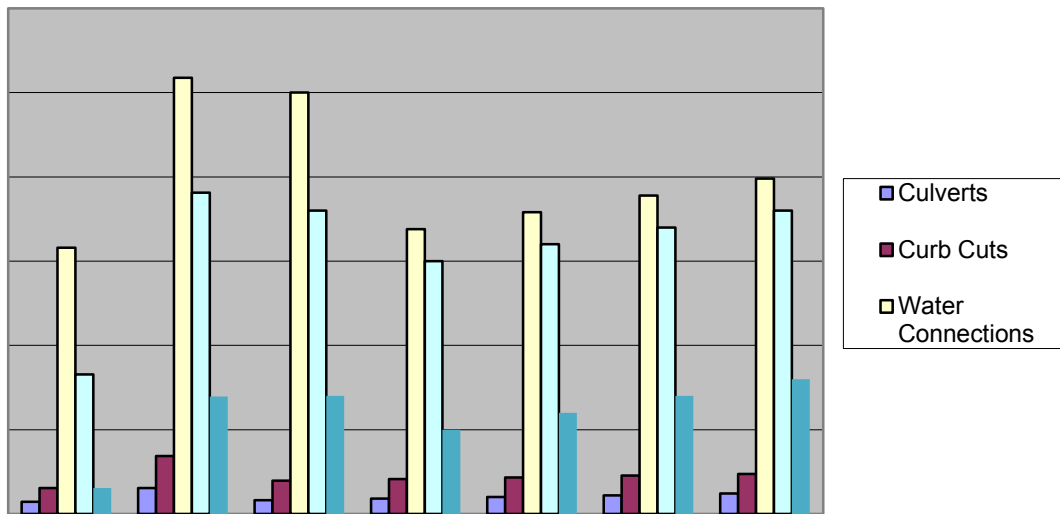
Water meter sales are tied into population growth and new home sales. Meter installations are on the decline as a result of reduced sales. Meter installations are on the decline as a result of reduced sales of ground level housing. This is reflective of the decrease in low density housing supply and increase of higher density housing supply.

2014-17 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2011 to 2017, with a forecast for the rest of 2013 to 2017)

Revenue

Front Counter Sales & Service – Service Connections Curb Cuts/Culverts/Water, Sewer & Storm Connections



	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected
Culverts	\$7,300.00	\$15,419.00	\$8,108.00	\$9,108.00	\$10,108.00	\$11,108.00	\$12,108.00
Curb Cuts	\$15,382.00	\$34,346.00	\$19,750.00	\$20,750.00	\$21,750.00	\$22,750.00	\$23,750.00
Water Connections	\$157,988.00	\$258,781.00	\$250,000.00	\$169,000.00	\$179,000.00	\$189,000.00	\$199,000.00
Sanitary Connections	\$82,769.00	\$190,599.00	\$180,000.00	\$150,000.00	\$160,000.00	\$170,000.00	\$180,000.00
Storm Connections	\$15,384.00	\$69,662.00	\$70,000.00	\$50,000.00	\$60,000.00	\$70,000.00	\$80,000.00

BUSINESS OVERVIEW:

2014-17 Business Plan

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

It is anticipated that as more subdivisions are assumed, requests for curb cuts will increase. Water, Sewer and Storm connections are tied into the number of infill or site plan developments.

Key Conclusion: (Explanation of the trend on the performance measure graph)

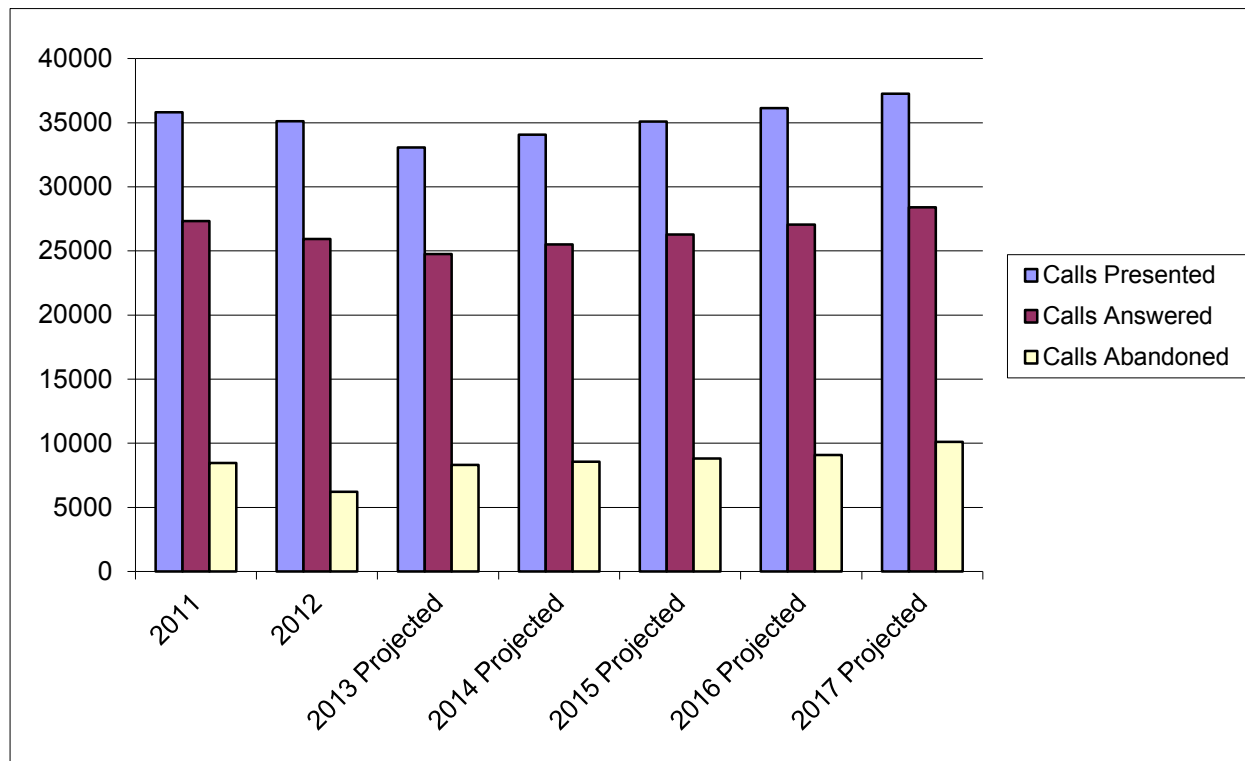
Assumptions are based on population growth and services provided, and are hard to predict.

Urbanization of City and demand for culverts may flatline or decrease. Infill housing is expected to remain consistent for service connections.

2014-17 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2011 to 2017, with a forecast for the rest of 2013 to 2016)

Phone Calls Received



	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected
Calls Presented	35803	35121	33077	34069	35091	36145	37250
Calls Answered	27327	25934	24761	25504	26269	27057	28400
Calls Abandoned	8476	6229	8316	8565	8822	9088	10100

2014-17 Business Plan

BUSINESS OVERVIEW:

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Assumptions are based weather, population growth and services provided.

Key Conclusion: (Explanation of the trend on the performance measure graph)

The call volumes have increased significantly since May 1, 2011 as a result of the number of calls being received After Hours for Animal Services related calls and include resident outside of the Vaughan boundary (Bradford and King). 2012 calls increased due to extra snow accumulations over the winter period. These numbers will continue to increase as the population grows and aging infrastructure.

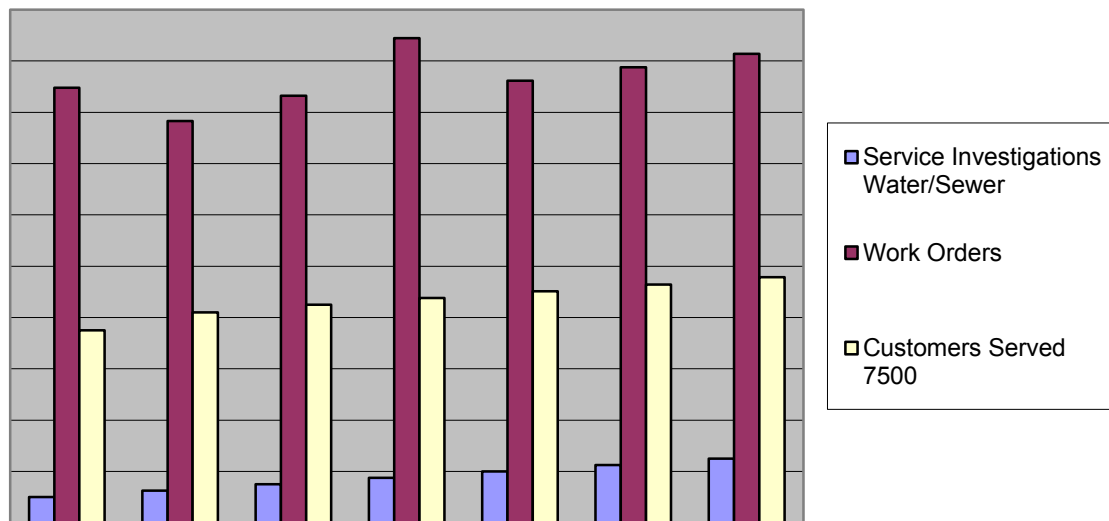
New services introduced for 2012-2013 are payment processing for Water Shut Off/On and Water Flow Test appointments.

Weather, population growth and new services introduced will always dictate to volumes and delays that may be experienced at any given time.

2014-17 Business Plan

Key Performance Indicators: (List relevant high level performance measures which provide information on the department's efficiency and effectiveness- focus should validate pressures, support Additional Resource Requests (if any), and assess budget. The Performance Indicators and associated benchmarks should range from 2011 to 2017, with a forecast for the rest of 2013 to 2017)

Service Investigations/Works Orders & Customers Served At Counter



	2011	2012	2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected
Service Investigations	1250	1500	1750	2000	2250	2500	2600
Work Orders	15659	16645	18895	17236	17753	18285	19250
Customers Served	8200	8500	8755	9020	9290	9570	10150
Total	15659	16645	18895	17236	17753	18285	19250

BUSINESS OVERVIEW:

2014-17 Business Plan

Notes about the Measure: (Provide assumptions/explanation of significant trend variance in the performance measure graph)

Assumptions are based weather, population growth, current and new services provided.

Key Conclusion: (Explanation of the trend on the performance measure graph)

Work orders created and counter customers served will increase as the population grows and service expectations from residents' increases.

Overall Conclusion: (An executive summary providing a clear and concise overview of the performance measures and the general departmental situation)

Funding sources from Administration salaries have been realigned over the past several years to better reflect section activities. For example, staff assigned to water and wastewater activities are funded from the Water and Wastewater Budget. As well, the Supervisor of Public Works Administration is equally funded from the Water and Wastewater budget and taxation, and one Public Works Citizen Service Representative position is funded from the Solid Waste Management Budget.

Activities and demand for service from the public remains consistent and increasing in most areas. These trends are expected to continue in response to a growing population, growing/aging infrastructure, and demand for improved levels of service.

Department Head Sign-off

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Public Works - Administration														
	Revenue													
		Dept. Misc. Revenues	25	2,600	2,600	100.0%	0	0.0%	2,660	60	2,720	60	2,760	40
		W&S Administration Revenue	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	25	2,600	2,600	100.0%	0	0.0%	2,660	60	2,720	60	2,760	40
	Labour Costs													
		Staffing Costs (incl Benefits)	1,305,314	1,488,512	1,478,439	93.5%	(10,073)	(0.7)%	1,521,467	43,028	1,541,929	20,462	1,657,766	115,837
	Other Expenses													
		Communications	8,345	14,128	12,128	0.8%	(2,000)	(14.2)%	12,128	0	12,128	0	12,128	0
		Community Advertising & Promotion	5,144	4,877	4,877	0.3%	0	0.0%	4,877	0	4,877	0	4,877	0
		Corporate Accounts	11,053	8,361	9,338	0.6%	977	11.7%	9,338	0	9,338	0	9,338	0
		Joint Services & Department	(6,979)	(22,104)	(7,930)	-0.5%	14,174	(64.1)%	(7,930)	0	(7,930)	0	(7,930)	0
		Meals & Travel	1,033	2,528	3,028	0.2%	500	19.8%	3,028	0	3,028	0	3,028	0
		Office Equipment & Furniture	9,312	14,566	14,566	0.9%	0	0.0%	14,566	0	14,566	0	14,566	0
		Office Supplies& Expenses	30,759	39,024	35,524	2.2%	(3,500)	(9.0)%	35,524	0	35,524	0	35,524	0
		Operating Leases	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	4	400	400	0.0%	0	0.0%	400	0	400	0	400	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	2,956	3,053	3,053	0.2%	0	0.0%	3,053	0	3,053	0	3,053	0
		Staff Development & Training	23,489	17,310	22,310	1.4%	5,000	28.9%	22,310	0	22,310	0	22,310	0
		Tools & Equipment	599	1,131	1,131	0.1%	0	0.0%	1,131	0	1,131	0	1,131	0
		Utilities & Fuel	1,547	0	4,080	0.3%	4,080	0.0%	4,162	82	4,245	83	4,330	85
		Total Other Expenses	87,260	83,274	102,505	6.5%	19,231	23.1%	102,587	82	102,670	83	102,755	85
	Total Expenses		1,392,574	1,571,786	1,580,944	100.0%	9,158	0.6%	1,624,054	43,110	1,644,599	20,545	1,760,521	115,922
Total Public Works - Administration			1,392,549	1,569,186	1,578,344		9,158	0.6%	1,621,394	43,050	1,641,879	20,485	1,757,761	115,882

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Operations Review Analyst	FT	1.00	104,756		104,756			1.00	104,756

