

# 2015 **Budget** and 2016-18 **Financial Plan**

Fiscal Sustainability Always A Priority



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Vaughan  
Ontario**

For the Fiscal Year Beginning

**January 1, 2014**

Executive Director

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Regional Councillor  
Gino Rosati

Chair of the  
Finance,  
Administration &  
Audit Committee

As Chair of the Finance, Administration and Audit Committee, I am pleased to share the 2015 Budget and 2016-18 Plan. Council unanimously passed the City's Operating, Capital and Water & WasteWater budgets on April 1, 2015. The 2015 Budget allocates \$259 million for operating expenses and \$93 million for capital projects and improvements.

The budget process is a challenging annual exercise that this committee takes very seriously. Through the hard work and contributions of all members, 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 2015 is 2.7 per cent which represents an additional \$34 per year on the average residential property assessed at \$587,000. Council also limited annual property tax increases to three percent or less during this four year term. A Budget Task Force has been created to help make sure this achieved with limiting the impact on programs and services.

Property taxes are the primary source of funding for more than 200 of the City's programs and services. The operating budget is used to run City facilities, programs and services, such as recreation programs, waste collection, snow clearing, and fire and rescue services. The 2015 budget also focuses on a range of capital projects to build and repair City infrastructure, including roads, pipes and buildings such as:

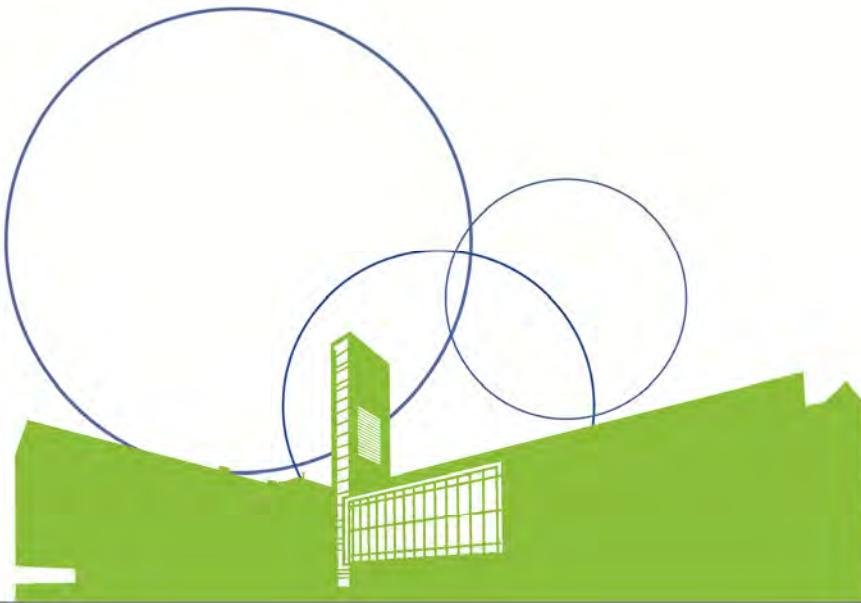
- \$56.8 million for Public Works, including curb and sidewalk repair and replacements throughout the City, a streetlight pole replacement program and water-meter replacement program
- \$3.4 million for Fire and Rescue Services, including the construction of a fire training tower at the Joint Operations Centre and equipment replacement
- \$5.8 million for Vaughan Public Libraries for infrastructure improvements, technology, library resource materials and new development, including the Vellore Village South Library and the Carrville Library
- \$3.3 million for infrastructure and equipment at various community centres, parks and buildings
- \$35.1 million for road rehabilitation and watermain replacements throughout the City, a crossing at Highway 427, pedestrian and bicycle network implementation, pavement management programs and walkway lighting improvements
- \$2.2 million for a city-wide tree planting program, including tree replacement funding in response to the Emerald Ash Borer infestation and the 2013 ice storm

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

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## 2015





# Executive Summary



*Interim City Manager*  
Barbara Cribbett

## Message from the Interim City Manager

The City of Vaughan continues to demonstrate its commitment to putting citizens first with the 2015 budget. We place a high value on the quality of services we provide, and are focused on responsible growth and financial sustainability. I am extremely proud of this responsible and realistic plan that strikes a balance between the services residents need, city-building initiatives and low tax rates.

The budget reflects strong financial leadership and discipline which ensure our residents receive value for their tax dollars. We have seen continued progress on a number of key projects including the Vaughan Metropolitan Centre, the Toronto-York Spadina Subway Extension, the new Civic Centre Resource Library and the Vaughan Healthcare Centre Precinct. All of these projects contribute to the City's future as a major urban centre.

I am pleased to share the 2015 Budget Book with our residents and businesses. It provides an overview of the City's operating budget, water and wastewater services budgets and capital budget. It includes information on the City's strategic plan, financial policies, departmental business plans and our community's growth. There is also a range of projects that will continue to enhance the quality of life for our residents – two artificial sports fields at North Maple Regional Park, the new Civic Centre Resource Library, a fire training tower, and resources to support community parks and infrastructure repair and renewal projects.

As Interim City Manager, I am incredibly proud of staff whose hard work and dedication contributed to achieving our goal of keeping the tax rate low. I would like to recognize the incredible efforts of City staff, in particular the Finance Commission, for their contributions and dedication to service excellence. I would also like to thank all Members of Council for their thoughtful consideration and support of the 2015 Budget and 2016-18 Plan.

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 the desire to keep tax rate increases at a reasonable level, Council has given staff the mandate to limit the tax rate increase to 3% for 2015 - 2018. To assist with the review of budget reduction options a Budget Task Force has been created. The Budget Task Force will review options to help mitigate the tax rate impact while having a limited impact on programs and services, optimally resulting from efficiencies.

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 strategic approach intended to generate discussion on where the City's future resources should be focused to best support the community.

Public Service Renewal (PSR) is another 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.

The primary benefits of these initiatives are numerous and include:

- Developing an achievable and resourced plan
- Ensuring resource allocation is guided by the City's vision and strategic themes
- Better communicating the City's direction and focus public consultation

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. A number of tactics were employed to reach that goal including hard-copy promotional materials and ads, online Twitter events and enhanced website content. Flyers and posters highlighting the budget meetings were distributed to City facilities, ratepayers' associations, seniors clubs and seniors' residences to ensure residents were aware of the opportunities to provide input. The six public meeting times were also promoted on the front of the interim tax bill insert, which was mailed to every homeowner in February.

The City also used social media to promote the budget process by sending out reminders about budget meetings and the other opportunities to get engaged, tweeting live from all six meetings and holding two "Ask the Expert" sessions on Twitter that allowed residents to have

# Executive Summary

their budget questions answered in real time. Information also was shared through the City's corporate, business and Councillor eNewsletters and the blog.

Public consultation is integral to building the budget, which is why every effort was made to provide information in a variety of formats – both print and online – and to ensure residents received it through their preferred channels.

## ECONOMIC CONTEXT

Canada's forecasted economic growth in 2015 is expected to be largely fueled by sustained momentum in the U.S. economic recovery. Overall, Ontario's economy (GDP) is forecasted to grow around 2.7% in 2015 and 2.3% in 2016. These figures optimistically represent a return to pre-recession statistics and a reversal of the recent sub 2% trend. It is important to note that this information is forward-looking based on global speculation and the actual performance of the local economy may differ.

The potential impacts of specific economic factors on the City of Vaughan are outlined below.

### Interest rates

Speculation that the Bank of Canada may raise the key interest rate in 2015 has numerous implications for Vaughan. This will signify higher borrowing rates for businesses and residents alike and could place added pressure on debenture requirements.

### Export Sales

With approximately 84% of Vaughan's exports destined for the U.S. market, increased U.S. demand and a weaker Canadian dollar bode well for the city's exporting companies. A rebounding American economy, with the best job growth in eight years and more pent-up consumer demand in the housing sector will resonate with some of Vaughan's key sectors: manufacturing, transportation, warehousing and logistics.

### Real Estate Activity

CBRE expects that 2015 will be a great year for the retail, office, and industrial markets in the GTA. Vaughan's industrial market is expected to continue to see positive growth, especially with a number of major transportation investments underway, including the TTC subway extension, the Highway 427 extension and the construction of bus rapid transit on Highway 7. New office, industrial and retail investment is bound to follow. Earlier in 2014, a number of local developers indicated they were preparing to launch speculative industrial projects; it remains to be seen if they will take a more cautious approach with a moderate rise in interest rates. CMHC is cautiously optimistic in the housing sector as well. These indicators signal a positive outlook for growth, which will hopefully mitigate or reverse the City's recent declining trend in assessment growth and other growth related revenues, such as building permits.



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

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 the above efforts is illustrated below.

Despite low assessment growth figures and other pressures, opportunities were leveraged to manage the tax rate increase such as PowerStream 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. This was necessary to minimize tax pressures on the community and demonstrate respect for tax payers' dollars. A continued focus on multi-year business planning will help to stimulate discussions on how to address future budget challenges.

Illustration 1: 2015 APPROVED Budget 2016-2018 RECOGNIZED Plan

Approved			Recognized								
2015			2016			2017			2018		
Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
2.70%	4.41	\$34	9.87%	16.91	\$130	4.12%	7.91	\$59	4.24%	8.65	\$64
			3.00%	5.14	\$39	3.00%	5.40	\$41	3.00%	5.67	\$42
Major Additional Resource Request (ARR) Highlights & Elements											
2015			2016			2017			2018		
Community Safety			STN 7-4 10 Firefighters Training Officer Fire Prevention Inspector Emergency Planner			STN 7-4 10 Firefighters			STN 7-6 10 Firefighters		
Community And Library Services			Avondale Park (North Maple) Attendants Park Maintenance Oakbank Pond Maintenance Vellore Village South Library			Block 11 CC - Facility Operator Park Maintenance Block 11 CC - Staff Block 11 Library			Avondale Park (North Maple) Attendants		
City Building Initiatives			Citizen Public Engagement Survey ITM Systems Analysts EDMS Staffing Real Estate - Acquisitions Legal Counsel - Developments			Business Change Consultants Open to Youth Pilot Project Diversity & Inclusivity Signage and Communication Program			EDMS Staffing		

## Executive Summary

At the first meeting of the Finance, Administration and Audit Committee, staff were given the mandate to limit the tax rate increase to no more than 3% for 2015-18. This was surpassed in 2015 with the approved tax rate increase of 2.7%, accomplished by deferring growth and transformational initiatives to future years. In part, this is why prior to the application of the required budget reduction targets, the potential tax rate increases in 2016-18 are significantly higher than the 3% annual target set by Council.

A Budget Task Force was created to assist with the review of budget reduction options.. The Budget Task Force will review options to help mitigate the tax rate impact, but these options could create a backlog of needs that will need to be addressed in order to ensure that services are maintained. Further deferring incremental growth based operating costs will indirectly compromise service delivery.

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 five years.

**Table 1: Municipal Tax Rate Increase Comparison**

<b>Municipality</b>	<b>5 Yr Total</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>Average</b>
Caledon	31.14%	4.82%	4.98%	5.70%	5.24%	10.40%	6.23%
Mississauga	30.30%	4.00%	6.10%	7.00%	7.40%	5.80%	6.06%
King	23.54%	2.97%	2.59%	3.42%	8.90%	5.66%	4.71%
Brampton	23.39%	6.59%	2.90%	4.90%	4.90%	4.10%	4.68%
Milton	20.59%	5.50%	3.63%	3.00%	3.60%	4.86%	4.12%
Oakville	20.39%	2.79%	2.11%	3.01%	6.55%	5.93%	4.08%
Newmarket	19.80%	3.50%	2.72%	3.74%	3.95%	5.89%	3.96%
Aurora	18.84%	4.96%	3.75%	3.42%	4.77%	1.94%	3.77%
Barrie	18.62%	3.19%	2.03%	3.30%	3.60%	6.50%	3.72%
Burlington	15.80%	3.65%	3.50%	4.46%	3.29%	0.90%	3.16%
Richmond Hill	14.14%	4.20%	2.04%	2.50%	2.45%	2.95%	2.83%
<b>Vaughan</b>	<b>12.79%</b>	<b>2.70%</b>	<b>2.50%</b>	<b>2.69%</b>	<b>2.95%</b>	<b>1.95%</b>	<b>2.56%</b>
Markham	7.99%	2.50%	2.49%	1.50%	1.50%	0.00%	1.60%
<b>Average</b>	<b>19.79%</b>	<b>3.95%</b>	<b>3.18%</b>	<b>3.74%</b>	<b>4.55%</b>	<b>4.38%</b>	<b>3.96%</b>

# Executive Summary

## **VAUGHAN HEALTHCARE CENTRE PRECINCT PLAN – DEVELOPMENT LEVY**

In 2009, the City of Vaughan approved an \$80 million funding strategy that would see a new hospital built in southwestern York region.