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Public Works	2014	PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000			309,000	
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,600,000				1,600,000	
		PW-2052-14	Road Patrol Hardware & Software	Technology	City-Wide				25,800			25,800	
		PW-2054-14	Environmental Assessment for a new works yard - west portion of the City	Growth/Development	Ward 2	162,225			18,025			180,250	
		PW-2057-14	Dome Doors	Legal/Regulatory	City-Wide				38,625			38,625	500
		PW-2061-14	Woodbridge Yard Humber River Rehabilitation	Legal/Regulatory	Ward 2			195,700				195,700	
		PW-2062-14	Works Yard Improvements(JOC-Dufferin-Woodbridge Yards)	Infrastructure Replacement	City-Wide				25,750			25,750	
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000					206,000	
		PW-2066-14	Yard Weigh Scale	New Equipment	City-Wide				128,750			128,750	
		PW-2068-14	Weston/400 & Industrial Park (Dry) Pond	Established Program	Ward 3			225,000				225,000	
	2015	PW-2069-14	Four Valley Pond. Storm Water Management Pond #68	Established Program	Ward 4			300,000				300,000	
		PW-2070-14	English Daisy Court (Dry) Pond. Storm Water Management Pond #114	Established Program	Ward 4			75,000				75,000	
		2014 Total				162,225	206,000	2,200,000	741,650			3,309,875	500
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000			309,000	
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,700,000				1,700,000	
		PW-2057-14	Dome Doors	Legal/Regulatory	City-Wide				38,625			38,625	
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	City-Wide			1,500,000				1,500,000	
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000					206,000	
		2015 Total					206,000	3,200,000	347,625			3,753,625	
	2016	PW-1972-16	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Growth/Development	Ward 2	10,118,606				6,090,951		16,209,557	
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000			309,000	
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,800,000				1,800,000	
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	City-Wide			1,500,000				1,500,000	
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000					206,000	
	2016 Total					10,118,606	206,000	3,300,000	309,000	6,090,951		20,024,557	
	2017	PW-1972-16	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	Growth/Development	Ward 2	12,785,911				31,069,948		43,855,859	
		PW-2013-07	Street Light Pole Replacement Program	Infrastructure Replacement	City-Wide				309,000			309,000	
		PW-2035-11	Curb and Sidewalk Repair & Replacement	Infrastructure Replacement	City-Wide			1,900,000				1,900,000	
		PW-2058-13	LED Streetlight Conversion	Infrastructure Replacement	City-Wide			1,500,000				1,500,000	
		PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	City-Wide		206,000					206,000	
	2017 Total					12,785,911	206,000	3,400,000	309,000	31,069,948		47,770,859	
Public Works Total						23,066,742	824,000	12,100,000	1,707,275	37,160,899		74,858,916	500

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator I	FT	2.00	139,236	(139,236)	0			2.00	0	-	6,812	-	7,152	-	7,510
Road Patrol Person	FT	1.00	85,691	(85,691)	0			1.00			(13,640)		3,528		3,704
Promotion and education re: littering at Super Mail Boxes		0.00	26,000	(26,000)	0			0.00	0	-	0	-	0	-	0
Transfer FTE from PW-Solid Waste to PW-Water/WasteWater	FT	-1.00	(92,720)	0	(92,720)			(1.00)	(92,720)	-	(4,619)	-	(4,849)	-	(5,092)

Recognized 2016 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator 1	FT	2.00	156,912		156,912			2.00	156,912		7,696

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Operations Review Analyst	FT	1.00	104,756		104,756			1.00	104,756

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator I	FT	2.00	139,236	(139,236)	0			2.00	0	-	6,812	-	7,152	-	7,510
Road Patrol Person	FT	1.00	85,691	(85,691)	0			1.00			(13,640)		3,528		3,704
Promotion and education re: littering at Super Mail Boxes		0.00	26,000	(26,000)	0			0.00	0	-	0	-	0	-	0
Transfer FTE from PW-Solid Waste to PW-Water/WasteWater	FT	-1.00	(92,720)	0	(92,720)			(1.00)	(92,720)	-	(4,619)	-	(4,849)	-	(5,092)

Recognized 2016 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator 1	FT	2.00	156,912		156,912			2.00	156,912		7,696

Recognized 2017 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Operations Review Analyst	FT	1.00	104,756		104,756			1.00	104,756

2014-17 Business Plan**Business Overview**

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The Roads Maintenance Division of the Public Works Department supports the Engineering & Public Works Commission's responsibility for Transportation Management by maintaining roads and sidewalks throughout the City of Vaughan in accordance with provincial Minimum Maintenance Standards (MMS) and Vaughan Council Policy. The Division's main objective during snow events is to keep Primary roads clear for emergency and transit vehicles, with operations commencing on Secondary roads upon completion of Primary roads.

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Contribute to the cleanliness and safety of all City roads
2. Promote environmental protection and sustainability

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

Service Excellence:

Demonstrate Excellence in Service Delivery

- *Department Objective:* Provide efficient and effective service delivery within ministry guidelines and standards

Promote Community Safety, Health and Wellness

- *Key Outcome:* Contribute to the cleanliness and safety of all City roads

Lead and Promote Environmental Sustainability

- *Key Outcome:* Promote environmental protection and sustainability

Organizational Excellence:

Manage Corporate Assets

- *Department Objective:* Effectively manage the City's road infrastructure

Staff Excellence:

Support the Professional Development of Staff

- *Department Objective:* Enroll staff in ongoing training and promote certification through industry associations

2014-17 Business Plan

Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	39	42	3	-	2	-
Part Time	6.87	6.87	-	-	-	-
Overtime	\$150,077	\$150,077	\$25,000	-	20,000	-

2014-17 Business Plan**Service Profile**

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

- Staff Excellence
 - Knowledgeable staff, strong leadership
 - Effective training & development programs
- High Service Level & Standards
 - High level of service delivery, including winter operations
 - The department is working effectively within existing resource limitations
 - Operations consistently meet or exceed ministry minimum maintenance standards
- Resource Constraints
 - Infrastructure is aging, requiring funding for key maintenance activities and capital projects
- Policies and Processes
 - The winter maintenance operational review will provide a clear vision for moving forward over the next 5-10 years.
- Communication
 - Communication with other City departments is essential for an operations division. These can be improved through every department understanding the needs of their customers.
 - Enhanced communication with the public to provide information on service levels will be part of the Operational review.
- Technology
 - Service efficiencies and documentation can be realized by updating technology used by the department. Funds have been requested for this.
 - Activity prioritization and tracking can be enhanced utilizing a maintenance management system. This will be part of the City's overall Asset Management Strategy.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Efficiencies
 - Ideas generated through ongoing Continuous Improvement meetings may improve efficiency and reduce costs
 - Operational review of winter maintenance strategies will identify opportunities to improve efficiency and reduce costs that can be implemented in new winter maintenance contract
 - Newer equipment will increase productivity (i.e. acquisition of new gradall excavator will allow ditching to be scheduled and completed in-house)
 - Changeover to high efficiency street lighting will reduce energy consumption
- Service Levels
 - Demand for service consistently exceeds existing resources
 - The size and age of the City's road network are increasing over time
- Legislative Changes
 - Increased threat of litigation over time; environmental and safety regulations present new challenges
- Human Resources/Training
 - Aging workforce will require succession planning and more training for new staff

2014-17 Business Plan

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- With the acquisition of a new gradall excavator, contracted equipment rental costs will be reduced for various activities (i.e. ditching, channel work, grading, material loading)
- Service delivery will have difficulty keeping pace with growth and may require more resources for staffing and equipment, or contracted services.
- Increasing contract and material costs and demand for higher levels of service
 - Cost of road platform maintenance activity contracts continue to rise due to increase in price of asphalt products, fuel and labour
 - Lack of snow storage space in the winter and increased demand for snow removal
 - Winter maintenance contract is entering its sixth winter season (beginning of last two year extension period)

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Provide efficient and effective service delivery within ministry guidelines and minimum maintenance standards	Implement computerized road patrol programs – Route Patrol Manager and Winter Route Patrol Manager	Q1	Capital Funding for software & hardware purchase (approx. \$25,000)
Promote environmentally sustainable practices and processes	Implement changeover to high efficiency LED street lighting	Q4	Consultant and contracted services
Effectively manage the City's road infrastructure	Collaborate with Engineering Services to support the corporate Asset Management initiative	Q4	In-house
Ensure service standards are met in an efficient and effective manner	Research and Development Funding for Future CTS Mobile Initiative – Phase 1	Q4	Funding request may be submitted
2015 Initiatives			
Provide efficient and effective service delivery within ministry guidelines and minimum maintenance standards	Prepare and implement new contract for winter maintenance services commencing in November	Q4	In-house and contracted services
Ensure service standards are met in an efficient and effective manner	Pilot Project / Filed Trials for handheld CTS mobile application units – Phase 2	Q4	Funding request may be submitted
2016 Initiatives			
Provide efficient and effective service delivery within ministry guidelines and minimum maintenance standards	Review service delivery following implementation of new winter maintenance contract	Q2	In-house
Ensure service standards are met in an efficient and effective manner	Implementation of CTS Mobility Project – Phase 3	Q4	Funding request may be submitted
2017 Initiatives			
Effectively manage the City's road infrastructure	Review and implement maintenance and rehabilitation program for surface treated roads	Q2	In-house and contracted services

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Number of Winter Events & Total Salt Usage (Tonnes)	37 Events 30,618T	35 Events 24,166T	41 Events 32,000T	27 Events 20,392T	43 Events 23,248T
SERVICE QUALITY: Is anyone better off?					
Average Response Time (Days) for a Pothole Repair & No. of Pothole Service Requests (SR's) Vs. MMS Response Time of maximum 7 days for a collector road (Class 3)	4.5 Days 415 SR's	4.9 Days 193 SR's	4.1 Days 200 SR's	4.8 Days 138 SR's	3.9 Days 100 SR's

2012 Performance	1 st Round	2 nd Round	3 rd Round	4 th Round	5 th Round	6 th Round
EFFECTIVENESS: How well do we do it?						
Number of Working Days to Sweep Total Lane Kilometres & No. of Sweeping Service Requests (SR's) in Period	18.5 Days 5 SR's	24 Days 3 SR's	20.5 Days 4 SR's	24.5 Day 4 SR's	25 Days 1 SR	25 Days 21 SR's

2014-17 Business Plan

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

- Although the number of winter events increased between 2011 and 2013, total salt usage declined significantly (31%). This can be attributed to procedural controls and salt conservation strategies implemented by staff and contractors, and the use of alternative deicing material in place of normal rock salt. Total salt usage will increase slightly with growth in future years, but even with an increase in the number of winter events, overall salt usage should remain relatively constant.
- The average response time to patch a pothole has remained relatively constant or slightly declined over the past five years. Our response time is also well below that dictated by the provincial Minimum Maintenance Standards (MMS). During the same period, the number of service enquiries for potholes declined by approximately 75%. This decline can be attributed to proactive road maintenance and rehabilitation strategies implemented by Roads and Engineering Services.
- In 2012, the number of days to sweep the City's total lane kilometres remained within the 20 to 25 day cycle or service objective. With the addition of a fifth sweeper to the Roads fleet in late 2013 or early 2014, this sweeping cycle time may be further reduced. In addition, the number of sweeping service requests recorded in JD Edwards for the first 5 rounds of sweeping remained relatively constant; however for the last round, sweeping enquiries spiked as the volume of leaves increased. Service requests or enquiries generally relate to the timing of sweeping on a particular street.

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015 - 2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Public Works - Roads														
	Revenue													
		Dept. Misc. Revenues	0	3,312	3,312	4.5%	0	0.0%	3,385	73	3,459	74	3,535	76
		General Revenue	500	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	71,099	70,799	70,841	95.5%	42	0.1%	71,576	735	72,328	752	73,091	763
		Total Revenue	71,599	74,111	74,153	100.0%	42	0.1%	74,961	808	75,787	826	76,626	839
	Labour Costs													
		Staffing Costs (incl Benefits)	3,313,343	3,401,596	3,799,221	37.7%	397,625	11.7%	3,905,420	106,199	4,107,218	201,798	4,146,830	39,612
	Other Expenses													
		Communications	12,690	12,611	17,811	0.2%	5,200	41.2%	17,811	0	17,811	0	17,811	0
		Community Advertising & Promotion	0	2,440	2,440	0.0%	0	0.0%	2,440	0	2,440	0	2,440	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	1,583	(79,940)	(21,570)	-0.2%	58,370	(73.0)%	(21,570)	0	(21,570)	0	(21,570)	0
		Meals & Travel	6,069	5,479	5,479	0.1%	0	0.0%	5,479	0	5,479	0	5,479	0
		Office Equipment & Furniture	16,809	19,060	36,060	0.4%	17,000	89.2%	19,060	(17,000)	19,060	0	19,060	0
		Office Supplies & Expenses	5,222	2,502	4,472	0.0%	1,970	78.7%	4,472	0	6,472	2,000	6,472	0
		Operating Leases	(0)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	250	660	660	0.0%	0	0.0%	660	0	660	0	660	0
		Professional Fees	717	4,976	4,006	0.0%	(970)	(19.5)%	4,006	0	4,006	0	4,006	0
		Service Contracts and Materials	3,291,327	3,804,787	3,870,949	38.4%	66,162	1.7%	3,987,897	116,948	4,084,318	96,421	4,169,761	85,443
		Staff Development & Training	48,129	47,969	59,169	0.6%	11,200	23.3%	59,169	0	60,169	1,000	60,169	0
		Tools & Equipment	28,912	24,573	29,573	0.3%	5,000	20.3%	29,573	0	29,573	0	29,573	0
		Utilities & Fuel	2,420,129	2,064,108	2,267,612	22.5%	203,504	9.9%	2,459,838	192,226	2,588,266	128,428	2,723,743	135,477
		Total Other Expenses	5,831,836	5,909,225	6,276,661	62.3%	367,436	6.2%	6,568,835	292,174	6,796,684	227,849	7,017,604	220,920
	Total Expenses		9,145,178	9,310,821	10,075,882	100.0%	765,061	8.2%	10,474,255	398,373	10,903,902	429,647	11,164,434	260,532
Total Public Works - Operations			9,073,580	9,236,710	10,001,729		765,019	8.3%	10,399,294	397,565	10,828,115	428,821	11,087,808	259,693

2014 ARRs

2014 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Public Works - Operations															
Equipment Operator I	FT	2.00	139,236	(139,236)	0			2.00	0	-	6,812	-	7,152	-	7,510
Road Patrol Person	FT	1.00	85,691	(85,691)	0			1.00			(13,640)		3,528		3,704

Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Equipment Operator 1	FT	2.00	156,912		156,912			2.00	156,912		7,696

Revenue and Expenditure Summary

2014 Operating Budget & 2015 - 2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Public Works - Winter Control														
	Revenue													
		Rev. frm Recov. Exp - Pd Duty	42,000	42,000	42,000	100.0%	0	0.0%	42,000	0	42,000	0	42,000	0
		Trsf. fm Res & Res Funds	302,556	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	344,556	42,000	42,000	100.0%	0	0.0%	42,000	0	42,000	0	42,000	0
	Labour Costs													
		Staffing Costs (incl Benefits)	429,849	381,061	346,225	3.8%	(34,836)	(9.1)%	351,638	5,413	353,868	2,230	354,827	959
	Other Expenses													
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	3,567	2,820	2,820	0.0%	0	0.0%	2,820	0	2,820	0	2,820	0
		Operating Leases	50,298	115,269	115,269	1.3%	0	0.0%	115,269	0	115,269	0	115,269	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	9,437,133	9,136,489	8,391,488	93.0%	(745,001)	(8.2)%	8,655,788	264,300	8,799,672	143,884	9,022,213	222,541
		Tools & Equipment	8,581	9,215	9,215	0.1%	0	0.0%	9,215	0	9,215	0	9,215	0
		Utilities & Fuel	175,764	157,781	160,937	1.8%	3,156	2.0%	164,155	3,218	167,438	3,283	170,787	3,349
		Total Other Expenses	9,675,342	9,421,574	8,679,729	96.2%	(741,845)	(7.9)%	8,947,247	267,518	9,094,414	147,167	9,320,304	225,890
	Total Other Expenses		10,105,191	9,802,635	9,025,954	100.0%	(776,681)	(7.9)%	9,298,885	272,931	9,448,282	149,397	9,675,131	226,849
Total Public Works - Winter Control			9,760,635	9,760,635	8,983,954		(776,681)	(8.0)%	9,256,885	272,931	9,406,282	149,397	9,633,131	226,849

2014-17 Business Plan**Business Overview****Service Statement:**

The Solid Waste Management Division of the Public Works Department, supports the Engineering & Public Works Commission's overall responsibility for managing residential waste collection through the following core activities:

Core Activities:

- To ensure effective collection of residential (including limited non-residential and mixed-use establishments) residual waste (garbage) and resource materials (household organics, recyclables large appliances and leaf and yard materials).
- To effectively monitor and evaluate the success of the Greening Vaughan initiative and to assess and develop other programs that may further enhance current programs or provide additional avenues for waste diversion / reduction.
- To inform and involve the citizens (and staff) of Vaughan through ongoing educational and promotional initiatives of the City's comprehensive waste management plan and the waste management priorities as established by the Mayor and members of Council.
- To review site plans circulated from the City's Planning Dept. to the Public Works Dept. to ensure submission meets the requirements set forth in the City's Waste Collection Design Standards Policy.
- To listen, investigate, resolve, and respond to, escalated residents' complaints on matters relating to residential waste collection.

Key Outcomes & Results:

- Ensure the safe and efficient removal of waste
- Promote environmental protection and sustainability

Link to Vaughan Vision 2020:**Service Excellence**

- Demonstrate Excellence in Service Delivery:
 - Department Objective: Provide efficient and effective service delivery within Council approved service standards
- Lead and Promote Environmental Sustainability:
 - Key Outcome: Promote environmental protection and sustainability

2014-17 Business Plan

Staffing Profile:

Full Time, Part Time and Overtime – Budgeted Amounts:

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	5	5	-1			
Part Time	1.03	1.03				
Overtime	\$4,020	\$4,020				

Notes:

1. FTE includes 4 waste staff plus one Public Works front office staff 'Public Works Customer Service Representative'
2. Assumes no significant program change.
3. Additional ARRs may depend on the findings of both the City's Solid Waste Program Review and the Region's Interim Waste Management Plan
4. FTE transferred from PW-Solid Waste to Water/WasteWater

2014-17 Business Plan**Service Profile****Current Service State:**

- Service Delivery
 - Knowledgeable staff, strong leadership; good training & development opportunities
 - Survey results indicate that residents very satisfied (over 90%) with waste collection services
 - Staff members are aware of and respond to daily issues effectively
 - Management has a strong relationship with contractors and monitors contractor performance
 - Strong protocols for collections impacted by capital works undertakings and in new subdivisions
 - Deploying two parallel programs for the distribution of blue boxes and green bins is inefficient
- Communication
 - Effective promotion and education program to residents and staff
 - Residents have difficulty differentiating City program from that of Toronto's
- Technology
 - Dependency on external/third party suppliers for hosting various applications or information
 - An electronic point of sale transaction system is needed to improve efficiency
 - Lack of an asset management tool that meets the needs of Public Works
- Resources
 - Lack of resources to develop and implement new programs
 - Waste-related infractions are often not dealt with in a timely manner by Enforcement staff
- Performance Measurement
 - Traditional method of measuring diversion (total tonnes diverted) does not account for light-weighted materials. Consider alternate ways to measuring waste diversion (tonnes per hhd)
 - Ability to meet and maintain expected waste diversion levels (curbside 68%)
- Partnerships
 - Staff are working with the Region on a long term strategy which may impact the City's programs
 - Adapting to the Region's operational changes at their various facilities is challenging
 - Continued efforts to be a resource for Parks and/or Building and Facilities for the development and implementation of waste diversion programs is challenging due to limited resources

Future Direction for the Service:

- Solid Waste Program Review
 - On January 21, 2012, Council recommended a Program Review of Solid Waste Operations to identify further areas of opportunity and/or efficiencies
 - Potential service level changes from the Program Review include increasing the cost of garbage tags, reducing allowable "free" garbage items, eliminating the provision of the 4 annual double up events, reviewing services to multi-residential establishments, implementing a ban on designated electric and electronic waste curbside, alternate service delivery models, and assessing the efficiency of annual Environmental Days
 - Region's Interim Waste Management Master Plan will be incorporated into future Business Plans
- Technology
 - One system for point of sale transactions; elimination of handwritten receipts
 - Appliance appointments are made online
 - Language tool that could translate VOL information to an alternate language

Financial Impact:

- Financial Impacts will depend upon the direction provided by council on the conclusion and findings of the City's Program Review and the Region's Interim Waste Management Master Plan.
- Service delivery is impaired by the backlog of ARR's (i.e. Litter containers at Canada Post mailboxes)

2014-17 Business Plan

Work Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Provide efficient and effective service delivery within Council approved service standards	Revise/update Waste Collection Design Standards Policy	Q4/2013 to Q1/2014	Collaboration with Building Standards, Planning, Engineering
	Implement the recommendations of the City's 2013 Solid Waste Program Review and the Region's Interim Waste Management Master Plan	Q4	Unknown at this time. Dependant upon Waste Master Plan
2015 Initiatives			
Provide efficient and effective service delivery within Council approved service standards	Continue implementation of the City's Solid Waste Program Review and the Region's Interim Waste Management Master Plan	Q4	Unknown at this time. Dependant upon Waste Master Plan.
2016 Initiatives			
Provide efficient and effective service delivery within Council approved service standards	Monitor effectiveness of changes made as a result of the City's Solid Waste Program Review and the Region's Interim Waste Management Master Plan. Implement additional programs as determined by the Interim Waste Management Master Plan	TBD	Unknown at this time. Dependant upon Waste Master Plan.
2017 Initiatives			
Provide efficient and effective service delivery within Council approved service standards	Monitor effectiveness of changes made as a result of the City's Solid Waste Program Review and the Region's Interim Waste Management Master Plan. Implement additional programs as determined by the Interim Waste Management Master Plan	TBD	Unknown at this time. Dependant upon Waste Master Plan.

2014-17 Business Plan

Business Performance

Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013 Estimate
EFFICIENCY: What/How much do we do?					
Number of households collected		83,860	84,219	85,569	87,569
# of Site plan reviews		Approx. 120 + resubmissions	Approx. 120 + resubmissions	Approx. 120 + resubmissions	Approx. 120 + resubmissions
Waste generation rate (tonnes per household per year)	1.06	1.08	1.11	1.13	1.14
# of Works Orders generated*		2,829	2,560	2,300	2,249
EFFECTIVENESS: How well do we do it?					
Average response time to service requests		Same day, but may carry over to the next collection cycle	Same day, but may carry over to the next collection cycle.	Same day, but may carry over to the next collection cycle	Same day, but may carry over to the next collection cycle
Diversion Rate(s)**		Local: 68% Interim: 53% Landfill: 65%	Local: 68% Interim: 63% Landfill: 85%	Local: 68% Interim: 56% Landfill: 63%	Local: 68% Interim: 56% Landfill: 63%
SERVICE QUALITY: Is anyone better off?					

***Number of Work Orders Generated:** Refers to how many work orders were generated specific to waste management. It is not a performance measure for how well the waste contractor is performing.

****Diversion Rate terminology:**

Local is the capture rate of recyclable curbside materials quantified by incoming weigh scale tickets.

Interim is the Local Diversion Rate reduced by processing loss, based on inbound tonnes to processing facilities.

Landfill includes waste materials taken to Dongara for processing into energy pellets.

Key Performance Indicators Conclusion:

- The diversion rate has remained relatively stable at approximately 68-69% for the past several years
- Although waste diversion has remained steady, average waste generation per household is increasing
- Despite the increase in the number of households serviced, the number of work orders is decreasing. Customer service response time is usually within 24-48 hours.

2014-17 Business Plan

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Revenue and Expenditure Summary

2014 Operating Budget & 2015 - 2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Public Works - Waste Mgmt.														
	Revenue													
		Departmental Revenues	15,028	13,320	14,200	1.1%	880	6.6%	14,200	0	14,200	0	14,200	0
		General Revenue	130,576	130,412	132,354	10.7%	1,942	1.5%	134,805	2,451	137,256	2,451	139,707	2,451
		Rents and Concessions	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	11,707	12,780	13,832	1.1%	1,052	8.2%	13,832	0	13,832	0	15,240	1,408
		Service Charges	8,277	10,665	10,125	0.8%	(540)	(5.1)%	10,125	0	10,125	0	10,125	0
		Tourism/Rec'n Grant	1,046,384	1,025,120	1,067,320	86.2%	42,200	4.1%	1,088,660	21,340	1,110,430	21,770	1,132,640	22,210
		Total Revenue	1,211,971	1,192,297	1,237,831	100.0%	45,534	3.8%	1,261,622	23,791	1,285,843	24,221	1,311,912	26,069
	Labour Costs													
		Staffing Costs (incl Benefits)	451,890	507,678	428,315	4.3%	(79,363)	(15.6)%	435,292	6,977	434,688	(604)	431,978	(2,710)
	Other Expenses													
		Communications	1,383	4,747	3,521	0.0%	(1,226)	(25.8)%	3,521	0	3,521	0	3,521	0
		Community Advertising & Promotion	134,456	166,713	192,139	1.9%	25,426	15.3%	192,139	0	192,139	0	192,139	0
		Corporate Accounts	1,030	977	0	0.0%	(977)	(100.0)%	0	0	0	0	0	0
		Joint Services & Department	1,000	4,020	4,020	0.0%	0	0.0%	4,020	0	4,020	0	4,020	0
		Meals & Travel	561	1,056	1,056	0.0%	0	0.0%	1,056	0	1,056	0	1,056	0
		Office Equipment & Furniture	459	3,900	3,650	0.0%	(250)	(6.4)%	3,650	0	3,650	0	3,650	0
		Office Supplies & Expenses	97	188	188	0.0%	0	0.0%	188	0	188	0	188	0
		Operating Leases	0	820	820	0.0%	0	0.0%	820	0	820	0	820	0
		Professional Fees	0	8,507	8,507	0.1%	0	0.0%	8,507	0	8,507	0	8,507	0
		Service Contracts and Materials	8,965,866	9,270,804	9,271,415	93.4%	611	0.0%	9,585,399	313,984	10,114,576	529,177	10,435,450	320,874
		Staff Development & Training	8,849	9,738	9,738	0.1%	0	0.0%	9,738	0	9,738	0	9,738	0
		Tools & Equipment	331	800	700	0.0%	(100)	(12.5)%	700	0	700	0	700	0
		Utilities & Fuel	619	0	1,836	0.0%	1,836	0.0%	1,873	37	1,910	37	1,948	38
		Total Other Expenses	9,114,651	9,472,270	9,497,590	95.7%	25,320	0.3%	9,811,611	314,021	10,340,825	529,214	10,661,737	320,912
	Total Expenses		9,566,541	9,979,948	9,925,905	100.0%	(54,043)	(0.5)%	10,246,903	320,998	10,775,513	528,610	11,093,715	318,202
Total Public Works - Waste Mgmt.			8,354,570	8,787,651	8,688,074		(99,577)	(1.1)%	8,985,281	297,207	9,489,670	504,389	9,781,803	292,133

2014 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Promotion and education re: littering at Super Mail Boxes		0.00	26,000	(26,000)	0			0.00	0	-	0	-	0	-	0
Transfer FTE from PW-Solid Waste to PW-Water/WasteWater	FT	-1.00	(92,720)	0	(92,720)			(1.00)	(92,720)	-	(4,619)	-	(4,849)	-	(5,092)

Vaughan Public Libraries



Regional Councillor
Gino Rosati
VPL Board Member



Regional Councillor
Michael Di Biase
VPL Board Member



Ward 1 Councillor
Marilyn Iafrate
VPL Board Member



Ward 3 Councillor
Rosanna DeFrancesca
VPL Board Member



Margie Singleton
Chief Executive Officer
Vaughan Public Libraries

ENRICH

INSPIRE

TRANSFORM



Vaughan Public Libraries offers welcoming destinations that educate, excite and empower our community.

Vaughan Public Libraries provide an invaluable service to the residents of Vaughan, reaching out to people of all ages to promote learning and community education.

More importantly, our Libraries are centres of community activity. By participating in a wide variety of innovative programs and services, our residents can become more involved in community life and explore the rich cultural and social diversity that makes Vaughan such a great city to live in.

Vaughan Public Libraries has a rich history of success in serving residents as they read, learn, study, look for a new job, meet with friends or celebrate and share their culture. We have kept pace with the changes in Vaughan growing alongside the City, with an additional resource library and branch library that will be opening soon to join our two existing resource libraries and five branches. Vaughan Public Libraries also has a website, social media and other communication and technology strategies to meet the needs of our diverse community.