The approved strategy is based on a dedicated Healthcare Centre Precinct Plan — Development Levy, which was phased in over five years, ending in 2013. On average the Healthcare Centre Precinct Plan — Development Levy is approximately \$57 for the average home assessed at \$587K. The recovery timeframe is tracking at 13 years, significantly less than the initial 20-year recovery timeframe.

To date, a location has been secured and the City is finalizing the first phase of construction, which includes site access modifications and earthworks necessary to support the new hospital site.

Awarding of phase two of the construction is planned for release in the summer of 2015 and will include work associated with the internal servicing of the site, stormwater management, sanitary, water and storm works, and Jane Street roadworks.

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 stages of a process to select a team to design, build, finance and maintain a new state-of-the-art hospital. Infrastructure Ontario plans to release a request for proposal in the summer of 2015 with the winning group expected to be announced in spring 2016 and construction scheduled to follow soon after.



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## **WATER, WASTEWATER AND STORMWATER SERVICES HIGHLIGHTS**

The Water, Wastewater and Stormwater Operations Budget provides for the delivery of clean potable water, wastewater and stormwater services that includes infrastructure maintenance, administration, financing, overhead costs and, most importantly, funding future infrastructure requirements. Water and wastewater/stormwater services are reported separately as they are entirely rate supported and self-funding. The 2015 water and wastewater/stormwater budgets were approved on April 1, 2015. The budgets include an annual rate increase of 5% for water and a 14% increase for wastewater for a blended combined increase of 9.894%.

The annual residential impact on the average household consumption of 300 cubic meters of water is \$91.59 or \$7.63 per month. Nearly two thirds of this increase, approximately \$59, is a result of water purchases and wastewater treatment costs passed through by the Region of York. The purchase of potable water and wastewater treatment services provided by the Region of York represents the largest component of the consumption rate.

The rate increase is the result of:

- The Regional increase of 7.45% for the cost of potable water and the increase of 12% for wastewater services.
- The impact of inflationary pressures and lower consumption.
- The net increase in maintenance, administration, operational contract agreements, additional staffing resources and other expenditures.
- The required increase in the contribution to the water and wastewater reserves.

The 2015 budgeted transfer from water operations to the water reserve is \$5.6M. These funds will provide for the future requirements of the water infrastructure. The forecasted capital drawdown on the reserve in 2015 for water related infrastructure needs is expected to be \$7.6M. The budgeted reserve balance at the end of 2015 is projected to be \$31.8M. 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 2015 budgeted transfer from wastewater/stormwater operations to the reserve is \$7.2M. The capital drawdown on the reserve in 2015 for wastewater related infrastructure needs is \$0.8M. The budgeted reserve balance at the end of 2015 is projected to be \$47.0M. These funds will provide for future infrastructure requirements to ensure the system is financially sustainable, as required by the Sustainable Water and Sewage Systems Act (SWSSA).

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## CAPITAL BUDGET HIGHLIGHTS

One of the key functions of a municipal government is to ensure that the necessary infrastructure is in place to support a vibrant, sustainable municipality. New capital is a driver of development to entice new residents and businesses to call Vaughan home. Renewal investments are equally important to maintain existing assets in a state of good repair or replace assets at the end of their useful life.

New capital will result in incremental operating costs, highlighting the importance of integrated capital and operating planning. Included in growth related operating pressures is \$0.4M of incremental operating costs directly tied to the capital plan.

The 2015 Capital Budget and 2016-18 Plan is based on more than 500 projects totalling \$368M, covering a number of departments.

### Illustration 2: 2015 APPROVED Capital Budget 2016-2018 RECOGNIZED Capital Plan

	Recognized			
	2015	2016	2017	2018
Capital Budget	\$92.7M	\$106.8M	\$104.5M	\$64.1M
# of Projects	164	136	116	91
% Related to Renewal	54.9%	58.8%	50.9%	45.1%

Major Capital Project Highlights & Elements			
2015	2016	2017	2018
North Maple Regional Park Phase 1	Carrville Community Library design and construction	Public Works and Parks Operations Yard Expansion Strategy	Purchase land for New Station 7-11
Vellore Village South Library	Black Creek Renewal	Black Creek Renewal	Black Creek Renewal
VMC Development Implementation	Block 55 Watermain Servicing	Block 55 Watermain Servicing	Block 55 Watermain Servicing
Fire Training Tower	Zoning By-Law Review	Zoning By-Law Review	Zoning By-Law Review
Reposition Station 7-4 Fire Station	Reposition Station 7-4 Fire Station	VMC Centre NE Storm Water Management Pond	Carrville Neighbourhood Park design
Library Resource Purchases	Library Resource Purchases	Library Resource Purchases	Library Resource Purchases
Vaughan Healthcare Centre Precinct Streetscape Phase 1	Sidewalk and Street Lighting on Major Mackenzie Dr.	Station 7-6 Aerial Purchase	Aerial 7-6 equipment purchase
Block 12 Neighbourhood Park design and construction	Block 40 District Park construction	Block 59 District Park design and construction	Vellore Village North Community Library
Street "A" - Highway 427 Crossing	Bridge Rehabilitation - Willis road	Various Community Centre renovations	Block 18 District Park development
Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement	Road Rehabilitation and Watermain Replacement
LED Streetlight Conversion	LED Streetlight Conversion	LED Streetlight Conversion	LED Streetlight Conversion
Carrville Community Centre and District Park	Carrville Community Centre and District Park	City Hall Public Square/Underground Parking structure/Outdoor Rink	Al Palladini Community Centre Pool Change room redesign
Curb and Sidewalk Replacement	Curb and Sidewalk Replacement	Curb and Sidewalk Replacement	Curb and Sidewalk Replacement
Huntington Road Sanitary Sub-Trunk	Huntington Road Construction	Block 61 Neighbourhood Park	Concord Thornhill Regional Park - Washroom and Change rooms
Zenway/Fogul Sanitary Sub-Trunk	Block 61 Valley Corridor Crossing	Block 61 CP Railway Pedestrian Crossing	Electronic Document Management System

# Executive Summary

## Funding Sources and Department Allocation

The Capital Plan is funded from a variety of sources and allocated to many departments. As illustrated above, 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 Plan by department.

**Table 2: Capital Plan by Funding Source (\$M)**

	2015	2016	2017	2018	4YR Total	
Development Charges	41.5	66.4	31.6	25.4	164.9	44.8%
Infrastructure Reserve	19.9	15.4	14.0	10.7	60.0	16.3%
Gas Tax	15.3	7.8	7.1	7.1	37.3	10.1%
Transfer from Taxation	6.8	9.2	8.0	7.9	31.9	8.7%
Other Reserves	5.1	1.2	0.6	0.8	7.7	2.1%
Debenture Financing	4.0	6.9	43.2	12.2	66.3	18.0%
<b>Grand Total</b>	<b>92.7</b>	<b>106.8</b>	<b>104.5</b>	<b>64.1</b>	<b>368.1</b>	

**Table 3: Capital Plan by Department (\$M)**

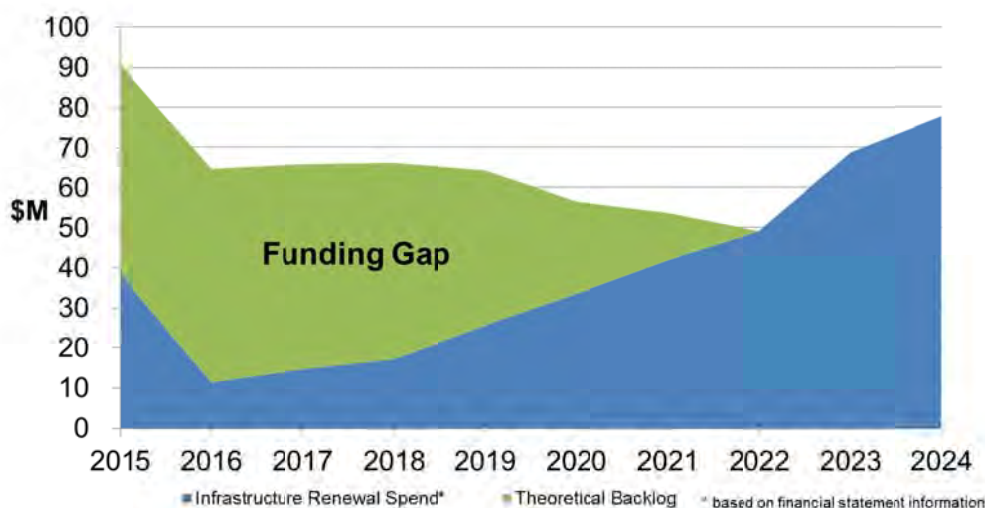
	2015	2016	2017	2018	4YR Total	
Development Engineering	25.0	19.2	19.2	21.1	84.6	23.0%
Capital Delivery	23.9	17.9	16.9	15.9	74.5	20.3%
Building & Facilities	7.8	36.2	23.3	2.0	69.3	18.8%
Roads, Parks & Forestry	7.0	5.6	22.3	5.6	40.6	11.0%
Parks Development	9.4	8.6	11.1	10.3	39.4	10.7%
Libraries	5.8	6.3	3.8	3.1	19.0	5.2%
Fire	3.4	8.7	3.0	1.4	16.5	4.5%
Information Technology Management	1.3	1.3	1.3	2.0	5.8	1.6%
Fleet	1.3	1.2	0.9	1.7	5.1	1.4%
Development Planning	3.7	-	0.2	-	3.8	1.0%
Building Standards	0.5	1.1	1.1	0.3	3.1	0.8%
Corporate	1.5	-	-	-	1.5	0.4%
Environmental Services	0.8	0.2	0.2	-	1.3	0.3%
Real Estate	0.3	0.3	0.3	0.3	1.1	0.3%
Recreation	0.2	0.2	0.3	0.2	1.0	0.3%
Purchasing	0.3	-	-	-	0.3	0.1%
Development Finance	0.1	-	0.2	-	0.3	0.1%
Emergency Planning	0.1	-	0.2	-	0.3	0.1%
Financial Services	-	-	0.2	-	0.2	0.0%
By-Law & Compliance	0.1	-	-	-	0.1	0.0%
Human Resources	-	-	0.1	-	0.1	0.0%
Strategic Planning	0.1	-	-	-	0.1	0.0%
Financial Planning & Analytics	-	-	-	0.1	0.1	0.0%
Access Vaughan	0.1	-	-	-	0.1	0.0%
Environmental Sustainability	0.0	-	-	-	0.0	0.0%
Clerks	-	-	-	0.0	0.0	0.0%
<b>Grand Total</b>	<b>92.7</b>	<b>106.8</b>	<b>104.5</b>	<b>64.1</b>	<b>368.1</b>	

# Executive Summary

## 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 become an increasing concern. Consequently, it is vital to secure new funding to protect and sustain the Community's foundation. In response to these pressures, 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.

Chart 1: Infrastructure Funding Gap



## 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:

Table 4: Policy Ratios

<b>Policy Ratio</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Target</b>
<b>Discretionary Reserve</b>	63.1%	57.8%	55.7%	58.9%	64.9%	>50% Of Own Source Revenues
<b>Working Capital</b>	9.3%	7.9%	6.1%	5.1%	4.9%	Up To 10% Of Own Source Revenues
<b>Debt Service Costs</b>	6.0%	6.3%	5.6%	4.2%	4.8%	<10% Of Own Source Revenues

# Executive Summary

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. 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.

In general, the City is in a very good financial position. However there are ratio trends requiring a brief explanation. The decrease in the working ratio is due to phasing out the use of tax subsidization from the tax rate stabilization reserve and use of prior year surplus carry forwards. Contributions to this reserve are surplus based, which are not planned or forecasted, and only applied once realized. The City's debt ratio is relatively stable over the capital plan, but drops favourably in 2017 due to a large debt retirement in 2017. 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.

## CONCLUSION AND CITY BUDGET SUMMARY

The 2015 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 that only **27% 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 Mackenzie Vaughan Hospital Development Levy accounts for 1% of the property tax bill, while the remaining 72% percent of the property tax bill is collected for the Province and the Region of York.

The 2015 total property tax bill for the average home in Vaughan (valued at \$587,000) is \$4,853. It is important to note, that although York Region's property tax rate increase is 2.97%, its contribution to the overall increase represents 66% or \$68. 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 \$103 or 2.16%. Vaughan's local portion amounts to \$34 or 0.73% of the total property tax bill.



# Executive Summary

Table 5: Vaughan's Property Tax Bill Split:

<i>Property Tax Bill</i>	<i>2014 Property Tax</i>	<i>Est. Increase %      \$</i>	<i>Est. 2015 Property Tax</i>	
<b>City of Vaughan</b>	<b>\$ 1,279</b>	<b>2.70%    \$ 34</b>	<b>\$ 1,314</b>	<b>27%</b>
Hospital Levy	57	0.00%    -	57	1%
Region of York	2,296	2.97%    68	2,364	49%
Provincial (Education)	1,119	0.00%    -	1,119	23%
<b>Total Tax Bill</b>	<b>\$ 4,750</b>	<b>2.16%    \$ 103</b>	<b>\$ 4,853</b>	<b>100%</b>

\* 2015 Estimated Property Taxes are based on the avg. home value of \$587k

Chart 2: Average Residential Tax Bill:

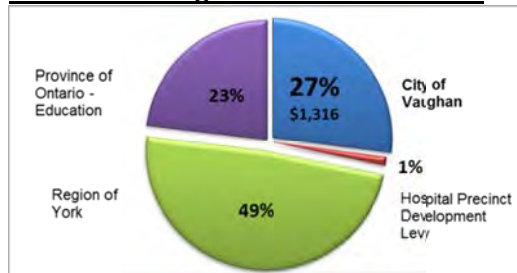
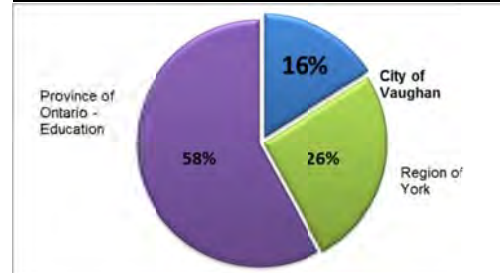
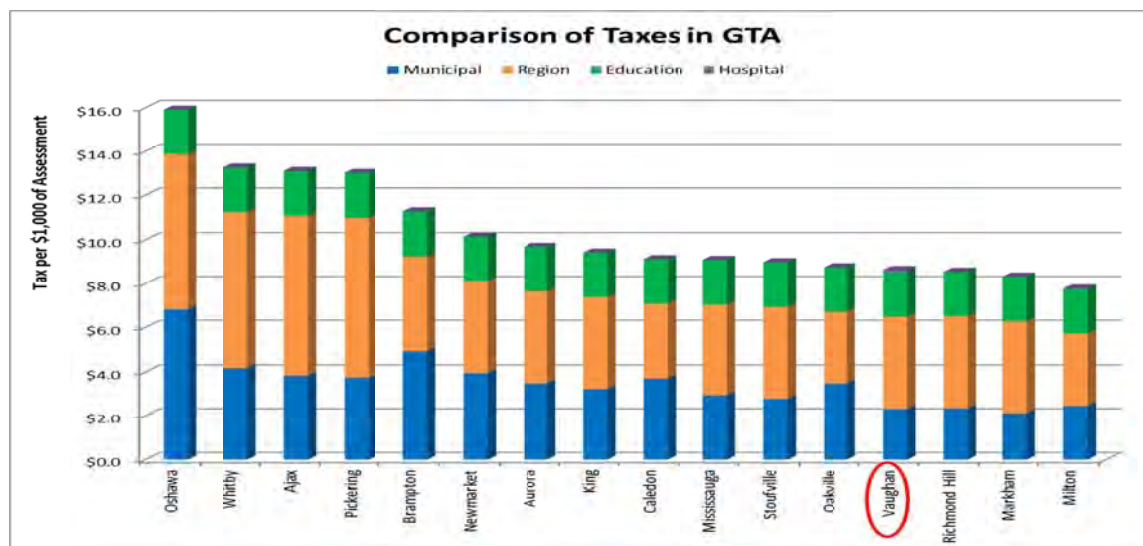


Chart 3: Average Commercial Tax Bill:



Our residents receive value for their property tax dollars and we have consistently had one of the lowest tax increases, as well as 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 its residents with high levels of service through sound policies and strong management practices with regard to the City's finances.

Chart 4: Comparison of Taxes in the GTA



# Executive Summary

**Table 6: Summary – 2015 Consolidated Budget**

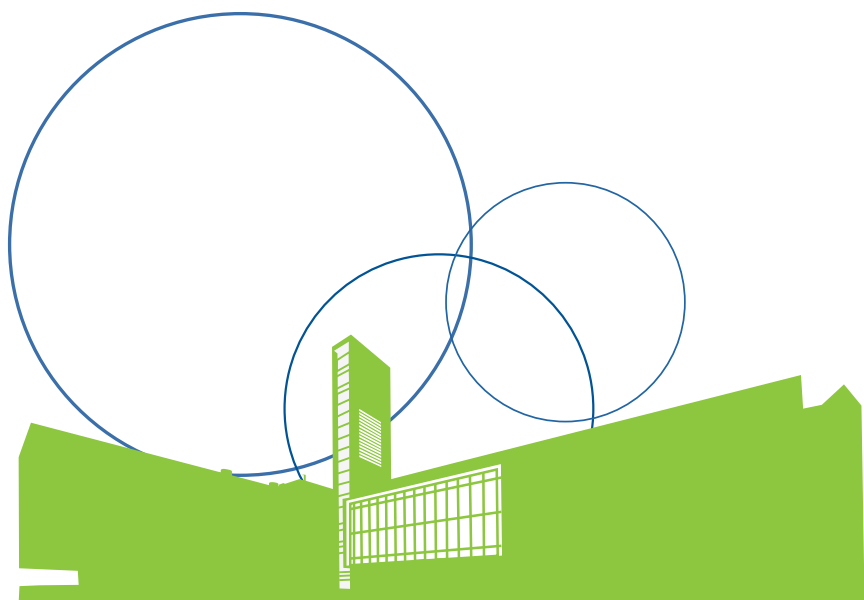
Budget Component	2015 Operating Budget				2015 Capital Budget	2015 Budget Total
	City Operations	Hospital Levy	Water & Wastewater Services	Total		
<b>REVENUES:</b>						
Taxation	171,141,230	7,094,339		178,235,569		178,235,569
Fees/Service Charges	41,076,275		118,915,170	159,991,445		159,991,445
Transfers from Resvs & Resv Funds	22,550,158			22,550,158		22,550,158
Corporate	21,244,084			21,244,084		21,244,084
Grant/Payment in Lieu	2,725,200			2,725,200		2,725,200
Prior Year Surplus Carry forward	-			-		-
Local Improvements			240,500	240,500		240,500
Federal/Provincial Funding					15,327,035	15,327,035
Development & Special Area Charges					41,504,140	41,504,140
Transfer from Operating					6,839,081	6,839,081
Long Term Debt					4,010,135	4,010,135
Other Financing					25,014,661	25,014,661
<b>TOTAL REVENUES</b>	<b>258,736,947</b>	<b>7,094,339</b>	<b>119,155,670</b>	<b>384,986,956</b>	<b>92,695,052</b>	<b>477,682,008</b>
<b>EXPENDITURES:</b>						
Public Works	54,792,090			54,792,090	56,770,373	111,562,463
Community Services	48,878,521			48,878,521	18,704,615	67,583,136
Fire & Rescue Services	43,661,960			43,661,960		43,661,960
Legal & Administrative Services	20,856,951			20,856,951	382,200	21,239,151
Vaughan Public Library	15,024,987			15,024,987	5,844,800	20,869,787
Corporate & Strategic Services	16,979,332			16,979,332	1,477,870	18,457,202
Planning	13,390,882			13,390,882	4,175,919	17,566,801
Debenture Payments	15,114,222		433,772	15,547,994		15,547,994
Finance & Corporate Services	8,664,605			8,664,605	406,313	9,070,918
Capital from Taxation Transfer	6,653,601			6,653,601		6,653,601
Corporate & Elections trsfrs to Capital	7,230,763	7,094,339		14,325,102	1,457,788	15,782,890
Contingency	653,000			653,000		653,000
Council	1,552,442			1,552,442		1,552,442
Office of the City Manager	4,532,912			4,532,912	3,475,174	8,008,086
City Auditor	550,679			550,679		550,679
Office of the Integrity Commissioner	200,000			200,000		200,000
Water & Wastewater Purchases			86,040,282	86,040,282		86,040,282
Wastewater Expenses			19,875,102	19,875,102		19,875,102
Transfer to Water & Wastewater Resvs			12,806,514	12,806,514		12,806,514
<b>TOTAL EXPENDITURES</b>	<b>258,736,947</b>	<b>7,094,339</b>	<b>119,155,670</b>	<b>384,986,956</b>	<b>92,695,052</b>	<b>477,682,008</b>
<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

# Vaughan Community History & Profile

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## 2015



## 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 111,000 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 185 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 317,000.<sup>1</sup> 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.<sup>1</sup>

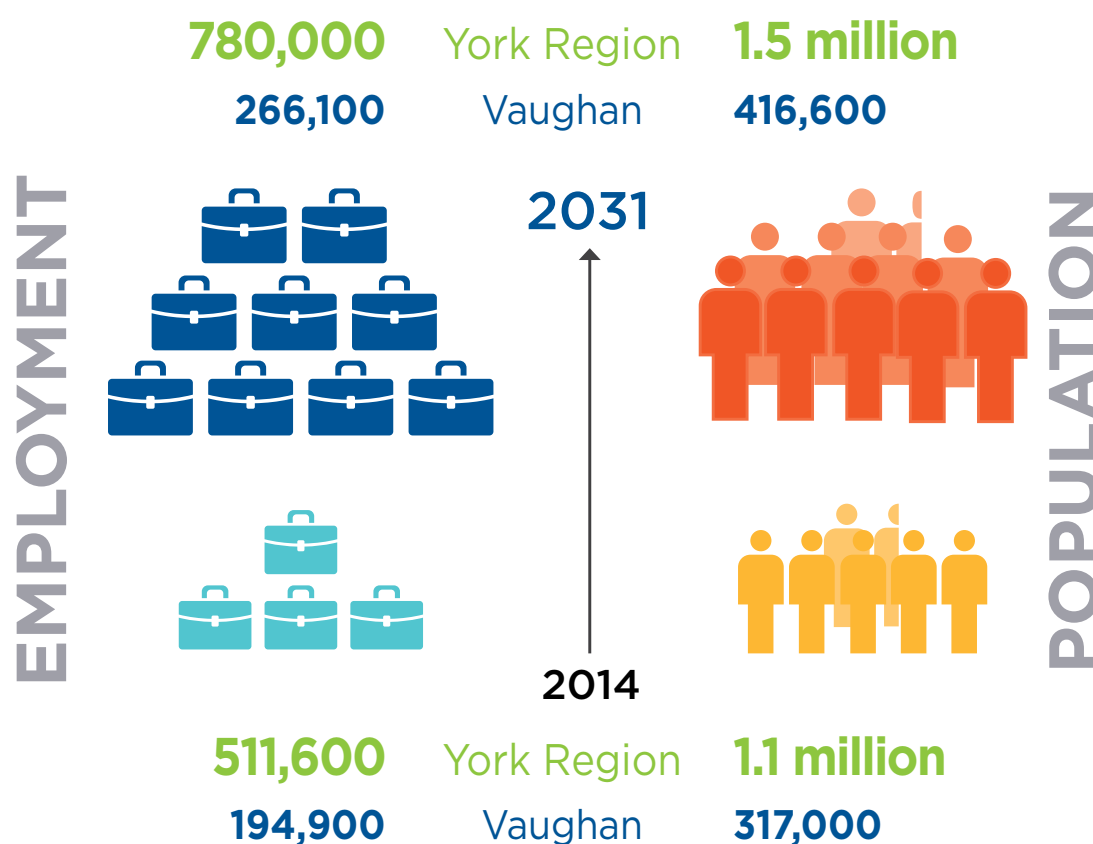
As Canada's 17th largest municipality, Vaughan is a city that welcomes all individuals from a variety of backgrounds. An impressive 45 per cent of the population is comprised of immigrants, compared with a provincial average of 28 per cent. Visible minorities