Vaughan Public Libraries

900 Clark Avenue West, Vaughan, ON L4J 8C1

Tel (905) 653-READ (7323) Fax (905) 709-1530 Website www.vaughanpl.info



Ansley Grove Library · Bathurst Clark Resource Library · Dufferin Clark Library · Maple Library · Pierre Berton Resource Library · Kleinburg Library and Woodbridge Library



Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Department	Exp Category	Account	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Vaughan Libraries														
	Revenue													
		Dept. Misc. Revenues	3,491	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Fines & Penalties-Library	164,730	232,600	230,200	50.4%	(2,400)	(1.0)%	319,900	89,700	337,400	17,500	341,200	3,800
		Outside Contributions	11,100	7,000	7,000	1.5%	0	0.0%	7,000	0	7,000	0	7,000	0
		Rents and Concessions	19,151	14,000	14,200	3.1%	200	1.4%	14,300	100	14,400	100	14,500	100
		Rev. frm Recov. Exp - Pd Duty	18,423	11,000	11,100	2.4%	100	0.9%	11,200	100	11,300	100	11,400	100
		Service Charges	61,450	42,800	49,400	10.8%	6,600	15.4%	50,100	700	50,800	700	51,500	700
		Taxable Sales-Postage Fees	3,326	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Tourism/Rec'n Grant	158,385	145,200	145,200	31.8%	0	0.0%	145,200	0	145,200	0	145,200	0
		Total Revenue	440,056	452,600	457,100	100.0%	4,500	1.0%	547,700	90,600	566,100	18,400	570,800	4,700
	Labour Costs													
		Staffing Costs (incl Benefits)	9,768,419	10,489,923	10,732,753	75.1%	242,830	2.3%	13,448,483	2,715,730	14,198,586	750,103	14,420,765	222,179
		Total Labour Costs	9,768,419	10,489,923	10,732,753	75.1%	242,830	2.3%	13,448,483	2,715,730	14,198,586	750,103	14,420,765	222,179
	Other Expenses													
		Capital Funding	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	31,987	51,000	51,000	0.4%	0	0.0%	51,000	0	51,000	0	51,000	0
		Community Advertising & Promotion	42,830	51,700	51,700	0.4%	0	0.0%	51,700	0	51,700	0	51,700	0
		Corporate Accounts	5,254	6,100	6,100	0.0%	0	0.0%	6,100	0	6,100	0	6,100	0
		General Mtce & Repairs	314,628	155,600	155,600	1.1%	0	0.0%	260,500	104,900	285,000	24,500	285,000	0
		Joint Services & Department Transfers	491,866	539,700	539,750	3.8%	50	0.0%	539,750	0	539,750	0	539,750	0
		Library Books & Periodicals	269,817	275,300	275,300	1.9%	0	0.0%	372,800	97,500	387,000	14,200	387,000	0
		Meals & Travel	23,806	27,800	27,800	0.2%	0	0.0%	27,800	0	27,800	0	27,800	0
		Office Equipment & Furniture	128,225	152,100	152,100	1.1%	0	0.0%	152,100	0	152,100	0	152,100	0
		Office Supplies & Expenses	169,520	184,400	180,400	1.3%	(4,000)	(2.2)%	222,700	42,300	235,600	12,900	235,600	0
		Other	5,526	2,100	2,100	0.0%	0	0.0%	2,100	0	2,100	0	2,100	0
		Professional Fees	3,704	22,000	22,000	0.2%	0	0.0%	22,000	0	22,000	0	22,000	0
		Reserve Transfers	1,875,700	1,467,700	1,467,700	10.3%	0	0.0%	1,934,400	466,700	1,934,400	0	2,033,600	99,200
		Service Contracts and Materials	225,604	252,500	252,500	1.8%	0	0.0%	252,500	0	252,500	0	252,500	0
		Staff Development & Training	33,566	43,000	47,000	0.3%	4,000	9.3%	47,000	0	47,000	0	47,000	0
		Utilities & Fuel	271,534	317,000	320,552	2.2%	3,552	1.1%	445,724	125,172	469,674	23,950	478,411	8,737
		Total Other Expenses	3,893,566	3,548,000	3,551,602	24.9%	3,602	0.1%	4,388,174	836,572	4,463,724	75,550	4,571,661	107,937
	Total Expenses		13,661,985	14,037,923	14,284,355	100.0%	246,432	2.4%	17,836,657	3,552,302	18,662,310	825,653	18,992,426	330,116
	Total Vaughan Libraries		13,221,929	13,585,323	13,827,255		241,932	1.8%	17,288,957	3,461,702	18,096,210	807,253	18,421,626	325,416



Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

Recognized 2015 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Civic Centre Resource Library - Operations & Staffing	PT FT	39.00	2,805,972	(86,000)	2,719,972			39.00	2,719,972		122,214		128,324

Recognized 2016 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact			
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$		
Vellore Village South Library	PT FT	8.3	573,650	(13,800)	559,850			8.30	559,850		25,328		

Capital Budget: Departmental Project Listing
2014 Approved Capital Projects, 2015-2017 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source						Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD	Other		
Libraries	2014	LI-4503-14	Bathurst Clark Resource Library Renovations-Phase 2	Infrastructure Replacement	Ward 5		250,000					250,000	
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide				140,000			140,000	
		LI-4508-13	Civic Centre Resource Library-Resource Material	Growth/Development	Ward 1	219,890			24,430			244,320	
		LI-4511-14	Civic Centre Library-Communications & Hardware	Growth/Development	Ward 1	680,400			75,600			756,000	
		LI-4530-14	Civic Centre Resource Library	Growth/Equipment	Ward 1	1,134,000			126,000			1,260,000	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,495,900					1,495,900	
		LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Growth/Development	Ward 3	294,600			32,700			327,300	
		LI-4543-13	Vellore Village South BL 39 - Land	Growth/Development	Ward 3	350,100			38,900			389,000	
		LI-4547-13	Bathurst Clark Resource Library - Main Bathroom Renovations	Infrastructure Replacement	Ward 5		100,000					100,000	
	2014 Total					2,678,990	1,845,900		437,630			4,962,520	
	2015	LI-4504-13	Library Technology Upgrade	Technology	City-Wide				140,000			140,000	
		LI-4521-15	Carrville BI 11 Land	Growth/Development	Ward 4	350,100			38,900			389,000	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,777,500					1,777,500	
		LI-4540-15	Vellore Village South BL39 - Resource Materials	Growth/Development	Ward 3	347,625			38,625			386,250	
		LI-4548-15	AODA Compliant Circulation Desk & Sorting Machine-Pierre Berton Resource Library	Legal/Regulatory	Ward 2				120,000			120,000	
	2015 Total					697,725	1,777,500		337,525			2,812,750	
	2016	LI-4504-13	Library Technology Upgrade	Technology	City-Wide				140,000			140,000	
		LI-4516-16	Carrville Block 11- Resource Material	Growth/Development	Ward 4	347,650			38,600			386,250	
		LI-4522-16	Carrville BL11 - Consulting Design/Construction	Growth/Development	Ward 4	318,300			35,300			353,600	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,910,960					1,910,960	
		LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Growth/Development	Ward 3	2,649,717			351,583			3,001,300	560,701
		LI-4540-15	Vellore Village South BL39 - Resource Materials	Growth/Development	Ward 3	347,625			38,625			386,250	
		LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	Growth/Equipment	Ward 3	236,300			26,200			262,500	
		LI-4542-16	Vellore Village South BL39 - Communications and Hardware	Growth/Development	Ward 3	141,800			15,700			157,500	
	2016 Total					4,041,392	1,910,960		646,008			6,598,360	560,701
	2017	LI-4504-13	Library Technology Upgrade	Technology	City-Wide				140,000			140,000	
		LI-4512-17	Maple Library Renovations	Infrastructure Replacement	Ward 1				770,000			770,000	
		LI-4516-16	Carrville Block 11- Resource Material	Growth/Development	Ward 4	347,650			38,600			386,250	
		LI-4518-17	Carrville BL11 - Furniture and Equipment	Growth/Equipment	Ward 4	236,250			26,250			262,500	
		LI-4522-16	Carrville BL11 - Consulting Design/Construction	Growth/Development	Ward 4	2,809,958			372,842			3,182,800	614,262
		LI-4524-17	Carrville Community Library - Communications and Hardware	Growth/Development	Ward 4	141,750			15,750			157,500	
		LI-4525-17	Vellore Village Community Library	Growth/Development	Ward 3	318,300			35,300			353,600	
		LI-4526-17	Vellore Village Community Library - Land	Growth/Development	Ward 3	350,100			38,900			389,000	
		LI-4537-13	Capital Resource Purchases	Infrastructure Replacement	City-Wide		1,949,170					1,949,170	
		LI-4546-13	Vellore Village Community Library - Resource Materials	Growth/Development	Ward 3	347,625			38,625			386,250	
	2017 Total					4,551,633	1,949,170		1,476,267			7,977,070	614,262
Libraries Total						11,969,740	7,483,530		2,897,430			22,350,700	1,174,963

2014-17 Business Plan

Business Overview

Service Statement:

VPL Vision: Enrich, Inspire, and Transform.

Core Activities:

VPL Mission: offer welcoming destinations that educate, excite and empower our community.

Key Outcomes & Results:

Empower People, through:

- Meeting citizens' needs
- Promoting the organization and customer service
- Fostering staff engagement

Inspire Opportunities, through:

- Nurturing lifelong learning
- Increasing community knowledge
- Incorporating new technologies

Build Community, through:

- Establishing gathering places
- Constructing new libraries
- Improving accessibility and convenience

Link to Vaughan Vision 2020:

Service Excellence

- Pursue excellence in service delivery
- Administer corporate assets and proactively engage in planning for future amenities
- Promote community safety, health and wellness

Organizational Excellence

- Strive to be a high performing, responsive and innovative organization
- Demonstrate leadership and promote effective governance
- Enhance productivity, cost effectiveness and innovation
- Plan and manage growth and economic vitality

Staff Excellence

- Foster staff commitment to provide excellence in library services
- Support professional development of staff
- Be the employer of choice for library professionals, para-professionals and workforce community in Vaughan

2014-17 Business Plan

Staffing Profile:

Full Time, Part Time and Overtime – Budgeted Amounts

	2012	2013 Base	Additional Resource Requests			
			2014	2015	2016	2017
Full Time	82	82		20	3	0
Part Time	67.31	69.1		19	5.3	0
Overtime	\$2,008	\$6,048	0	0	0	0

Service Profile

Current Service State:

Strengths

- Approximately 47% of Vaughan residents have a library card indicating a strong support for public library services.
- High levels of support for VPL library services reflected in the citizen survey used for creation of revised Master Plan, Active Together
- YTD performance indicators demonstrate increase across service levels provided to Vaughan residents
- Ongoing re-evaluation of collection, programs and services to respond to evolving community needs
- Current and up-to-date with technological advances
- Library initiatives involve collaboration with other City departments

Challenges

- Current library facility space provision service levels per capita below industry standards. Currently, VPL offers 0.39 square feet of library space per capita, falling behind the established industry rate of 0.61 square feet per capita. Ongoing facility construction is key in addressing rapid community growth and evolution
- Providing current and relevant services to Vaughan's growing community

Future Direction for the Service:

Managing Growth

- Population of Vaughan continues to increase at a very rapid rate, increasing demand for services and resources
- Use established library services provision industry measure as a target to accommodate growth

Resources & Facilities

- Construction of branch library attached to the North Thornhill Community Centre initiated and anticipated completion and opening in 2014
- Planning for a Resource Library located in the Civic Centre Campus under way.
- Anticipate two additional library facility projects between 2013-2017 – Vellore Village and Block 11.
- VPL's Board Vision and Plan for future facility development in place
- Technology
 - Prevalence of social media and electronic communication result in ongoing demand for additional ways to communicate with customers

2014-17 Business Plan

- ♦ Constant changes in technology, concerns about digital literacy, e-book publishing challenges have huge impacts on staff and customers
- ♦ Ability to meet customer expectations of technological innovations and provide introduction to new technologies
- ♦ Ensuring staff are knowledgeable with emerging technologies

Financial Impact:

- Construction of branch library located in North Thornhill Community Centre pending. Operating budget previously approved.
- Construction of resource library at City Hall pending. Operating budget impact on Civic Centre Library
- Anticipate two additional library facility projects between 2013-2017 – Vellore Village and Block 11. Operating budget impact of future libraries
- Anticipated five to six new library facility projects between 2018-2031. Operating budget impact on future libraries
- Ongoing revitalization of existing facilities between 2013-2031. Operating budget impact on ongoing renovation project.

Work Plan

Business Plan Objectives: (List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.)

Department Objectives & Priorities	Initiatives	Timeline	Additional Resources Required?
2014			
Promote organization and customer service by developing advocacy efforts with key stakeholders	<ul style="list-style-type: none"> • Extensive Community Engagement with stakeholders including focus groups and citizen surveys. 	Q2	Existing Operating Funds
Investigate new channels for delivering library collections and services	<ul style="list-style-type: none"> • Floating collections implemented. 	Q1	Existing Operating Funds
Establish Library as a vibrant community place central to community life	<ul style="list-style-type: none"> • New branch library attached to North Thornhill Community Centre fully operational; serves as a community hub. • Initiate construction of Civic Centre Resource Library • Conduct feasibility study for branch library co-located in the Vellore Village Community Centre 	Q4	Existing Operating Funds
		Q3	Approved Capital Funds
		Q3	Existing Operating Funds

2014-17 Business Plan

2015

Collaborate with community to pursue strategic alliances and partnerships	<ul style="list-style-type: none"> Increased partnership opportunities with City and community 	Q2	Existing Operating Funds
Recognize teens as unique library users and develop services for them	<ul style="list-style-type: none"> Dedicated teen zones established in identified locations 	Q3	Existing Operating Funds
Plan and construct new facilities in accordance with growth and demand	<ul style="list-style-type: none"> New Civic Centre Resource Library open and fully operational New branch library in the Vellore Village Community Centre under construction 	Q1 Q3	Capital Funds Existing Operating Funds

2016

Promote VPL collections, services and resources to build awareness of library and attract new customers	<ul style="list-style-type: none"> Implementation of findings of citizens survey and research reports targeting identified non-user groups 	Q3	Existing Operating Funds
Facilitate continued improvements in library space provision and environmental stewardship	<ul style="list-style-type: none"> Branch Library in Vellore Village operational Proceed with plans to develop branch library in Block 11. Environmental initiatives identified and implemented. Assess role/function of Maple Library 	Q2 Q4 Q1 Q2	New Operating Funds Existing Operating Funds Existing Operating Funds Existing Operating Funds
Enhance collections, services and programs relevant to changing community	<ul style="list-style-type: none"> Collection inventory and renewal completed 	Q2	Existing Operating Funds

2017

Harness the power of new media and emerging technologies	<ul style="list-style-type: none"> New technologies identified and implemented 	Q1	Existing Operating Funds
Create an environment for lifelong learning for all	<ul style="list-style-type: none"> Enhance services to <i>lifelong learners</i> through creation of unique areas of website, extension of digital literacy training and post-secondary support 	Q3	Existing Operating Funds
Plan and construct new facilities with growth and demand	<ul style="list-style-type: none"> Library in Block 11 under construction Begin planning for branch library in Block 41 	Q3 Q4	New Capital & Operating Funds

2014-17 Business Plan

Business Performance

Key Performance Indicators:

Performance Measures	2010	2011	2012	2013	2014 Estimate*
EFFICIENCY:					
Number of customer uses per FTE	44,396	45,994	45,504	46,058	46,979
*Customer uses includes Circulation, Reference & Customer Assistance, Visitors, Program Attendance, In-Library Material Use, Use of Databases, Library Computer Use & Wireless					
*FTE's (full-time equivalents) do not include Thornhill Woods Library staff until they are hired					
EFFECTIVENESS / RELEVANCE					
Citizens engaged & participated in community-led planning per FTE	131	157	125	132	134
*Citizens engaged & participated in community-led planning includes Focus Group Participants, Survey Participants, Suggestion & Comment Forms received; # of Community Events Participated In, Early Harvest Entries, Purchase Requests, Volunteers & New Library Members					
*FTE's (full-time equivalents) do not include Thornhill Woods Library staff until they are hired					
SERVICE QUALITY / IMPACT					
Enhanced early literacy development	94,545	122,422	188,938	213,562	224,240
*Enhanced early literacy development includes Early Literacy Program Attendance, Reading Buddies, Daycare & Elementary School Outreach Visits, Summer Reading Club Participants, Early Literacy Workstation Uses, Circulation of JP/JE/Boardbook Collection, & Adult Basic Literacy Participation					
Customers educated and access facilitated to transformational power of technology	484,486	505,053	708,767	760,438	790,856
*Customers educated & access facilitated to transformational power of technology includes Wireless Use, Library Computer Use, Netbook & Notebook Checkouts, Circulation of eBooks, eAudio & eVideo, Use of Databases, iCamp Participants, Social Media Followers, eNewsletter Subscribers, Email Notification, & Text Notification					
Increased role of VPL as vibrant community hub	1,368,586	1,357,969	1,338,111	1,367,035	1,377,918
*Increased role of VPL as vibrant community hub includes Square Footage, Open Hours/Year, # of Study Room Bookings, # of Community Meeting Bookings, # of In-Person Visitors					

2014-17 Business Plan

Key Performance Indicators Conclusion: (Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values)

Citizens of Vaughan continue to use their public library collections, facilities and services at an increasing rate, recognizing Vaughan Public Libraries as a vibrant community hub. The construction of additional locations is welcomed and much anticipated by the community. A new branch library attached to North Thornhill Community Centre will open in 2014 and a third resource library located adjacent to City Hall is scheduled to open in 2015. A branch library is planned for construction in 2015-2016 as an addition to the existing Vellore Village Community Centre in Block 39, and an additional branch library will be co-located with a community centre in Block 11 with anticipated construction timeline between 2017-2018. Renovations and reconfiguration of existing branches continues to improve efficiencies and increase customer satisfaction.