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

### 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



Source: York Region Employment Survey

## CONNECTED AND STRATEGIC LOCATION

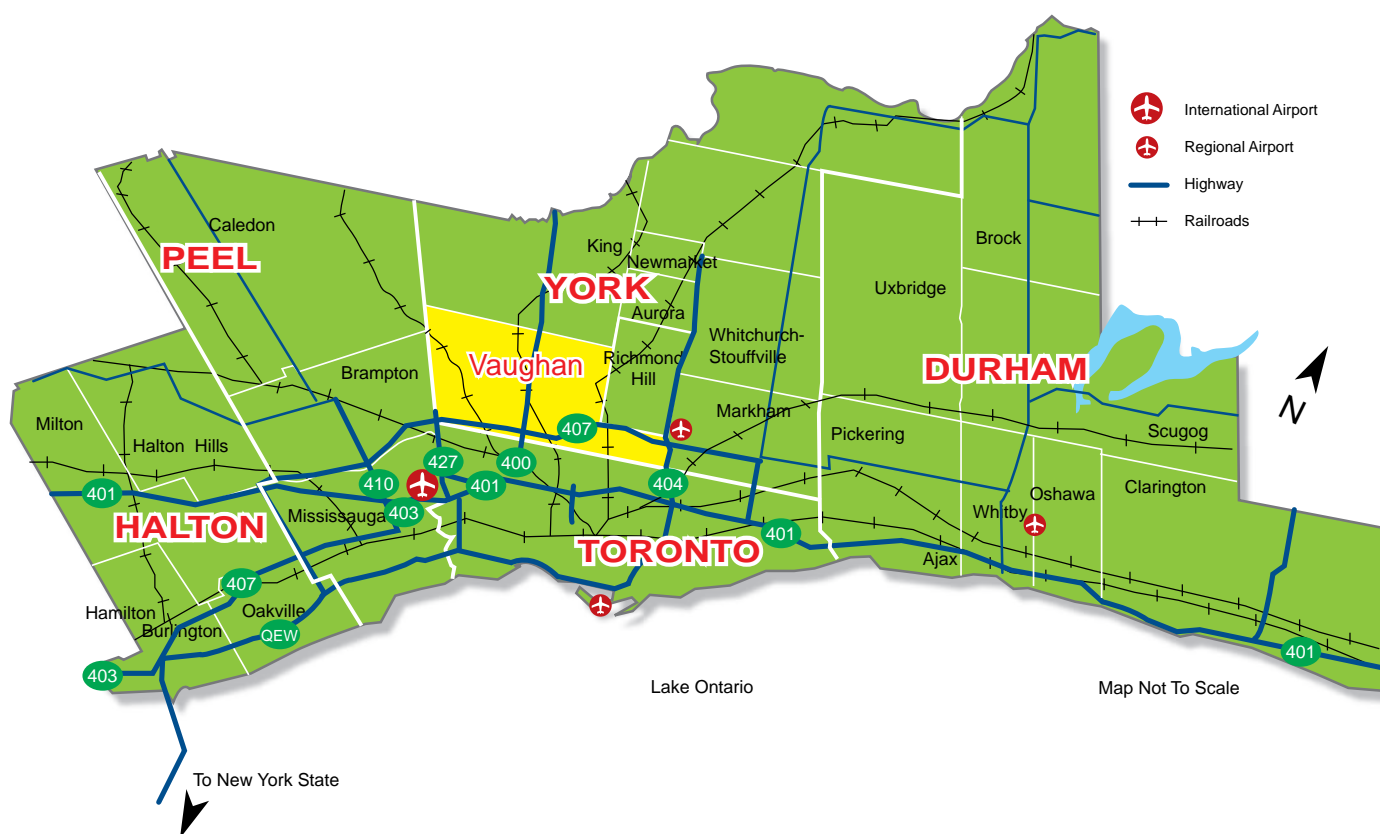
The City of Vaughan is part of the Region of York and its central location offers excellent accessibility – 155 million consumers within one-day's drive. Pearson International, Canada's busiest airport is within a short ten-minute drive.

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, 2014)	317,000
Communities	Concord, Kleinburg, Maple, Thornhill, Woodbridge, Carrville, Vellore
Businesses	more than 10,900
<b>Competitive Taxes, Services &amp; Utilities:</b>	
• development charges (July 1, 2015)	Industrial/Office: \$276.70/m <sup>2</sup> Retail: \$482.41/m <sup>2</sup>
• property taxes (2015)*	Commercial occupied: 1.7936655% Industrial occupied: 2.032877%
• sewer rates (April 2015)*	\$1.913/m <sup>3</sup>
• water rates (April 2015)*	\$1.478/m <sup>3</sup>
• electrical power information visit <a href="http://www.powerstream.ca">www.powerstream.ca</a>	PowerStream – second largest electricity distribution company in Ontario
• natural gas information visit <a href="http://www.enbridge.ca">www.enbridge.ca</a>	Enbridge - Canada's largest natural gas distribution company
<b>Housing:</b>	
• average price of a home, all types (March 2015)+	\$796,386
<b>Economic Partnerships:</b>	
• Changning District, Shanghai (China); Yiwu (China); Zibo (China); Milan (Italy); Rome (Italy)	5
<b>International Partnerships:</b>	
• Baguio, Philippines; Delia, Italy; Lanciano, Italy; Sora, Italy; Ramla, Israel; Sanjo, Japan; Yangzhou, China	7
<b>Labour:</b>	
• employment labour force (2013)	more than 194,000
• 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
<b>Major Employment Sectors:</b>	
• manufacturing, construction, retail, wholesale	56%
• arts, professional, scientific, technical, transport, other	44%
Technology	100% digital switching and state-of-the-art fibre optics

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

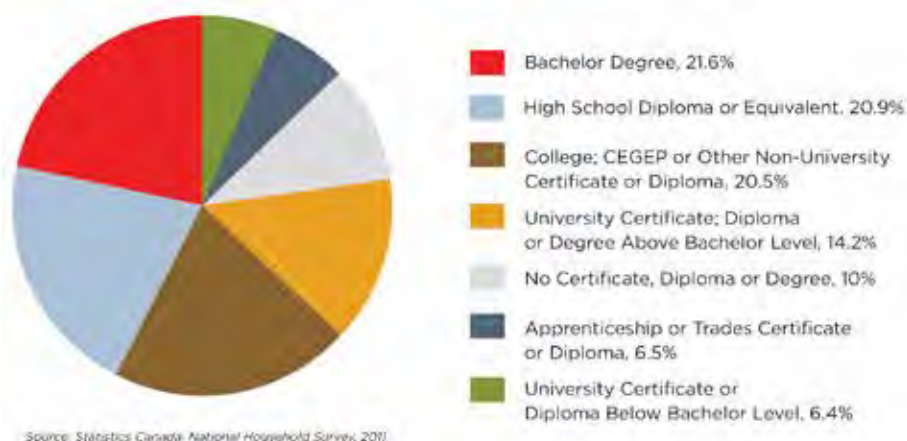
+ TREB Market Watch, March 2015

## THRIVING BUSINESS COMMUNITY

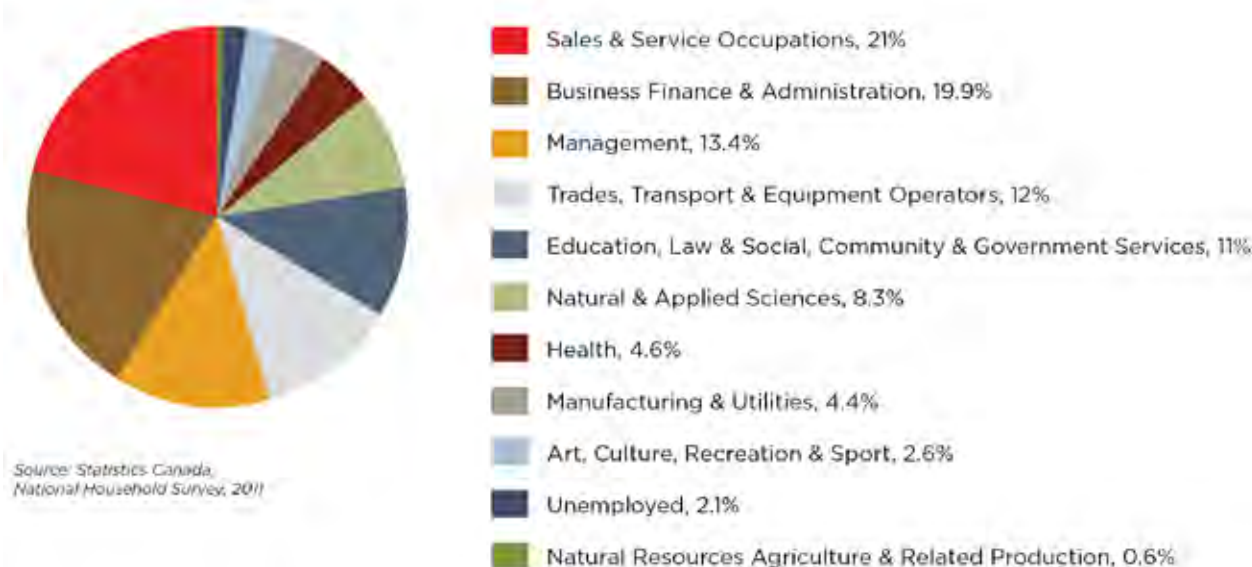
Immigration continues to play a key role in the growth of Vaughan and its economy. Vaughan's workforce are young, multi-linguistic, well-educated, and skilled. With more than 10,900 businesses, the city's diverse range of industries contributes to its continued prosperity, providing residents with a multitude of job and career opportunities.

From 2013 to 2014, Vaughan experienced a 3.1 per cent increase in employment growth and a 2.7 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

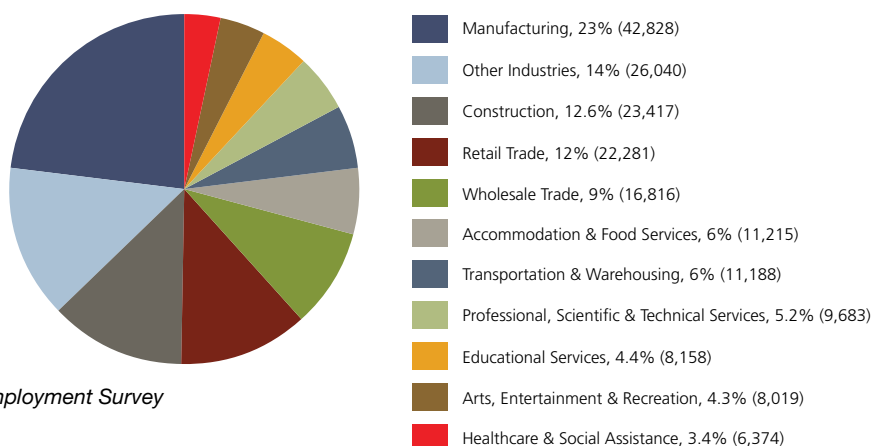


## STRONG ENTREPRENEURIAL COMMUNITY AND STABLE ECONOMY

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, 2014



Source: York Region Employment Survey

### CORPORATE HEAD OFFICES

#### LARGE CORPORATE HEADQUARTERS IN VAUGHAN

COMPANY NAME	EMPLOYEE RANGE	COMPANY NAME	EMPLOYEE RANGE
Bondfield Construction	500+	Adidas Group	100-499
Ganz	500+	Jones Apparel Group of Canada Inc.	100-499
Royal Group Technologies	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
Deloitte	100-499	Assa Abloy Canada Inc.	50-99

\*Source: York Region Employment Survey, 2013

## VAUGHAN IS A TOP TEN CITY TO INVEST IN ONTARIO

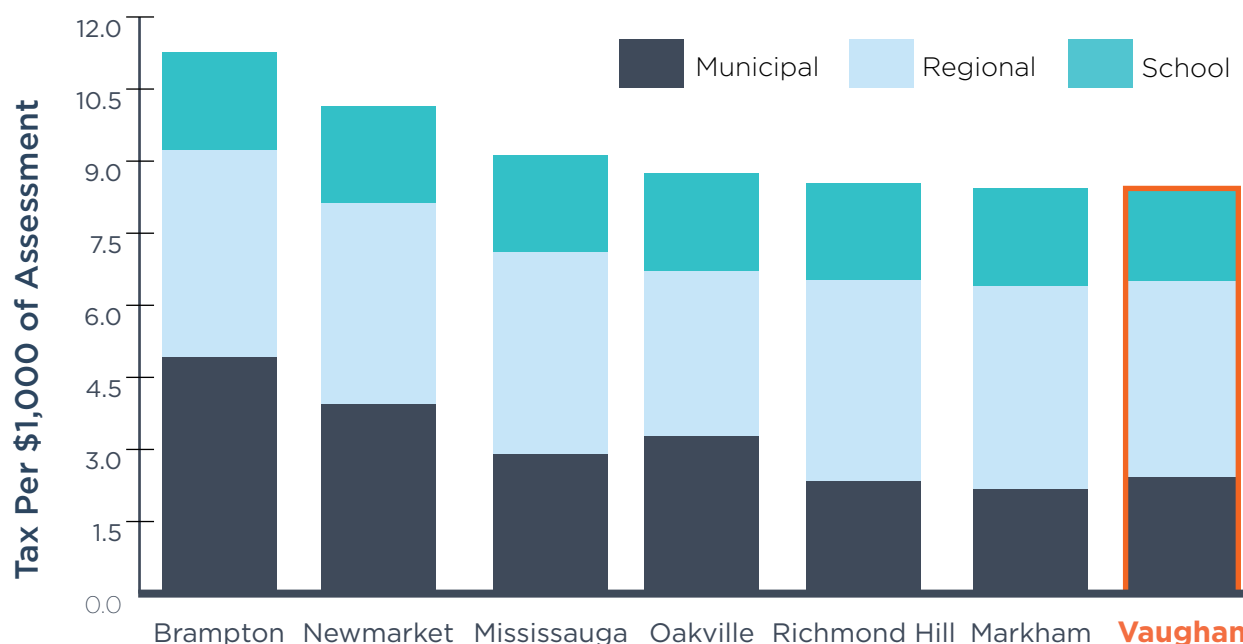
The 2013 annual value of construction activity in the City of Vaughan has surpassed the one billion dollar mark for the ninth time in 12 years, supporting Vaughan's position as one of Canada's fastest-growing cities. In addition to this, Vaughan is also one of Canada's top ten cities by total value of building construction activity with over \$1 billion in investment in 2013, according to Statistics Canada.

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 Canadian Real Estate Wealth Magazine. In 2014 Canada Real Estate Wealth also ranked Vaughan number one in Ontario for real estate investment. 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.

## CANADIAN Real Estate Wealth

### COMPARISON OF TAXES IN THE GTA



Source: Various Greater Toronto Area municipal sources, 2014

## 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 2017. 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.





## 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
Active Parkland	582.1 hectares
Parks	197
Community Centres	10
Indoor Skating Rinks/Arenas	8
Indoor Pools	12
Gymnasiums	11
Outdoor Soccer Fields	170
Ball Diamonds	59
Tennis Courts	126
Basetball/Playcourts	84
Skateboard Parks	8
Waterplay Facilities	17
Playgrounds	293
Bocce Courts	66
Outdoor Skating Rinks	5
Library Facilities	8

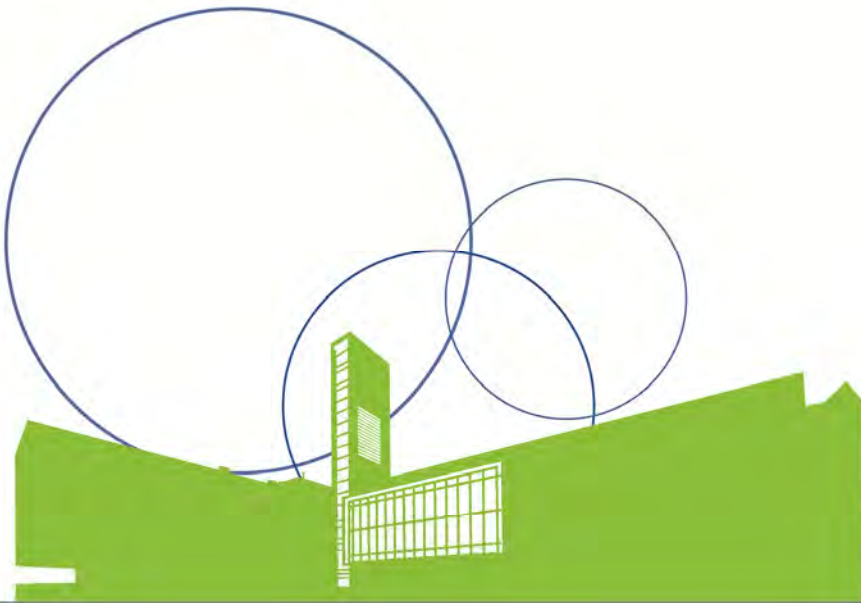




# Vaughan Vision, Corporate Planning and Financial Master Plan

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## 2015



# Vaughan Vision, Corporate Planning and Financial Master Plan

## **Vaughan Vision, Corporate Planning and Financial Outcomes**

### **Vaughan Vision and Master Plans**

The City of Vaughan releases a series of plans, reports and strategies that help the City make decisions, set policies and plan for the future. Vaughan Vision 2020 is the City's Strategic Plan. It's a long-term strategy that describes the City's vision and supporting steps. 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 and guiding strategies. These documents provide policy guidance and recommended tactical measures regarding specific municipal service areas.

In accordance with a results-oriented government, stakeholders and citizens across the city need to be familiar with the desired results and priority outcomes of Vaughan Vision 2020, and Strategic Plan. Employees need to be aware of their unique role in achieving these results. The City must be accountable to citizens and communicate what has been achieved and areas for improvement.

To support the strategic planning process, operational reviews are one of the tools used by the Innovation and Continuous Improvement department to assist commissions and departments across the City to improve efficiency and effectiveness. Operational reviews provide an opportunity to identify where gaps exist and where it could be possible to deliver services in new or different ways, leverage new technologies and understand any risks or impacts associated with any changes to service levels. Further focus will be given to continuous improvement opportunities and the successful implementation of change.

An integral part of any strategic plan framework is the ability to measure strategic goal attainment in order to quantitatively evaluate how successful the organization is at achieving its strategic goals, themes and overarching vision. Over the past year, staff have been developing and refining performance measures for their specific departments. The measures have been separated into management indicators (operational performance measures) and dashboard indicators (strategic performance measures), of which the latter will be displayed on the public-facing Dashboard Website. The management indicators will be used internally to further review business practices and departmental successes and limitations.

Below is an illustration of the connections between the City's Strategic Plan, supporting documents and influencing initiatives. The illustration demonstrates that Vaughan Vision 2020 is the high level direction for the City. The Official Plan dictates how the City can grow, look and feel and was informed by the Vision of the Strategic Plan. Both Vaughan Vision 2020 and the Official Plan provide the framework for the supporting master plans and strategies which

# Vaughan Vision, Corporate Planning and Financial Master Plan

inform the departmental business plans and resource allocations required to support the initiatives. Continuous improvement exists as the foundations of how we operate. The performance measures and operational reviews are the means by which the departments reflect the continuous improvement initiatives while striving for service, organizational and staff excellence.

Illustration 3: Vaughan Vision 2020 Linkages to Supporting Plans/Studies



The above master plans and strategies are in various stages of development and implementation. However, it is important to recognize that most of the above plans and

# Vaughan Vision, Corporate Planning and Financial Master Plan

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 with the City's available resources.

## Corporate Planning Process

Vaughan Vision 2020 and the supporting master plans and strategies are key components of the City's strategic planning and corporate planning process. Vaughan Vision 2020 establishes the overall vision and direction for the City and employees, and sets the stage for key priority strategic initiatives. Understanding that resources are scarce, Vaughan has endeavored to take a more holistic and integrated approach to corporate planning, which focuses on aligning the strategic plan and resourcing decisions. The advantage of this process is that it works towards developing a realistic and achievable strategic plan where implementation and monitoring are recognized as key components of a plan's success. 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:

Illustration 4: Corporate Planning Process



# Vaughan Vision, Corporate Planning and Financial Master Plan

- **Planning** – Validating strategic priority and key initiatives based on a corporate SWOT (strength, weakness, opportunity and threat) 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 Financial Master Plan (FMP) was developed in 2012 and is focused on financial sustainability. 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. The FMP:

- provided insight into the City's financial health
- helped to determine the extent of financial challenges
- reconfirmed the key financial goals that guide the City
- evaluated progress towards financial sustainability
- provided 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

# Vaughan Vision, Corporate Planning and Financial Master Plan

- inflexible revenue raising tools
- shifting demographics

The above challenges align with those pressures identified in the *Operating Budget Overview: Budget Pressures* section of this document.

Financial sustainability must be a primary consideration in light of the above challenges. As a result of the FMP 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.

## Progress to Date:

### *Strategic Initiatives*

The 14 Key Strategic Priority Initiatives are at various stages of implementation and completion. They have been categorized (on track, caution or behind schedule) based on the progress of the initiative with respect to meeting the identified milestones and moving the project forward. They have been further categorized to assist with identifying priority for resource needs (high, medium or low).

1. What is the status of the initiative – progress on the initiative?
  - On-track – moving along well and on schedule
  - Caution – progress is being made but requires attention
  - Behind schedule – no significant progress made and behind schedule
2. What is the priority with respect to resource needs and allocations?
  - High – additional resources still required
  - Medium – some resources still required
  - Low – minimal resources still required

### *Additional Resource Requests*

Additional Resource Requests are prioritized based on how well the business case met the following criteria:

- degree of linkage to Vaughan's vision and 14 strategic initiatives
- value proposition (e.g. existence of offsets)
- risk management (e.g. regulatory requirements or health and safety issues)



# Vaughan Vision, Corporate Planning and Financial Master Plan

- degree of linkage to new growth-related infrastructure

## *Capital Projects*

The criteria used to prioritize projects within this funding source, in order of priority, are:

- legal or regulatory requirements ( including financial commitments)
- co-funding for growth related projects
- infrastructure repair projects
- equipment replacement projects
- new service levels

## Next Steps:

The above criteria are reviewed every year and updated as necessary. A Budget Task Force comprised of four members of Council will be reviewing City-wide 2016-18 initiatives to provide recommendations on prioritization of these initiatives. The outcomes of the task force will be brought forward to a September Finance, Administration and Audit Committee meeting for consideration for inclusion in the upcoming 2016-19 budget process.