VPL greatly enhances early literacy development among children with a plethora of early literacy programs, high quality collections, expert staff, early literacy workstations and significant partnerships with schools and daycare centres.

VPL also introduces customers to the transformational power of technology through the provision of next generation equipment, skilled staff sharing expertise, integration of technological innovation to improve efficiency, a vast array of digital resources, and an active presence in social media.

Vaughan Public Libraries embraces a community-led approach to planning and development. Community engagement and collaboration with citizens to identify the unique needs of all user groups in the multifaceted community, contribute to the continued success of VPL. Strategic alliances and partnerships are integral to continuing to meet the needs of Vaughan citizens. The library provides services, resources and technologies that are relevant and of high caliber to a growing and increasingly multicultural community. VPL facilitates new Canadians' transition into Canadian society.

2014, 2015, 2016 and 2017 budget requests will enable VPL to accomplish our annual Business Plan objectives of providing more library facilities for our customers, empowering our staff and improving service to those previously underserved. VPL is firmly committed to continuing its pivotal role in the community improving community success and enhancing the quality of life for Vaughan citizens.

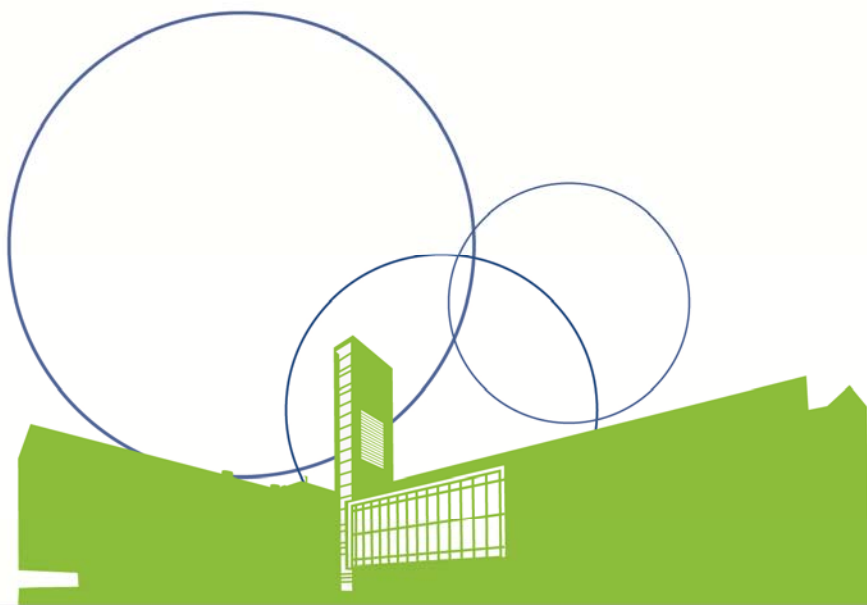
**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)

Corporate Accounts



Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
CORPORATE EXPENSES												
Capital Funding												
Long Term Debt	12,218,674	14,150,587	14,029,554	42.9%	(121,033)	(0.9)%	15,128,195	1,098,641	15,090,829	(37,366)	12,945,826	(2,145,003)
Capital from Taxation	5,959,274	6,389,274	6,364,084	19.5%	(25,190)	(0.4)%	6,653,601	289,517	6,780,349	126,748	6,915,956	135,607
Corporate and Elections												
- Building & Facilities Infrastructure	2,297,082	2,297,082	2,632,247	8.0%	335,165	14.6%	2,784,844	152,597	3,496,696	711,852	5,203,153	1,706,457
- Roads Infrastructure Res.	412,068	412,068	420,309	1.3%	8,241	2.0%	428,715	8,406	437,290	8,575	446,036	8,746
- Parks Infrastructure Res.	601,819	601,819	449,749	1.4%	(152,070)	(25.3)%	1,452,049	1,002,300	1,796,755	344,706	2,975,824	1,179,069
- Election Reserve Contribution	400,000	400,000	450,000	1.4%	50,000	12.5%	450,000	0	450,000	0	450,000	0
- Additional Vehicle Contribution	182,283	182,283	387,478	1.2%	205,195	112.6%	391,196	3,718	394,989	3,793	398,858	3,869
- Fire & Rescue Contribution	1,323,221	1,323,221	1,287,837	3.9%	(35,384)	(2.7)%	1,344,295	56,458	1,501,512	157,217	1,538,571	37,059
- Heritage Contribution	208,080	208,080	212,242	0.6%	4,162	2.0%	216,486	4,244	220,816	4,330	225,232	4,416
- Streetscapes Contribution	329,795	329,795	475,651	1.5%	145,856	44.2%	475,651	0	475,651	0	665,810	190,159
- City Playhouse Contribution	15,000	15,000	15,000	0.0%	0	0.0%	15,000	0	15,000	0	15,000	0
- ITM Reserve Contribution	1,002,200	1,002,200	1,060,744	3.2%	58,544	100.0%	1,119,689	58,945	1,178,642	58,953	1,237,595	58,953
- Artificial Turf Contribution	118,353	140,000	140,000	0.4%	0	0.0%	140,000	0	140,000	0	140,000	0
	25,067,849	27,451,409	27,924,895	85.4%	473,486	1.7%	30,599,721	2,674,826	31,978,529	1,378,808	33,157,861	1,179,332
Corporate Accounts												
Contingency	(237,033)	827,626	577,269	1.8%	(250,357)	(30.3)%	729,058	151,789	3,421,691	2,692,633	6,435,982	3,014,291
Tax Adjustments	540,891	2,025,000	2,150,000	6.6%	125,000	6.2%	2,275,000	125,000	2,275,000	0	2,300,000	25,000
Corporate and Elections												
- Bank Charges	134,771	95,000	104,500	0.3%	9,500	10.0%	113,500	9,000	120,600	7,100	127,800	7,200
- Professional Fees	198,091	184,000	184,000	0.6%	0	0.0%	184,000	0	184,000	0	184,000	0
- OMB Hearings, Professional Fees ⁽¹⁾	639,210	407,000	2,992,210	9.1%	2,585,210	635.2%	703,058	(2,289,152)	460,000	(243,058)	400,000	(60,000)
- VMC Dev. & Implementation*	0	0	1,482,868	4.5%	1,482,868	0.0%	0	(1,482,868)	0	0	0	0
- Joint Services	459,625	450,326	473,416	1.4%	23,090	5.1%	487,616	14,200	502,245	14,629	517,323	15,078
- Other	504,002	44,600	45,400	0.1%	800	1.8%	46,300	900	47,200	900	48,200	1,000
- Election	248,808	272,061	903,641	2.8%	631,580	100.0%	151,805	(751,836)	152,312	507	152,819	507
- Mayor's Gala & Golf Classic ⁽²⁾	1,706,708	0	294,245	0.9%	294,245	0.0%	294,245	0	294,245	0	294,245	0
- Ice Storm 2013	946,051	0	0	0.0%	0	(200.0)%	0	0	0	0	0	0
- Corporate Reorganization	2,679,590	0	0	0.0%	0	(100.0)%	0	0	0	0	0	0
- Year End Expenditure Reserve	(254,782)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
- Salaries Savings from Turnover	0	(4,130,000)	(4,430,000)	-13.5%	(300,000)	7.3%	(4,479,100)	(49,100)	(4,512,500)	(33,400)	(4,550,299)	(37,799)
	7,565,934	175,613	4,777,549	14.6%	4,601,936	2,620.5%	505,482	(4,272,067)	2,944,793	2,439,311	5,910,070	2,965,277
TOTAL CORPORATE EXPENSES	32,633,782	27,627,022	32,702,444	100.0%	5,075,422	18.4%	31,105,203	(1,597,241)	34,923,322	3,818,119	39,067,931	4,144,609
NET CORPORATE REVENUES AND EXPENSES	(3,364,504)	(5,430,838)	(6,368,052)		(937,214)	17.3%	(4,292,273)	2,075,779	1,766,904	6,059,177	8,413,513	6,646,609

(1) 2014 approved Council Item for OMB and VMC related expenses are fully offset by a Special VHI Dividend (revenue)

(2) Mayor's Gala & Golf Classic expenses are fully offset by revenue collected through Donations and Sponsorships

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

2014 Council Item Resource Approvals															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2014 Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Corporate Expenditures - OMB Resources															
Professional Fees			515,500		515,500			515,500		-	620,000	-	0	-	0
Law Clerk (2yr Contract)	FT - Cont	1.00	67,285		67,285			1.00	67,285	-	67,285	-	0	-	0
Legal Assistant (2yr Contract)	FT - Cont	1.00	61,165		61,165			1.00	61,165	-	61,165	-	0	-	0
Project Managers - Parks Dev (2yr Contract)	FT - Cont	2.00	237,358		237,358			2.00	237,358	-	237,358	-	0	-	0
Senior Manager - Dev Trans Eng (2yr Contract)	FT - Cont	1.00	147,743		147,743			1.00	147,743	-	147,743	-	0	-	0
Senior Planners - Dev Planning (2yr Contract)	FT - Cont	2.00	269,608		269,608			2.00	269,608	-	243,058	-	0	-	0
Urban Strategies Consultants			100,000		100,000			100,000		-	0	-	0	-	0
Special VHI Dividend				(2,162,602)	(2,162,602)			(2,162,602)			0				
Year End Reserve Transfer			1,133,551	(369,608)	763,943			763,943			(1,376,609)				
Corporate Expenditures - VMC Developments & Implementation															
VMC Facilitation Costs			118,750		118,750			118,750		-	118,750	-	118,750	-	118,750
Professional Fees - Parks Development			30,000		30,000			30,000		-	30,000	-	30,000	-	30,000
Lawyer (4yr Contract)	FT - Cont	1.00	152,682		152,682			1.00	152,682	1.00	152,682	1.00	152,682	1.00	152,682
Law Clerk (4yr Contract)	FT - Cont	1.00	69,285		69,285			1.00	69,285	1.00	69,285	1.00	69,285	1.00	69,285
Special VHI Dividend				(1,482,868)	(1,482,868)										
Year End Reserve Transfer			1,112,151		1,112,151			(370,717)			(370,717)		(370,717)		(370,717)

Revenue and Expenditure Summary

2014 Operating Budget & 2015-2017 Operating Plan

	2013 Actuals	2013 Budget	2014 Budget	% of Total Budget	\$ Variance	% Variance	2015 Forecast	Variance	2016 Forecast	Variance	2017 Forecast	Variance
Corporate Revenues ⁽¹⁾												
Powerstream Investment Income	(4,830,803)	(4,853,450)	(4,700,000)	12.0%	153,450	(3.2)%	(4,700,000)	0	(4,700,000)	0	(4,700,000)	0
Fines And Penalties	(5,161,741)	(4,900,000)	(5,100,000)	13.1%	(200,000)	4.1%	(5,100,000)	0	(5,100,000)	0	(5,100,000)	0
Investment Income	(3,016,574)	(2,750,000)	(2,525,000)	6.5%	225,000	(8.2)%	(2,275,000)	250,000	(2,025,000)	250,000	(2,065,000)	(40,000)
Mayor's Gala/Golf Classic	(1,706,708)	0	(294,245)	0.8%	(294,245)	0.0%	(294,245)	0	(294,245)	0	(294,245)	0
Powerstream Dividends	(5,069,219)	(4,425,000)	(6,200,000)	15.9%	(1,775,000)	40.1%	(6,325,000)	(125,000)	(5,500,000)	825,000	(5,500,000)	0
Special Divident VHI	0	0	(3,645,470)	9.3%	(3,645,470)	0.0%	0	3,645,470	0	0	0	0
Other	(2,470,220)	(70,000)	(539,608)	1.4%	(469,608)	670.9%	(413,058)	126,550	(170,000)	243,058	(170,000)	0
	(22,255,265)	(16,998,450)	(23,004,323)	58.9%	(6,005,873)	35.3%	(19,107,303)	3,897,020	(17,789,245)	1,318,058	(17,829,245)	(40,000)
Reserve Funding ⁽²⁾												
Tax Rate Stabilization Reserve & Working	(2,957,410)	(2,957,410)	(3,107,410)	8.0%	(150,000)	5.1%	(2,707,410)	400,000	(2,307,410)	400,000	(1,907,410)	400,000
Water & Wastewater Recovery	(3,401,875)	(3,402,000)	(3,378,763)	8.6%	23,237	(0.7)%	(3,402,763)	(24,000)	(3,479,763)	(77,000)	(3,482,763)	(3,000)
Administrative Recovery from Capital	(947,976)	(1,500,000)	(1,500,000)	3.8%	0	0.0%	(1,500,000)	0	(1,500,000)	0	(1,500,000)	0
Debenture Reserve	(1,268,087)	(3,200,000)	(3,080,000)	7.9%	120,000	(3.8)%	(3,680,000)	(600,000)	(3,080,000)	600,000	(935,000)	2,145,000
	(8,575,348)	(11,059,410)	(11,066,173)	28.3%	(6,763)	0.1%	(11,290,173)	(224,000)	(10,367,173)	923,000	(7,825,173)	2,542,000
Other ⁽³⁾												
Payment In Lieu of Taxes	(2,586,435)	(2,500,000)	(2,500,000)	6.4%	0	0.0%	(2,500,000)	0	(2,500,000)	0	(2,500,000)	0
Prior Year Surplus	(2,581,238)	(2,500,000)	(2,500,000)	6.4%	0	0.0%	(2,500,000)	0	(2,500,000)	0	(2,500,000)	0
	(5,167,673)	(5,000,000)	(5,000,000)	12.8%	0	0.0%	(5,000,000)	0	(5,000,000)	0	(5,000,000)	0
TOTAL CORPORATE REVENUES	(35,998,286)	(33,057,860)	(39,070,496)	100.0%	(6,012,636)	18.2%	(35,397,476)	3,673,020	(33,156,418)	2,241,058	(30,654,418)	2,502,000