2. **Performance Measurement** (A Priority Underway): It is recommended that the City continue to expand the use of performance measures for planning, accountability, budgeting, and communication and management purposes.

## Progress to Date:

The City has established a Performance Measurement Dashboard that presents a number of strategic performance measures for measuring strategic goal attainment, as well as operational performance measures to be used for departmental results-based business planning.

## Next Steps:

The Performance Measurement Dashboard was launched in May 2015. Sixty key performance indicators will measure the City's health and recognize opportunities for improvement. It will provide residents with an opportunity to see how the City is measuring up when it comes to meeting the goals outlined in our strategic plan, Vaughan Vision 2020.

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

# Vaughan Vision, Corporate Planning and Financial Master Plan

recommended that the City implement life-cycle costing, and develop and maintain an Asset Management framework, system and plan.

Progress to Date:

Phase one is complete with Council's approval of the Asset Management Strategy.

Next Steps:

Phase two is scheduled to begin in 2015, which primarily consists of the implementation of a corporation-wide computerized work management system and asset management planning system.

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.

Progress to Date:

The Consolidated Reserve Policy was approved in 2012. This policy is intended to ensure the community's infrastructure remains sustainable, supporting the numerous programs and services offered. It resulted in a consolidated framework, improved guidance, development of new reserves to meet emerging needs and a realignment of balances to ensure equitable funding. Ten-year reserve forecasts have been developed to assist in the assessment of the funds available to continue to build and replace/refurbish City infrastructure.

Next Steps:

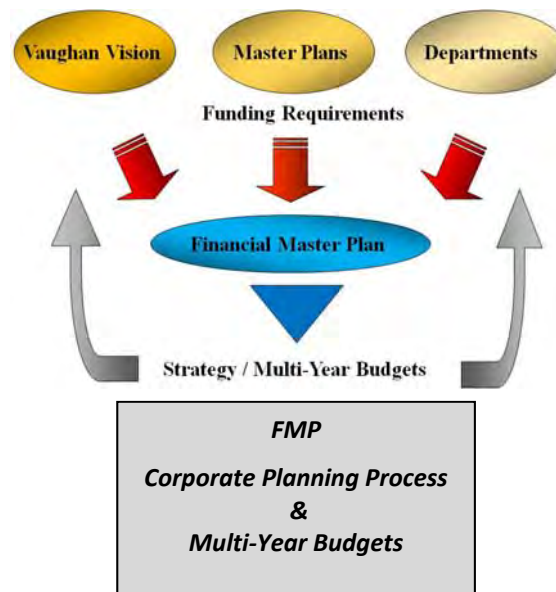
With the work performed in Phase two of the Corporate Asset Management Strategy, it is anticipated that there will be a greater understanding of the condition of the City's assets. This will provide better information about the financial requirements to sustain the community's infrastructure network.

## Summary

The FMP, associated recommendations and key strategic priority initiatives are intended to support the City in ultimately achieving its vision. The outcomes and recommendations of these strategic initiatives will be leveraged in the corporate planning cycle to ensure greater clarity, alignment and integration of City initiatives.

# Vaughan Vision, Corporate Planning and Financial Master Plan

Illustration 5: Financial Master Plan – Inputs and Outputs



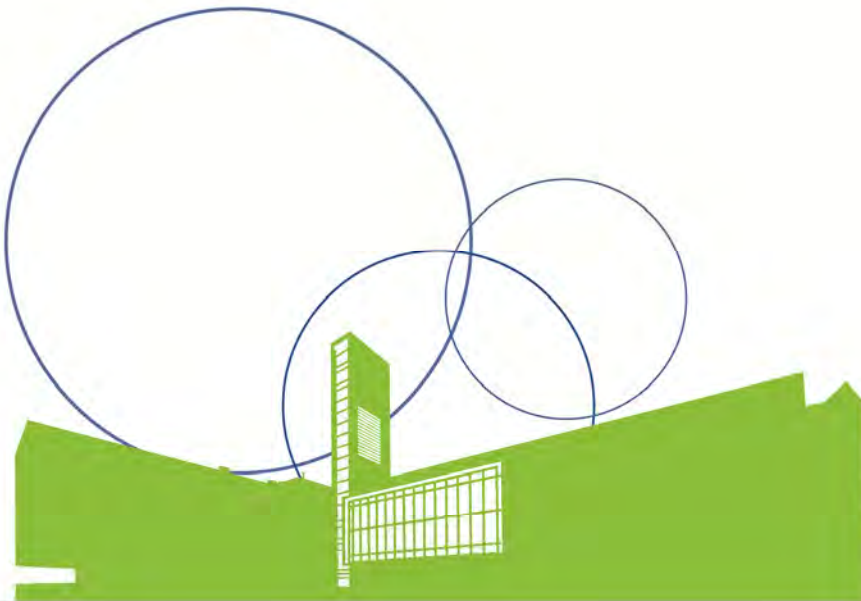
The Financial Master Plan can be found on the City's website:

([http://www.vaughan.ca/cityhall/city\\_budgets/General%20Documents/Finance1029\\_1.FMP.pdf](http://www.vaughan.ca/cityhall/city_budgets/General%20Documents/Finance1029_1.FMP.pdf))

# Budget Guidelines and Processes

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## 2015



# Budget Guidelines and Process

## Budget Approach and Guidelines

On June 24, 2014 Council adopted the 2015-18 Financial Planning and Business Planning Guidelines and Timetable. The report recommended the approach and guidelines for the planning process that represented prudent management practices for the development of the 2015-18 Financial Plan. The guidelines have been reproduced below.

*From the June 24, 2014 Council Report: Planning for the Future 2015-18 Financial Planning and Business Planning Guidelines*

Since 2012, the City of Vaughan has been moving towards a multi-year budget outlook. This process focuses on containing costs and implementing best practices, with the goal of developing realistic and responsible financial plans. The 2015-18 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 Financial Planning 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:

- Financial planning process highlights
- Continued process improvements
- Process Timetable

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

# Budget Guidelines and Process

## 1. RESOURCING OUR VISION “The Corporate Planning Process”

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

On June 24th, 2014, Council reviewed the priority themes and initiatives and agreed the direction which had been set in 2013 was 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. There were 14 Key Strategic Initiatives approved in April of 2013:

1. Develop the Plan required to build a dynamic VMC
2. Further Evolve Performance Measures
3. Develop and Implement a Corporate Wide Asset Management System
4. Additional Operational/Business Reviews
5. Conduct a five-year review of the OP as part of the GMS
6. Work towards the implementation of key links of the Transportation Master Plan
7. Develop a corporate Information Technology Strategy
8. Review the corporate performance management process as part of a quality of work environment
9. Identify and develop a leadership development program
10. Provide continued support for a hospital in Vaughan
11. Work with other levels of government to continue to support the expansion of the GO system and public/rapid transit
12. Develop an Integrated Risk Management System
13. Review and redesign a communication strategy
14. Ensure citizen-focused communication initiatives

It should also be noted, there are some new emerging initiatives that will require consideration during the financial planning process, such as office incentives, land acquisition strategy, public sector renewal, York University expansion, GTA west and Hwy 427 extension, etc. These

# Budget Guidelines and Process

strategic items will be further reviewed in 2015 to ensure they still align with the City's overall themes.

## 2. LOOKING TO THE FUTURE WITH MULTI-YEAR BUDGETS

The City will continue with its four-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.

Multi-year financial planning is becoming more challenging and highlights the importance of long-term financial sustainability. Difficult choices are required to develop financial strategies to address rising operational costs, increasing legislative requirements, infrastructure renewal and replacement costs, and the costs associated with implementing various master plans and strategic initiatives. Departments are well positioned for this task as a result of internal developments in business planning, master planning, long-range forecasting, multi-year financial planning, automation, etc.

It is recognized that assumptions, estimates and uncertainties are commonplace when predicting future plans, and these factors may change as new information becomes available. For this reason, it is suggested that Council continue to approve the current year financial plan and recognize future forecasts. With an established four- year financial planning process, financial planning decisions are becoming easier and flowing more naturally as future requirements are discussed and adjusted over multiple processes before current year approval.

The starting point for the 2015-18 Financial Plan is the recognized 2015-18 Financial Plan from the 2014 budget process.

Table 7: 2015-17 Recognized Financial Plan

Components	2015			2016			2017		
	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.	Rate Incr.	\$ (m)	Bill Incr.
<b>Operating Budget</b>									
Base Budget	3.17%	5.23	\$40.16	2.05%	3.70	\$27.68	1.50%	2.93	\$21.19
ARR	3.53%	5.81	\$44.73	2.37%	4.28	\$31.99	2.72%	5.30	\$38.36
<b>Total</b>	<b>6.70%</b>	<b>11.04</b>	<b>\$ 84.89</b>	<b>4.41%</b>	<b>7.98</b>	<b>\$59.67</b>	<b>4.22%</b>	<b>8.23</b>	<b>\$59.55</b>
<b>Total Capital Budget</b>		<b>\$75.11</b>			<b>\$129.71</b>			<b>\$153.87</b>	

These figures are expected to change as estimates are refined based on new information. The 2018 levy forecasts will be determined during the 2015-18 budget process.



# Budget Guidelines and 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 financial planning timeframe in order to align department objectives, measures and pressures. This information is vital to the financial planning 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 financial planning 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 Financial Planning and Analytics portfolio analysts are providing a supporting role in this activity. Business Plan reviews were initiated last year to develop a more comprehensive planning process, including brainstorming of key business issues and aligning key business outcomes, objectives and initiatives. This year the Senior Manager of Strategic Planning met with departments to refine and develop performance measures to better report on the ability of the department to meet department and corporate objectives.

## 4. EXPLORING OPPORTUNITIES THROUGH 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 must anticipate and prepare for the evolving future needs of the City. To accomplish this, and continue with the City's progress, opportunities must be explored to enhance capacity and deliver effective services. To assist in this regard, operational reviews have been implemented. The results of this initiative will feed into the financial planning process.

### Operational Reviews

The Innovation and Continuous Improvement department is the primary lead in conducting operational reviews. 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 financial plan preparation.

Operational reviews help ensure that program and service expectations (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

# Budget Guidelines and Process

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. Project savings will be leveraged to recover the initial investment, benefit the department and potentially fund 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.

## **5. FINANCIAL PLANNING CONTROL THROUGH SPECIFIC GUIDELINES**

The preparation of the operating financial plan 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.

### **Specific Operating Plan Guidelines**

- A. Controlling financial 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

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 financial pressures**

- i. For the 2015-18 Financial Planning process, all account budgets will remain at prior year levels with the exception of established commitments and pre-defined external pressures. This action will limit the base increase to the following items:
  - Council approved employment agreements
  - Full year impact of prior year decisions
  - Council authorized recommendations

# Budget Guidelines and Process

- Supported external service contract commitments
- Established utility and 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.

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

## B) Strict process to evaluate funding requests

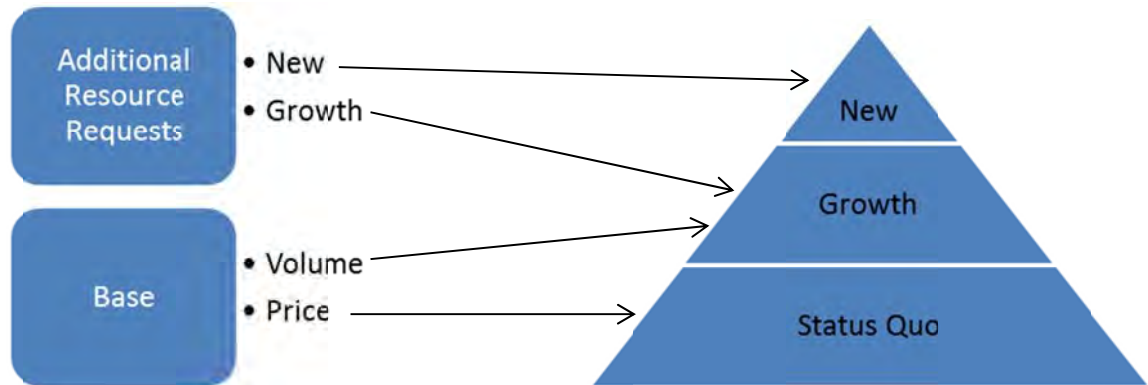
Under the above guidelines, departments are only permitted to include very specific predetermined increases in their Financial Plan. To the extent a department requires additional resources, a separate business case must be submitted detailing strategic links, costs and benefits, implications and consequences,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

- Base Plan – Determined through approved guidelines = Minimal tax increase.
- Additional Resource Requests – Essential funding requests not permitted through the base plan 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. If needed, items can be combined to meet this threshold. Where applicable corporate requests maybe put forward that benefit the City as a whole.

*Note:* When the 2015-18 Financial Plan was presented to Committee, the concept of the Budget Framework was introduced. The following illustration demonstrates the alignment of the Base Plan and Additional Resource Requests to this new Budget Framework:

# Budget Guidelines and Process

Illustration 6: Reporting Alignment



The objective of the above action is to separate basic operating obligations from items that may require further discussions 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 based on ARR content. The Director's Working Group (DWG) will be leveraged earlier in this process to assist in the assessment of priorities. The Senior Management Team (SMT) will vet all requests to determine the prioritized list for recommendation to Committee. This action integrates staff's experience, shares the challenges associated with prioritization and enhances corporate knowledge. Only Council approved requests are included in the annual financial plan.

As a result of implementing multi-year financial plans, many requests are currently included in future years, termed "recognized." To avoid confusion, these requests are to remain at the rating and year previously assigned by Senior Management/Council. During the draft financial plan, development ARRs will only be advanced to earlier years if justified by the department and authorized by the Commissioner of Finance and 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. With the emergence of multi-year planning and varying by-law intervals/expiry dates, it is of great benefit to co-ordinate and consolidate the planning of these

# Budget Guidelines and Process

by-laws for review, update and approval under one common process and four year term (e.g. Planning, Engineering, Building standards, Licensing).

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 plan 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 and 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 1.4% for the 12 month period ending April 2014. However, Bank of Canada predicts that there will be inflationary pressures in 2014. It is recommended that an increase of 2% be applied to existing 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 financial plan. 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 refine departmental plans. As part of the process, reallocations/reclassifications will be reported, demonstrating a neutral impact.

## E) Exploring opportunities through 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

# Budget Guidelines and Process

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.

## Specific Capital Plan Guidelines

The preparation of the Capital Plan 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 plans and the staff resources to undertake and manage 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 addressing the funding 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. A number of corporate initiatives have been initiated to address this concern are listed below; however, further work is needed to address the shortfall:

- Continued implementation of an asset management strategy
- Implemented life cycle asset contributions
- Realigned reserves to ensure asset funding equity

A recent emerging theme is the mounting pressure associated with a number of value added corporate initiatives. The City has determined 14 high profile strategic initiatives with the potential of more being added. 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 Plan that allocates resources in a way that balances needs and aspirations of the present, while meeting the requirements of longer term sustainability. The Capital Plan Guideline components are:

- A. Capital project definition
- B. Identifying funding sources

# Budget Guidelines and Process

- C. Guiding decisions through policies
- D. Specific actions to manage the Capital Plan

## 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 (e.g. license costs, survey costs). 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 (e.g. planning studies, master plans); 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 and 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 14, 2013, 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.

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 (e.g. winter, tax rate stabilization)
- Infrastructure Renewal –to fund the future costs of infrastructure renewal



# Budget Guidelines and Process

- Corporate Reserves – to administer future liabilities and operational requirements (e.g. election)
- Special Purpose – to administer funds for which there is a specific purpose (e.g. cemetery)

The *Consolidated Reserve Policy* (Policy# 05.4.01) provides reserve fund guidance and supports financial sustainability.

*Grants and Other Financing:* This source of funding is provided by federal/provincial/regional levels, specific contributions and requests. Typically these funding sources have very prescribed requirements and criteria.

**New** - There is a new Gas Tax Agreement for the period 2014-24. In this agreement, the following relevant categories have been approved:

1. Local roads and bridges – e.g. roads, bridges, tunnels, highways and active transportation infrastructure (active transportation refers to investments that support active methods of travel. This can include: cycling lanes and paths, sidewalks, hiking and walking trails)
2. Drinking Water – e.g. drinking water conservation, collection, treatment and distribution systems
3. Wastewater – e.g. wastewater and storm water collection, treatment and management systems
4. Solid waste – e.g. solid waste management systems including the collection, diversion and disposal of recyclables, compostable materials and garbage
5. Community energy systems – e.g. infrastructure that generates or increases the efficient usage of energy
6. Capacity building – e.g. investments related to strengthening the ability of municipalities to develop long-term planning practices
7. Broadband connectivity – e.g. infrastructure that provides internet access to residents, businesses, and/or institutions in Canadian communities
8. Brownfield Redevelopment – e.g. remediation or decontamination and redevelopment of a brownfield site within municipal boundaries, where the redevelopment includes:
  - a. the construction of public infrastructure as identified in the context of any other eligible category referred to in this Schedule, and/or;
  - b. the construction of municipal use public parks and publicly-owned social housing
9. Sport Infrastructure – e.g. amateur sport infrastructure (excludes facilities, including arenas, which would be used as the home of professional sports teams or major junior hockey teams [e.g. Junior A])

# Budget Guidelines and Process

10. Recreational Infrastructure – e.g. recreational facilities or networks
11. Cultural Infrastructure – e.g. infrastructure that supports arts, humanities, and heritage
12. Tourism Infrastructure – e.g. infrastructure that attracts travelers for recreation, leisure, business or other purposes
13. Disaster mitigation – e.g. infrastructure that reduces or eliminates long-term impacts and risks associated with natural disasters

Note: Investments in health infrastructure (e.g. hospitals, senior centres) are ineligible.

More information pertaining to the new agreement is provided in a separate report to Committee: *New Municipal Funding Agreement for Transfer of Federal Gas Tax Fund* (June 16, 2014).

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. Plans are based on the "Pavement and 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 initiatives, 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 Plan, 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.
- 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. If an initiative is internally funded, the interest costs of borrowing are not charged to the capital project (e.g. Vaughan Hospital Precinct Development).

# Budget Guidelines and Process

- 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 Plan 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-needed basis.
- G. A Contingency Matrix was recently developed to assist departments in determining 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
  - 4) Development charges will be applied to the full extent permitted by legislation

## D) Specific Actions to Manage Capital Plans

### 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 2015-2018 financial planning process.

### New – Review of Open Capital Projects

Staff will review all open projects to assess the ability to complete existing projects before requesting the approval of new projects. Departments will assess the relevancy and timing of these open projects; potentially proposing the closing of some open projects. For those projects that remain, comments as to the timing of project activity and project closure will be noted and reported on in a future report to Committee during the financial planning process. More specific project detail will be provided for those projects older than three years with limited cost activity.

### Greater Collaboration

Recognizing that there are numerous department independencies and in the interest of better information, capital projects and Additional Resource Requests will be circulated to key areas for comment, such as Building and Facilities, Fleet, Human Resources, Information and Technology Management, etc.

### Leveraging Grant and Subsidy Funding

# Budget Guidelines and Process

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 applicants are required to prepare detailed submissions consisting of project plans, financial detail, 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 financial 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 and has received more than \$71M, which has assisted in reducing costs associated with projects that may have otherwise been cancelled, delayed or placed increased pressure on the financial plan.

## Forecasting Reserve Balances

In line with multi-year financial planning, 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 those that are dependent on external factors (e.g. development charges). Therefore, forecasted capital revenue assumptions will be conservatively estimated and future capital plans may require adjustments to account for potential changes in information (e.g. upswings or downward trends).

**New** – Ten-year forecasts will be developed for development related (DC/CIL) and infrastructure reserves. These forecasts will help illustrate reserve levels and potential gaps, which will help staff assess funding available to complete planned works. The 10-year capital reserve forecast will be based on the four-year detailed plan plus the six year forecast. Departments can leverage the 2013 Development Charge Background Study, Master Plans, department strategies, and PSAB lifecycle data to assist with this endeavour. The information that will arise from the undertaking of the Asset Management Strategy will be rolled into these forecasts at the time the information is available.

**New** – Staff will engage an actuary to undertake a review of post-retirement benefit requirements. Recommendations that arise from this review will be incorporated into the financial plan and separately reported to Committee during the financial planning process.

## 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 (e.g. available

# Budget Guidelines and Process

capital and operating funding, available resourcing capacity, established financial policies).

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 (e.g. capital from taxation, gas tax funds), the Director's Working Group (DWG) will be leveraged to assist in the assessment of priorities. Concurrently, Financial Planning and Analytics 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 plan and staff capacity implications, which could result in prioritization adjustments. The Senior Management Team (SMT) will vet all requests to determine the prioritized list for recommendation to Committee. As a result of implementing multi-year plans, many requests are currently recognized. To avoid confusion, these requests are to remain in the year previously assigned by SMT, unless authorized by the Commissioner of Finance and City Treasurer and the City Manager.

# Budget Guidelines and Process

## 6. 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.

Illustration 7: Financial Plan Review Process



**Departmental Review** – Operating and Capital budget submissions are prepared by the respective department, and then reviewed and approved by the Commissioner before final submission to the appropriate budget department.

**Budgeting Department Review** – The Budgeting department reviews and analyzes the operating and capital submissions for adherence to the guidelines. Once all submissions have been received, budgets are consolidated, a corporate review/analysis is conducted and the results are presented to the Senior Management Team.

**Director's Working Group (DWG)** – Representatives from across the City's departments evaluate and prioritize additional resource requests for SMT, Finance, Administration and Audit 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 SMT for review and recommendation. SMT is comprised of

# Budget Guidelines and Process

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, SMT assesses the operating and capital budget issues, prioritizes requests and formulates recommendations for the Finance, Administration and Audit Committee.

**Finance, Administration and Audit Committee** – The Finance, Administration and Audit Committee is comprised of the Mayor and Members of Council. The budgets are presented to the Finance, Administration and Audit Committee in manageable sections. Typically, the Finance, Administration and Audit Committee performs a macro level review and focuses on department increases, capital programs and specific budget pressures. New to this year's process is the introduction of commission based presentations that provide additional context to commission budgets. After considerable review and multiple requests for additional information, the Finance, Administration and Audit Committee either refers the budgets back to SMT 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, Administration and Audit Committee for further consideration. Council approved the 2015 budget on April 1, 2015.

**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 are encouraged to take a proactive approach in the budget process and as a result are committed to staying within their allocated resources. Continuing in 2015 will be the requirement to report on high profile projects.

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

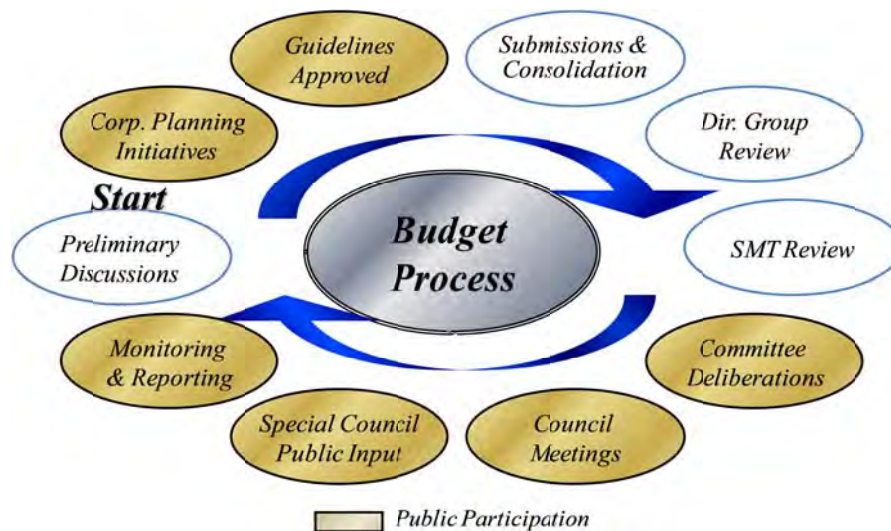
**Public involvement** – Throughout the budget process public involvement is a key element of building the budget. Illustrated below are the key touch points with the public. A number of tactics are employed to reach that goal, including hard-copy promotional materials and ads, online Twitter events and enhanced website content. Flyers and posters highlighting the budget meetings are distributed to City facilities, ratepayers' associations, seniors clubs and seniors'



# Budget Guidelines and Process

residences to ensure residents are aware of the opportunities to provide input. Public meeting times are also promoted on the front of the interim tax bill insert, which is mailed to every homeowner in February.