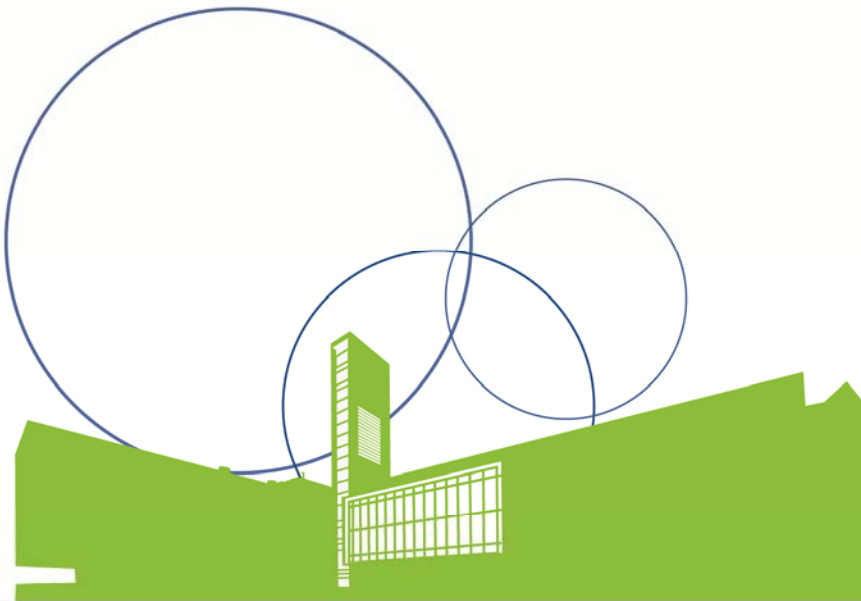
(1) Excludes corporate revenues which are presented in department reports and will differ from the Revenue by Major Source figures

Tax Certificates And Documents	(606,267)	(501,228)	(506,263)	(5,035)	1.0%	(531,104)	(24,841)	(532,360)	(1,256)	(536,741)	(4,381)
Purchasing Bids and Sale of Assets	(84,532)	(60,700)	(60,700)	0	0.0%	(60,700)	0	(60,700)	0	(60,700)	0
Capital Administration Fees	(12,803)	(50,000)	(12,000)	38,000	(76.0)%	(12,000)	0	(12,000)	0	(12,000)	0
Cashiering Services	(50,000)	(50,000)	(89,392)	(39,392)	78.8%	(90,937)	(1,545)	(92,527)	(1,590)	(92,527)	0
Recoverables and Other Revenues	0	0	0	0	100.0%	0	0	0	0	0	0
	(753,602)	(661,928)	(668,355)	(6,427)	1.0%	(694,741)	(26,386)	(697,587)	(2,846)	(701,968)	(4,381)
	(22,255,265)	(16,998,450)	(23,004,323)	(6,005,873)	35.3%	(19,107,303)	3,897,020	(17,789,245)	1,318,058	(17,829,245)	(40,000)
Revenue by Major Source - Corporate Revenues	(23,008,867)	(17,660,378)	(23,672,678)	(6,012,300)	34.0%	(19,802,044)	3,870,634	(18,486,832)	1,315,212	(18,531,213)	(44,381)

(2) Excludes reserve transfers which are presented in department reports and will differ from the Revenue by Major Source figures.

(3) Excludes Library Grant which is presented in their department revenue/expenditure report.

Water & Wastewater



The Corporation of the City of Vaughan

2014 Draft Operating Budget

Water Reserve Fund

Description	2014 Draft Budget	% of Sales	2013 Annual Budget	% of Sales
Water Revenues				
Residential Billings	31,387,680		29,658,660	
Commercial Billings	19,079,840		18,753,720	
Other	335,540		293,430	
	\$50,803,060		\$48,705,810	
Water Purchases				
Metered Water Purchases	31,378,540		29,871,880	
Non-Revenue Water	4,700,000	13.0%	4,450,000	13.0%
	\$36,078,540		\$34,321,880	
GROSS MARGIN	\$14,724,520	29.0%	\$14,383,930	29.5%
Other Revenues				
Installation and Service Fees	576,250		726,000	
Interest	440,000		380,000	
	\$1,016,250	2.0%	\$1,106,000	2.3%
Expenses				
Maintenance and Installation Cost	5,007,935		5,530,365	
General Administration	2,057,865		1,745,155	
Joint Service Costs	759,855		776,490	
Debenture Payments	214,550		202,790	
Administration Overhead	1,651,120		1,756,860	
Insurance Allocation	300,915		227,410	
	\$9,992,240	19.7%	\$10,239,070	21.0%
LIFECYCLE CONTRIBUTION - RESERVE	\$5,748,530	11.3%	\$5,250,860	10.8%

Statement of Continuity - Water Reserve

Description	2014 Draft Budget	2013 Annual Budget
Reserve Balance - Beginning - Actual	\$32,255,064	\$27,066,334
Reserve contribution from Water Operations	5,748,530	5,250,860
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(4,158,050)	(877,816)
- Committed		
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$33,845,544	\$31,439,378

The Corporation of the City of Vaughan

2014 Draft Operating Budget

Wastewater Reserve Fund

Description	2014 Draft Budget	% of Sales	2013 Annual Budget	% of Sales
Wastewater Revenues				
Residential Billings	36,211,940		32,743,180	
Commercial Billings	22,502,440		21,746,480	
	\$58,714,380		\$54,489,660	
Wastewater Expenses				
Regional Treatment Charges	\$45,230,670		\$41,344,290	
GROSS MARGIN	\$13,483,710	23.0%	\$13,145,370	24.1%
Other Revenues				
Local Improvements	233,780		213,200	
Installation and Service Fees	164,000		180,000	
Interest	514,430		345,000	
	\$912,210	1.6%	\$738,200	1.4%
Expenses				
Maintenance and Installation Cost	3,773,935		3,611,240	
General Administration	664,910		473,120	
Storm Sewer Maintenance	1,772,615		1,697,825	
Joint Service Costs	506,570		517,665	
Debenture Payments	222,895		213,200	
Administration Overhead	1,100,745		1,171,240	
Insurance Allocation	325,985		246,365	
	\$8,367,655	14.3%	\$7,930,655	14.6%
LIFECYCLE CONTRIBUTION - RESERVE	\$6,028,265	10.3%	\$5,952,915	10.9%

Statement of Continuity - Wastewater Reserve

Description	2014 Draft Budget	2013 Annual Budget
Reserve Balance - Beginning - Actual	\$35,265,810	\$31,552,860
Reserve contribution from Wastewater Operations	6,028,265	5,952,915
Capital Fund Transfer - Year End Actual - Yearly Budget - Committed	(280,000)	(2,090,900)
Revenue Fund Transfer - Yearly Budget		
Reserve Balance - Ending - Committed / Actual	\$41,014,075	\$35,414,875

**CITY OF VAUGHAN
2014 Draft Water / Wastewater Operating Budget**

New Complement Summary

Department	Description	Status	NET FTE	ANNUAL					2014 Budget Impact	
				Salary	Benefits	Other	Offsetting Reductions	Budget Impact	\$	FTEs
1. Water Division	Water Asset Management Coordinator (Engineering Services)	Full Time	0.50	\$40,135	\$10,960	\$3,000	\$0	\$54,095	\$28,550	0.25
2. Water Division	Manager of Corporate Asset Management (Engineering Services)	Full Time	0.29	\$32,900	\$8,980	\$0	\$0	\$41,880	\$20,940	0.15
3. Water Division	Treasury Clerk E (Water Clerk)	Full Time	0.60	\$36,745	\$10,030	\$2,000	\$0	\$48,775	\$37,080	0.45
4. Water Division	Backflow Prevention Administrator	Full Time	1.00	\$65,420	\$17,860	\$5,600	\$0	\$88,880	\$47,240	0.50
5. Wastewater Division	Environmental Program Planner (FTE Transfer from Public Works - Waste Management)	Full Time	1.00	\$72,850	\$19,890	\$350	\$0	\$93,090	\$93,090	1.00
6. Wastewater Division	Sewer Use Compliance & By-Law Coordinator	Full Time	1.00	\$65,420	\$17,860	\$5,600	\$0	\$88,880	\$47,240	0.50
7. Wastewater Division	Manager of Corporate Asset Management (Engineering Services)	Full Time	0.29	\$32,900	\$8,980	\$0	\$0	\$41,880	\$20,940	0.15
8. Wastewater Division	Wastewater Asset Management Coordinator (Engineering Services)	Full Time	0.50	\$40,135	\$10,960	\$3,000	\$0	\$54,095	\$28,550	0.25
TOTALS			5.18	\$386,505	\$105,520	\$19,550	\$0	\$511,575	\$323,630	3.25



CITY OF VAUGHAN

**WATER AND WASTEWATER RATE COMPARISON
 BASED ON CONSUMPTION OF 300 CUBIC METRES**

	2014 ⁽¹⁾	2013	Year over Year Change	
			\$	%
TORONTO	\$887	\$814	\$73	9.00%
MARKHAM	\$919	\$851	\$68	8.01%
VAUGHAN	\$926	\$850	\$75	8.85%
RICHMOND HILL	\$942	\$872	\$70	8.00%
WHITCHURCH - STOUFFVILLE	\$944	\$866	\$78	9.04%
KING	\$1,054	\$987	\$67	6.79%
AURORA	\$1,056	\$947	\$110	11.61%
NEWMARKET	\$1,204	\$1,115	\$89	7.99%
EAST GWILLIMBURY	\$1,495	\$1,399	\$96	6.86%
GEORGINA	N/A	\$980		

(1) 2014 vs. 2013 cost increases for consumption 300 m³ are based on Municipal and Regional Council approved rate increases.

N/A - rates not available

(All calculated amounts have been rounded to the nearest dollar).



2014-17 Business Plan

Business Overview

Service Statement: *Describe the core activities and key outcomes and results for your department and how your department contributes to the quality of life of the citizens of Vaughan and/or how your department supports other departments.*

Core Activities: *Describe your regular business functions and responsibilities.*

The **Water Division** is responsible for the provision of safe, potable drinking water to all City of Vaughan residents through compliance with Provincial legislation and regulations. Related business functions include, but are not limited to: watermain protection and repair, watermain flushing, water testing and water quality reports. In addition, this division strives for continuous improvement for the effective and efficient service delivery through the development and implementation of water-related by-laws and programs.

The **Wastewater and Drainage Division** is responsible for the maintenance of waste water and drainage collection infrastructure and the control of environmental hazards through compliance with Provincial legislation and regulation. Related business functions include, but are not limited to: catch basin cleaning, storm pond cleaning, sewer flushing, sanitary sewer cleaning. In addition, this division strives for continuous improvement for the effective and efficient service delivery through the development and implementation of wastewater-related by-laws and programs..

Both the Water and Wastewater and Drainage Division(s) work closely with representatives from the Finance Department in providing revenue and cost projections, user rates, and financial reporting. The Finance Dept. further coordinates with PowerStream regarding billing and collection of water and wastewater accounts

Key Outcomes & Results: *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide safe drinking water for all citizens in accordance with Ministry of the Environment service standards
2. Ensure the safe collection of wastewater
3. Promote environmentally sustainable management of the City's water assets and services

Link to Vaughan Vision 2020: *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Demonstrate Excellence in Service Delivery
 - The Department provides a wide variety of water and wastewater systems maintenance and testing to ensure safe drinking water for all citizens in accordance with Ministry of the Environment service standards.
2. Promote Community Safety, Health and Wellness
 - Staff ensure the safe collection of wastewater, promoting the health and wellness of Vaughan residents
3. Lead and Promote Environmental Sustainability
 - The Department promotes environmentally sustainable management of the City's water assets by protecting water sources and maintaining natural and man-made water environments. Ongoing storm pond and sewer maintenance ensures infrastructure is functioning as intended, with no adverse impacts on the environment



Public Works

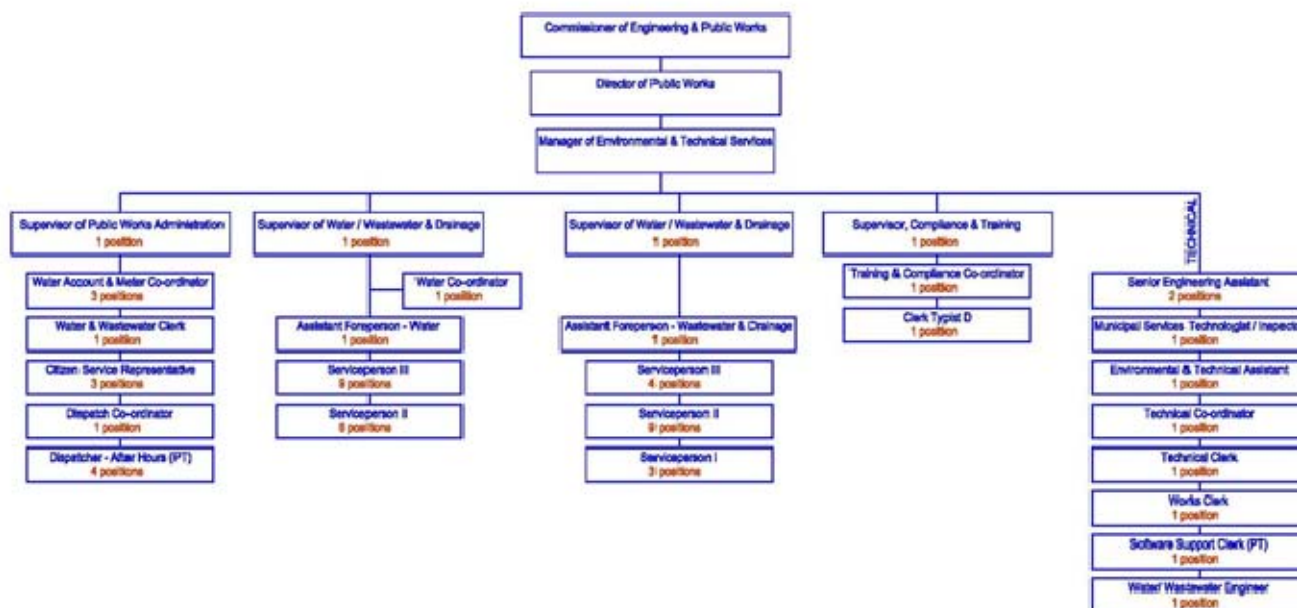
Water Division Wastewater & Drainage Division

2014-17 Business Plan

4. Ensure Financial Sustainability
 - The Department, along with the Finance Dept., continues to pursue Full Cost Recovery in the delivery of water and wastewater services
5. Manage Corporate Assets
 - Staff is collaborating with other City stakeholders to support the Corporate Asset Management Strategy and integrate the City's water, wastewater and storm water infrastructure.

Staffing Profile: Full Time, Part Time and Overtime – Budgeted Amounts

Administration & Technical Divisions Water / Wastewater & Drainage Division Public Works Department Feb 26, 2014



	Additional Resource Requests					
	2012*	2013*	2014	2015	2016	2017
Full Time	51.12	49.5	3.2	-	-	-
Part Time	1.59	2.62	-	-	-	-
Overtime	\$214,985	234,561	250,730	-	-	-

Notes:

- *Includes 3.0 Engineering Positions and seasonal staff
- Additional staff / ARR requirements for 2015 – 2017 may be identified through Engineering / Public Works PSR (to be completed 2014) or independently assessing comparable staff / ARR needs for the implementation and ongoing management of the programs identified.



2014-17 Business Plan

Key Stakeholders

- Citizens and businesses of Vaughan
- York Region
- Conservation Authority (TRCA)
- Mayor and Members of Council
- Ministry of Environment
- PowerStream

Service Profile

Current Service State: *Outline departmental strengths/weaknesses, current challenges or constraints, risk issues and major successes. Where applicable, assess department's ability to meet expected service levels.*

Strengths

The Water and Wastewater & Drainage Divisions have taken steps in recent years to develop various programs related to safeguard City infrastructure and provide opportunities for cost recovery. These programs include (or will soon include): Storm Pond Maintenance Program, Asset Management Program, Sewer Use Compliance Program, , Leak Detection and Water Loss Program, Inflow and Infiltration Program, Water Meter Replacement/Calibration Program, Water Backflow Prevention Program, & an overhaul of the SCADA system. It is anticipated that these programs will take multiple years to be implemented and become fully operational.

In addition, the City continues to provide (pay for) all necessary training for both its wastewater and water operators to ensure all operators are in compliance to Provincial regulations and legislation.

Challenges/Constraints

Comparable progressive municipalities have considerable more staff in their Water and Wastewater Divisions to develop, implement, and manage water/wastewater related bylaws and programs such as a Storm Pond Maintenance Program, Asset Management Program, Sewer Use Compliance Program, Leak Detection and Water Loss Program (in Partnership with York Region), Inflow and Infiltration Program, Water Meter Replacement/Calibration Program, Water Backflow Prevention Program. Although we are working toward developing bylaws and programs for these initiatives, the program(s) success relies on the provision of additional qualified staff to adequately manage these programs. Due to the staffing shortfall, there is a RISK that expected service levels required for these programs will not be obtained, or worse, not implemented.

Future Direction for the Service: *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

Opportunities

The City has a number of opportunities to develop, implement and manage water and wastewater related programs intended to safeguard the City's infrastructure as well as the natural environment. Some of these programs also provide opportunity for cost recovery.



2014-17 Business Plan

Emerging Issues

The emerging issues in the recent past focus on requirement and expectation that municipalities effectively and efficiently manage their assets and to exercise due diligence in doing so. The programs are categorized in three primary areas:

- Longevity to City Infrastructure & Capital Assets – Asset Management Program; I and I Program; Water Loss Program
- Environmental – Sewer Use Compliance Program; Water Loss Program; I and I Program; Water Meter Calibration/Replacement Program
- Cost Recovery – Water Meter Calibration and Replacement Program; Water Loss Program

Threats

Failure to successfully develop, implement and manage many of the programs noted above, could expose the City to significant risk – recognizing of course the exposure to risk varies depending on the program. For example, the Backflow Prevention Program is intended to be a proactive measure to help safeguard the City's drinking water supply – basically avoiding contamination before it occurs.

The revamping of the SCADA system is required to prevent an immediate threat to managing the City's infrastructure. –Since the inception of the current SCADA system, Vaughan has been fully reliant on an external contractor in managing this program. Although the City has taken some preliminary steps to assess shifting the control of the SCADA system from a contractor to the City, significant upgrades and work is required to this system in order to ensure it is operating as intended and allow for full remote operational control and data recovery.

Anticipated Constraints

Staffing shortfall as noted in 'Challenges and Constraints' above.

Financial Impact: *Scope out major financial impacts on the department currently and in the future.*

- Increases in regional billing for water and wastewater services will necessitate matching increases to municipal billing rates and revenues
- The City's Corporate Asset Management initiative will provide greater information and detail on future capital and maintenance liabilities associated with full life-cycle costs of water, wastewater, and storm water assets
- For the 2014 budget, the Water / Wastewater Division submitted 2 ARRS (Sewer Use Compliance and Bylaw Coordinator and a Backflow Prevention Administrator). Although additional staff may be required beyond 2014 to assist with the implementation of many of the programs identified, staff will await the findings of the Organizational Review for Engineering and Public Works that is currently underway, and if so required, provide additional rationale for additional staffing increases beyond 2014.
- Water and Wastewater budgets are to a large extent 'reactive' and difficult to predict from year to year.. The cost of required reactive activities (i.e. number and extent of water main breaks, the number of flooding events, or sewer back-ups) varies from year to year. As such, it should be recognized that variances (both positive and negative) will be the norm during budget evaluation.



Public Works

Water Division

Wastewater & Drainage Division

2014-17 Business Plan

Work Plan

Business Plan Objectives: List up to three departmental initiatives and objectives for each year 2014-17 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

THE INITIATIVES NOTED BELOW ARE MULTI YEAR INITIATIVES.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2014 Initiatives			
Pursue full cost recovery in the delivery of water and wastewater services	Reduce Non-Revenue Water Usage by implementing leak detection process and replacing water meters	Q4 (ongoing)	Not at this time
Effectively manage the City's water infrastructure	Develop a Cross-Connection Control & Backflow Prevention by-law and implementation program	Q4 (ongoing)	Yes – ARR submitted for 1 staff person
	Collaborate with Engineering Services to support the Corporate Asset Management initiative	Q4 (ongoing)	Not at this time
	Water Meter Calibration and Assessment Program	Q4 (ongoing)	Not at this time
Effectively manage the City's storm sewer infrastructure	Develop and Implement Sewer Use Compliance Program	Q4 (ongoing)	Yes – ARR submitted for 1 staff person
Safeguard the natural environment	Development of Inflow and Infiltration Program	Q2 (ongoing)	No
Effective delivery of Services	Develop policies, procedures, best practices and standards for the water and waste water collection and distribution system (i.e. through contract requirements / development requirements)	(ongoing)	No
Effectively manage City (SCADA) infrastructure	SCADA system – to implement a system whereby the City has full control on its SCADA system	2014 (all)	Captured in Operating (no additional resources)


Public Works
Water Division
Wastewater & Drainage Division
2014-17 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 - 2017 Initiatives			
<p>The initiatives noted in 2014 are multi year initiatives.</p> <p>Given the depth of these programs, the staffing constraints and the multiple components required to undertake to successfully develop and implement these programs (task include (but not limited to: background / comparative data compilation, bylaws, program development, financial processes, education campaign, development of database(s), enforcement), it is expected that many of the initiatives noted will spill into 2015, 2016 and possibly 2017</p>			



Public Works

Water Division
Wastewater & Drainage Division

2014-17 Business Plan

Business Performance

Key Performance Indicators: List up to three relevant performance measures which provide information on the department's efficiency, effectiveness and quality of service. The performance indicators should range from 2009 to 2012, with a forecast for 2013.

Performance Measure	2010	2011	2012	2013	2014 Estimate
EFFICIENCY: What/How much do we do?					
A. Operating Cost per km of Water Distribution System	858 km \$7,255	865 km \$6,926	871 km \$6,518	882 km \$6,412	897 km \$7,877
B. Operating Cost per km of Wastewater Collection System (Flushing)	839 km \$3,753	846 km \$4,208	852 km \$4,555	863 km \$3,471	878 km \$5,056
C. Operating Cost per Km of Storm Collection System	820 km \$1,802	827 km \$1,663	833 km \$1,877	843 km \$1,984	858 km \$2,066
D. Km's of Sewer Main Flushed per Year – (includes some capital and repetitive flushing)	1,132	720	720	740	460*
EFFECTIVENESS: How well did we do it?					
E. # of Watermain Breaks per 100km of Distribution Pipe	6	3	2.3	2.4	2.4
SERVICE QUALITY: Is anyone better off					
F. # of Adverse Water Samples vs. Total Number of Water Samples Taken	0.0040	0.0065	0.0041	0.0091	0.0070

Calculation Notes:

- Refer to Finance's KIP Actual Operating Finance Sheet for cost summary of 'Maintenance and Installation' and 'General Administration' for Water, Wastewater and Storm
- Kilometres of Storm, Water and Wastewater obtained via Public Works MPMP.
- *In 2014 it is anticipated that a Sewer Flushing & CCTV Contract will go out for tender. This contract will have a 5 year flushing rotation for both storm and sanitary (previous to this storm sewer was done on a as needed basis only). Therefore assume 900 km of sewer + 15% flushing in capital works + 2.5% growth of infrastructure = 1,056 km + 20% (180 km) repeat flushing in problem areas = 1,236



Public Works

Water Division Wastewater & Drainage Division

2014-17 Business Plan

km of sanitary x 2 (for storm less the 180 km for repeat as the storm sewer)= 2,300
(rounded off) divided by 5 years = 460 km /yr.

d) Assume 1 (15 km) to 2.5 % growth per year.

Key Performance Indicators Conclusion: *Provide an overall conclusion based on the indicators listed above in terms of current and estimated future performance and expected/target values.*

A. Operating Cost per km of Water Distribution System

Key Conclusion

The cost per km of the water distribution system slightly decrease in 2013 may be attributed to better oversight on some of the water-related contracts as well as fewer emergency operations required.

Notes About Measure

Source: km of infrastructure provided by PW MPMP. Finance – year-end financial reports.

B. Operating Cost per km of Wastewater Collection System

Key Conclusion

The cost per km for maintenance of the wastewater collection system has decreased slightly, demonstrating slight stabilization in inflow / infiltration activities resulting in manhole repairs and elimination of cross connections.

Notes About Measure

Source: km of infrastructure provided by PW MPMP. Finance – year-end financial reports.

C. Operating Cost per km of Storm Collection System

Key Conclusion

The cost per km of the storm collection system has stabilized over the last several years primarily due to fewer hazardous spill responses and fewer emergency repairs. Proactive maintenance activities have helped to keep emergency repair costs down, and some works previously done through the operating budget are now being done through Engineering Capital Projects. It is expected that through this ongoing arrangement with Engineering Services, future operating costs will remain near \$2,000 per km of pipe range, unless significant emergency repairs are needed and/or large spills occur.

Notes About Measure

Source: km of infrastructure provided by PW MPMP. Finance – year-end financial reports.

D. Km Sanitary Sewer Main Flushed per year

Key Conclusion

The number of km of sewers flushed in 2013 is consistent with previous years (except for 2010). Sanitary (wastewater) sewers are flushed annually while storm sewers are flushed on an “as needed” and less frequent basis. The flushing program is contracted out and includes some capital works projects and some repetitive flushing in problematic areas.


Public Works
Water Division
Wastewater & Drainage Division

2014-17 Business Plan

Notes about Measure

Source: Wastewater Division

E. Number of Watermain Breaks per 100 km of Distribution Pipe
Key Conclusion

The Anode Protection Program in combination with Engineering Services watermain replacement program continues to help reduce the number of watermain breaks. The number of watermain breaks (per 100 km of watermain) has stabilized over the last several years. It is expected that the number of watermain breaks will remain at 3 to 4 per 100 km of pipe.

Notes about Measure

There has been no increase of break activity in areas where the anode protection program has been implemented. Source: Water Division

F. Number of Adverse Water Samples versus total number of Water Samples Taken
Key Conclusion

Adverse samples are most often the result of contamination due to the method of sampling. The standard response to an adverse water quality sample is to flush the watermain and resample to confirm that the water quality meets the regulatory requirements. The samples that were deemed to be adverse were not indicative of the City's water supply, and the general public was not at risk at any time. The number of adverse occurrences are less than the Provincial average for municipalities of similar size.

Notes about Measure

The number of sampling points increases each year in relation to the City's population. In June 2005, the City mandated a flushing and testing program for all new developments within the City. As well, new locations were added to the existing flushing program for dead-end watermains. Both of these initiatives add to the sampling program and help ensure the water quality is maintained throughout the distribution systems. These changes were in response to Ontario Regulation 170/03 of the Safe Drinking Water Act.

Source: Water Division

**Department Head
Sign-off**

Date (mm/dd/yy)

Commissioner Sign-off

Date (mm/dd/yy)



City of Vaughan
Water Division

2014 Draft Budget and 2015 - 2017 Plan

	2014 DRAFT Budget	2015 Forecast	2016 Forecast	2017 Forecast
Water Revenues				
Residential Billings	31,387,680	33,971,500	36,788,340	39,650,340
Commercial Billings	19,079,840	21,337,380	22,992,805	24,732,580
Other	335,540	342,145	355,110	367,980
	\$50,803,060	\$55,651,025	\$60,136,255	\$64,750,900
Water Purchases				
Metered Water Purchases	31,378,540	34,753,210	37,700,650	40,203,480
Non-Revenue Water	4,700,000	5,302,000	5,752,000	6,133,700
	\$36,078,540	\$40,055,210	\$43,452,650	\$46,337,180
GROSS MARGIN	\$14,724,520	\$15,595,815	\$16,683,605	\$18,413,720
Other Revenues				
Installation and Service Fees	576,250	550,000	540,000	530,000
Interest	440,000	465,370	466,875	485,935
	\$1,016,250	\$1,015,370	\$1,006,875	\$1,015,935
Expenses				
Maintenance and Installation Costs	5,003,935	5,179,075	5,360,345	5,547,955
General Administration	2,061,865	2,139,030	2,218,895	2,301,555
Joint Service Costs	759,855	782,650	806,130	830,315
Debt Service Payments	214,550	208,370	164,855	164,855
Administration Overhead	1,651,120	1,662,850	1,700,475	1,701,940
Insurance Allocation	300,915	303,050	309,910	310,180
	\$9,992,240	\$10,275,025	\$10,560,610	\$10,856,800
Contribution to Reserve	\$5,748,530	\$6,336,160	\$7,129,870	\$8,572,855



City of Vaughan
Wastewater/Storm Sewer Division

2014 Draft Budget and 2015 - 2017 Plan

	2014 DRAFT Budget	2015 Forecast	2016 Forecast	2017 Forecast
Wastewater Revenues				
Residential Billings	36,211,940	40,922,905	45,534,390	48,999,345
Commercial Billings	22,502,440	26,094,955	28,892,495	31,029,625
	\$58,714,380	\$67,017,860	\$74,426,885	\$80,028,970
Wastewater Expenses				
Regional Treatment Charges	\$45,230,670	\$52,242,405	\$58,040,895	\$62,163,340
GROSS MARGIN	\$13,483,710	\$14,775,455	\$16,385,990	\$17,865,630
Other Revenues				
Local Improvements	233,780	126,755	0	0
Installation and Service Fees	161,000	165,000	160,000	158,000
Interest	514,430	596,980	696,225	811,965
Sundry	3,000	3,000	3,000	3,000
	\$912,210	\$891,735	\$859,225	\$972,965
Expenses				
Maintenance and Installation Costs	3,773,935	3,906,025	4,042,735	4,184,230
General Administration	664,910	694,180	724,475	755,830
Storm Sewer Maintenance	1,772,615	1,834,655	1,898,870	1,965,330
Joint Service Costs	506,570	521,765	537,420	553,545
Debenture Payments	222,895	126,755	0	0
Administration Overhead	1,100,745	1,108,565	1,133,650	1,134,625
Insurance Allocation	325,985	328,300	335,730	336,020
	\$8,367,655	\$8,520,245	\$8,672,880	\$8,929,580
Contribution to Reserve	\$6,028,265	\$7,146,945	\$8,572,335	\$9,909,015

2014 Capital Budget

2015 - 2017 Capital Plan

Approved by Council February 18, 2014

By Funding Source - Water Reserve

Rank	Budget Year	Year Identified	Dept	Number	Project Title	Project Type	Amount	Cumm. Total	Operating Budget Impact	Co-Funding	TCA
	2014	2014	EN	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	37,080	37,080	0	Debenture Financing \$40,170;	Y
	2014	2014	EN	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	166,860	203,940	0	Debenture Financing \$39,140;	Y
	2014	2013	EN	EN-1942-13	2014 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	1,370,230	1,574,170	0	Debenture Financing \$2,337,770;	Y
	2014	2013	EN	EN-1943-13	2014 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,227,880	3,802,050	0	Debenture Financing \$824,010;	Y
	2014	2014	EN	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	New Infrastructure	150,000	3,952,050	0	Sewer Reserve \$280,000;	Y
	2014	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	4,158,050	0		Y
2014 Budget Line											
	2015	2014	EN	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	743,897	743,897	0	Debenture Financing \$805,888;	Y
	2015	2014	EN	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,174,570	2,918,467	0	Debenture Financing \$510,084;	Y
	2015	2014	EN	EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	216,300	3,134,767	0	Debenture Financing \$92,700;	Y
	2015	2015	EN	EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	140,492	3,275,259	0	Debenture Financing \$86,108;	Y
	2015	2015	EN	EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	208,575	3,483,834	0	Debenture Financing \$69,525;	Y
	2015	2013	EN	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	609,760	4,093,594	0	Debenture Financing \$214,240;	Y
	2015	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	4,299,594	0		Y
2015 Forecast Line											

2014 Capital Budget

2015 - 2017 Capital Plan

Approved by Council February 18, 2014

By Funding Source - Water Reserve

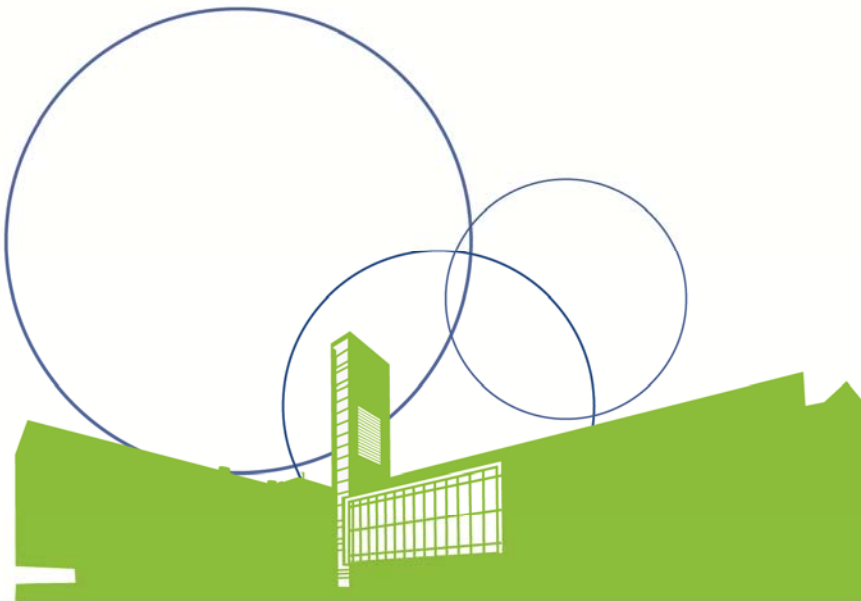
Rank	Budget Year	Year Identified	Dept	Number	Project Title	Project Type	Amount	Cumm. Total	Operating Budget Impact	Co-Funding	TCA
	2016	2014	EN	EN-1916-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	3,024,613	3,024,613	0	Debenture Financing \$1,296,263;	Y
	2016	2015	EN	EN-1920-15	2016 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	2,123,052	5,147,665	0	Debenture Financing \$1,301,226;	Y
	2016	2015	EN	EN-1921-15	2016 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,625,992	7,773,657	0	Debenture Financing \$875,331;	Y
	2016	2016	EN	EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	258,200	8,031,857	0	Debenture Financing \$195,000;	Y
	2016	2016	EN	EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	119,305	8,151,162	0	Debenture Financing \$27,985;	Y
	2016	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	8,357,162	0		Y
2016 Forecast Line											
	2017	2016	EN	EN-1976-16	2017 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	3,338,815	3,338,815	0	Debenture Financing \$4,425,872;	Y
	2017	2016	EN	EN-1977-16	2017 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	1,344,566	4,683,381	0	Debenture Financing \$315,392;	Y
	2017	2013	PW	PW-2063-13	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	4,889,381	0		Y
2017 Forecast Line											



2014 Capital Budget
2015 - 2017 Capital Plan
Approved by Council February 18, 2014
By Funding Source - Sewer Reserve

Rank	Budget Year	Year Identified	Dept	Number	Project Title	Project Type	Amount	Cumm. Total	Operating Budget Impact	Co-Funding	TCA
	2014	2014	EN	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	New Infrastructure	280,000	280,000	0	Water Reserve \$150,000;	Y
2014 Budget Line											

Glossary & Acronyms



Glossary

Accrual Basis Accounting	An accounting method that identifies revenues and expenditures as they are earned and incurred
Additional Resource Request (ARR)	Special or unique requirements not accommodated within existing budget guidelines requiring Senior Management Team (SMT) and Council approval
Amortization	Expensing the cost of an asset over a period of time
Appropriation	Assigning of funds by government for a specific project/program
Annualization	Calculating expenses for a full year of operation
Approved Budget	The final budget passed by Council
Assets	All properties, both tangible and intangible, owned by an entity
Balanced Budget	Total expenses equal total revenues in an operating year
Base Budget	Budget including only very specific changes that are permitted in the annual budget guidelines, typically related to predetermined agreements, contracts or Council approvals
Benchmarking	A standard by which something (e.g. one's practices) can be gauged or evaluated
Best Practice	A tactic, strategy or action used by an organization that other organizations identify to be the most effective approach to dealing with a particular matter
Budget	A financial plan including estimates of projected revenues and expenditures for a given period of time
Budget Guidelines	An outline of budgetary requirements that focus on achieving a specific goal
Budget Monitoring	Budget performance that is observed on a periodic basis for specified variances
Business Unit	An organizational unit with a particular focus
Capital Budget	A financial plan for capital expenditures
Capital Expenditure	A component of a capital project that includes all costs incurred to get the

Glossary

asset ready for use

Capital Funding Source	A component of a capital project that indicates all funding sources for a capital project
Capital Projects	Projects whereby an expenditure is incurred to acquire or improve land, buildings, engineering services, machinery and equipment used in providing municipal services, or to deliver a study related to the growth of the City. The expenditure has a lasting benefit beyond one year, extends the life of a fixed asset or has a gross cost exceeding \$20,000
Collective Agreement	A legally binding agreement between an employer and a union, detailing the terms and conditions of employment
Consumer Price Index (CPI)	An indicator obtained by comparing through time, the cost of goods and services to a typical consumer, but does not include volume
Contingency	Funds available to cover unforeseen or anticipated events
Council	City of Vaughan Council, composed of the Mayor, Regional Councilors and Local Councilors
Directors Working Group (DWG)	Representatives from across the City's departments, who evaluate and prioritize additional resource requests for SMT, Finance and Administration Committee, and Council consideration
Debenture	A form of borrowing funds whereby principal and interest payments are made over time
Deficit	Excess of expenditures over revenues at year-end
Development Charges	Funds collected through development charges for the provision of municipal services to growth areas
Discretionary Reserves	Allocations of accumulated net revenue established by Council for a particular purpose
Expenditure	An outflow of funds to acquire goods or services
Finance and Administration Committee	The committee comprised of the Mayor and the five local Councillors that reviews budget issues and provide recommendations to Council
Financial Planning	The consolidation of the City's strategic initiatives, master plans, and general operational and capital requirements in a single process to provide clarity on

Glossary

future pressures and funding requirements

Fiscal Policy

Actions adopted to achieve a financial outcome

Full-Time Equivalent (FTE)

The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year

Fund

Accounts that are interrelated and are used to record revenues and expenditures with a specific purpose

Generally Accepted Accounting Principles (GAAP)

Uniform minimum requirements intended to define adequate accounting principles

Gapping

The difference between the annual impact and a partial year impact

Grants

A monetary contribution from the government or agency, serving as a means to support a particular program, service or function

GTA Pooling

The reallocation of funds to the City of Toronto from the Greater Toronto Area (GTA). This has been eliminated starting in 2013.

Inflation

A rise in price levels caused by economic activity

Infrastructure

Facilities and installations necessary for the development of the City (e.g. schools, roads, transportation)

Infrastructure Gap

The difference between infrastructure needs and available funding

Investment Income

Interest and dividend income received from investments and cash balances

Labour Costs

Salary and wages in respect to full-time, part-time, permanent part-time, contract, temporary or overtime including other benefits

Levy

An imposed amount of property taxes to support municipal activities

Long-Term Debt

A debt greater than one year where principal and interest is paid

Municipal Price Index (MPI)

The application of relevant indicators to the weighting of major expense categories. The use of the internal MPI provides a more relevant and accurate rate than the use of CPI

Obligatory Reserves

Contributions and expenditures required under provincial statute or legal agreement that are regulated by the particular provincial statute or legal agreement

Glossary

One-Time Only	An item approved for the current budget year only.
Ontario Municipal Board (OMB)	An independent provincial board that hears applications and appeals on municipal and planning disputes under the <i>Municipal Act</i> , <i>Planning Act</i> , <i>Expropriation Act</i> , <i>Heritage Act</i> and other legislation
Operating Budget	A budget designed to provide financial support to departments for annual operating costs
Per Capita	Determined by dividing any figure (e.g. income) by the total current population
Performance Measure	A determination of the degree of effectiveness, efficiency and quality of an action or objective
Property Assessment	Valuation of property as a basis for taxation
Property Tax	A tax levied according to the property's assessed value and tax rate
Reserve/Reserve Funds	Funds collected or set aside from specific Council approved sources for a specific Council approved purpose. Reserve is established by Council and Reserve Fund is restricted to a specific purpose
Senior Management Team (SMT)	Comprised of the City Manager and all five of the City's Commissioners
Stakeholder	A user with an interest or concern in the topic
Strategic Initiatives	Initiatives that are large in scale, which represent a shift in the nature and manner in which the city functions
Subsidy	Financial assistance to a specific project
Surplus	Quantity or amount in excess of what is required, typically total revenue greater than total expense
Tangible Capital Assets (TCA)	Non financial asset with a gross cost exceeding \$20,000, useful life beyond one year and required for the purpose of constructing, acquiring or improving lands, buildings, engineering services or machinery and equipment
Tax Rate	A percentage rate that is used to determine a property tax

Glossary

Taxation	The process of which governments collect from businesses and residents to finance public services and activities.
Vaughan Business Enterprise Centre (VBEC)	VBEC encourages entrepreneurship by creating alliances between the public and private sectors to support entrepreneurial programs and services from local, provincial and federal governments, numerous private sector individuals and companies, community groups and academic organizations
User Fees/Service Charges	Payments for the use of specific municipal services and activities
Variance	The difference between actual and budgeted expenses or revenues
Vaughan Vision 2020	Vaughan's strategic plan that sets the overall City strategic direction and initiatives
Working Capital	Cashflow required to fund operational requirements

Acronyms

AMO	Association of Municipalities of Ontario
ARR	Additional Resource Request
AWWA	American Water Works Association
BU	Business Unit
CICA	Canadian Institute of Chartered Accountants
COLA	Cost of Living Adjustment
COA	Committee of Adjustment
CPI	Consumer Price Index
DTA	Development Tracking Application
EA	Economic Adjustment
EAB	Emerald Ash Borer
EDMS	Electronic Document Management System
EI	Employment Insurance
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GFOA	Government Financial Officers Association
GTA	Greater Toronto Area
ISF	Infrastructure Stimulus Fund
IWA	International Water Association
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integration Network
LTD	Long-Term Debt

Acronyms

MPI	Municipal Price Index
MTO	The Ontario Ministry of Transport
OFM	Ontario Fire Marshall
OMB	Ontario Municipal Board
OMERS	Ontario Municipal Employees Retirement System
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
RiNC	Recreation Infrastructure Canada
SMT	Senior Management Team
TCA	Tangible Capital Assets
VBEC	Vaughan Business Enterprise Centre
VFRS	Vaughan Fire and Rescue Services
VHCC	Vaughan Health Campus of Care
VMC	Vaughan Metropolitan Centre
VPL	Vaughan Public Libraries
WSIB	Workplace Safety Insurance Board
YRT	York Region Transit



“In our future I see a community that will be praised for its character and integrity, respected for its spirit of innovation in the areas of health care, education and transportation, acclaimed for its responsible planning and economic leadership, admired for its environmental stewardship, renowned for its first class administration and transformed by the will of people to be agents of change, placing Vaughan at the forefront of the 21st century cities capable of capturing the imagination of the world.”

Honourable Maurizio Bevilacqua, P.C.
Mayor, City of Vaughan



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