Illustration 8: Budget Process



## CONTINUED PROCESS IMPROVEMENTS

The Financial Planning and Analytics department strives to continuously improve the financial planning 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, review and decision making. To that end, some of the more recent significant process improvements for the financial planning process include:

- **New** – The recent re-alignment of the Financial Planning and Analytics group into a corporate consolidation team and two portfolio teams responsible for all financial planning for their assigned clients; this step fully integrates processes and leverages synergies.
- **New** – Alignment of Water and Wastewater Budget timing with the City's financial planning process
- **New** – The Capital Project Financial Administration and Reporting Policy provides guidance and control related to capital project governance and assurance; including regular reporting on high profile capital projects.

# Budget Guidelines and Process

- **New** – A review of general ledger accounts has been conducted to provide definitions of the types of revenues/expenses that are captured in the account. During the review, accounts will be consolidated that capture the same expense/revenue information.
- Integrated strategy and financial planning through the Corporate Planning Process.
- The Financial Master Plan Development discusses the long-term financial pressures facing the City and provides a number of progressive recommendations.
- The Reserve Policy Update resulted in a consolidated framework, improved guidance, development of new reserves to meet emerging needs and a realignment of balances to ensure equitable funding.
- The Reserve Contribution Policy for tangible capital assets is intended to ensure the community's infrastructure remains sustainable, supporting the numerous programs and services offered.
- The Contingency Matrix assists departments to determine general project risk and a contingency budget amount.
- Consolidating the City's quarterly reporting process into a single simplified report (Operating, Capital, and Water/ Wastewater). This action was intended for stakeholders to have a more fulsome and complete view of the City's financial results.

## **BUDGET TIMETABLE**

The 2015-18 Budget and Business Planning timetable and guidelines were approved by Finance, Administration and Audit Committee on June 16, 2014 and approved by Council on June 24, 2014.

The 2014 Municipal Election's impact on the timing of the presentation of the financial plan results to Committee was taken into account during the planning process. Committee meetings were held from January to March, with final approval anticipated for the end of March. Council approval was received on April 1, 2015. For your reference, a budget process timeline is provided below.

# Budget Guidelines and Process

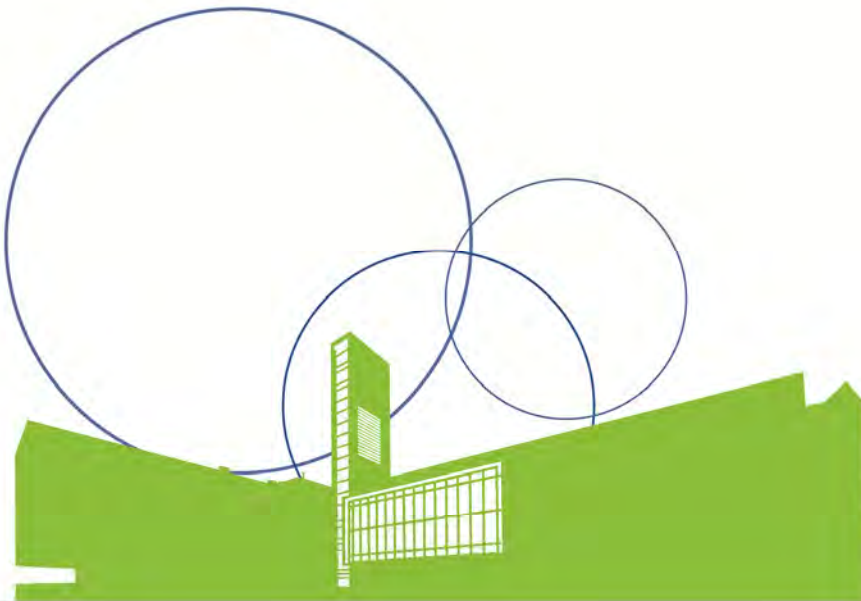
Table 8: Budget Timetable

City of Vaughan 2015 - 2018 Financial Plan Timetable	
Dates	Activity
16-Jun-14	Financial Planning Guidelines
24-Jun-14	Financial Planning Instructions Issued To Depts.
27-Jun-14	Business Plan Submissions to Strategic Planning Dept.
6-Aug-14	Base Operating Financial Plan Submissions
July – Aug 2014	SMT Preliminary 2015-2018 Financial Plan Review
Aug 11-15, 2014	Commissioner Review of Proposed ARR's
22-Aug-14	Capital Project Submissions and Operating ARR's
Sep-14	- <i>Director Working Group (DWG) Prioritization</i> - <i>Submission Review, Analysis, &amp; Consolidation</i>
Oct-14	SMT Deliberations
Dec-14	Draft Financial Plan and Presentation Finalization
Jan2015 -Mar2015	Finance, Administration & Audit Committee Deliberations
Mar-15	Public Input Meeting/Council Approval (14 day notice req.)

# Financial Policies

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## 2015



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 (well below 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.

### 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 into a single process to provide key decision makers with a clear view of 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 efforts 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 Nov. 29, 2012)

Should the City be in an overall surplus position at year-end or reserve balances exceed targets, these funds will be distributed within the following parameters:

1. Up to \$2.5M of any surplus funds will be applied to the following budget year, reducing pressure on the tax rate.
2. That any additional surplus funds or reserve balances in excess of reserve targets be allocated, at the discretion of the Commissioner of Finance and City Treasurer, within the following priority areas:
  - Tax Rate Stabilization Reserve
  - Working Capital Reserve
  - Post Retirement Reserve
  - Infrastructure Reserves
  - Innovation Reserves

### 5. Consolidated Reserve Policy (Adopted Nov. 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:

- 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. City of Vaughan Investment Policy** (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.

## **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. The 2015 Budget and 2016-18 Plan shows debt as a total of City revenue of 6.0%, 6.3%, 5.6%, 4.2% and 4.8% for the years 2014-18 respectively.

## **11. Continuous Improvement** (General Practice)

Another cornerstone of strong financial management is continuous improvement. The City strives to continuously challenge status quo, to do more with less and to improve the ways in which it provides community services. To this end, the City aims to make improvements 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**

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

## **14. Consolidated Purchasing Policy (Adopted Oct. 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
- 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 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
- 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 development 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 Dec. 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.

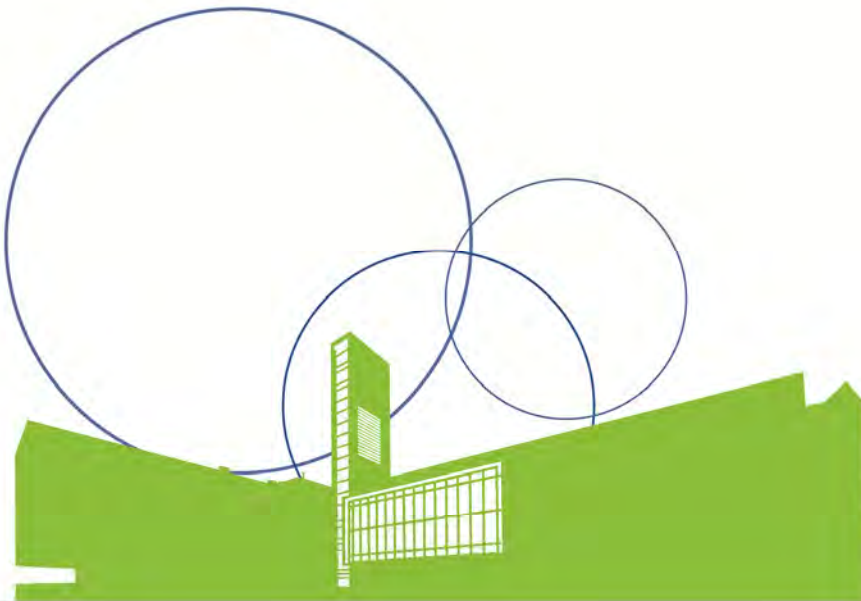
## **18. Funding Innovation**

In 2012, an Innovation Reserve was established in order to help provide seed funding to innovative projects with one-time costs and long-term financial benefit to the City. These projects typically did not get funding in the budget process due to the scarcity of funds and the need to apply these funds to other initiatives. Requests for funding from this reserve requires a business case including details about payback to the reserve through realized efficiencies or increased revenue generation. Once the project is complete and the reserve money has been paid back, the budget of the subject department is permanently reduced by 50% of the savings on a go forward basis. Thus, half the savings of the innovation are returned to the Corporation to lower the tax base and the other half can be reallocated within the department.

# Operating Budget Overview

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## 2015



# Operating Budget Overview

## Taxes in Perspective

For 2015, Council approved a \$258.7M balanced operating budget resulting in a residential tax increase of approximately \$34 for the average residential property assessed at \$587,000. This is equivalent to a 2.70% tax increase on the City's portion of the tax bill. About 28% of the total tax bill goes to the City of Vaughan, with the remaining 72% going to York Region and the Province.

Council is dedicated to keeping property taxes at a reasonable level moving forward. To achieve this, Council directed staff to work toward a set target not to exceed 3% per annum for this four year term of Council. The 2015 tax rate increase of 2.7% on the City's portion of the tax bill meets this objective. Further research and study is required to identify reductions to achieve the target over the remaining three years of the plan. Council created a Budget Task Force to study options for the development of a budget reduction plan for 2016-18. The Task Force will report back to Council prior to the tabling of the 2016 Budget.

The table below illustrates the approved tax rate increase for 2015 and the budget reduction targets required in 2016-18 to achieve Council's direction:

Table 9: Economic Impact of the 2015 Budget and 2016-18 Plan

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Budget</b>	<b>Recognized Plan</b>		
Tax Rate Increase	2.70%	9.87%	4.12%	4.24%
Budget Reduction Target Required		-6.87%	-1.12%	-1.24%
<b>Tax Rate Increase</b>	<b>2.70%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Tax Bill Change for the Average Home*</b>	<b>\$34</b>	<b>\$39</b>	<b>\$41</b>	<b>\$42</b>

*\*Based on the average home valued at \$587,000 in 2015, \$626,000 in 2016, \$667,000 in 2017 and \$711,000 in 2018*

# Operating Budget Overview

## Taxes in Perspective

### Municipal Comparison

A comparison of tax rate increases across the Greater Toronto Area demonstrates that Vaughan continues to have one of the lowest tax rate increases among comparator municipalities for 2015. This has been a sustained trend over the last several years as illustrated in the table below. This is evidence of Vaughan providing value for its residents' tax dollars. Council plans to maintain this position going forward.

Table 10: 2011-2015 Tax Rate Increase Comparison

Municipality	5 Yr Total	2015	2014	2013	2012	2011	Average
Caledon	31.14%	4.82%	4.98%	5.70%	5.24%	10.40%	6.23%
Mississauga	30.30%	4.00%	6.10%	7.00%	7.40%	5.80%	6.06%
King	23.54%	2.97%	2.59%	3.42%	8.90%	5.66%	4.71%
Brampton	23.39%	6.59%	2.90%	4.90%	4.90%	4.10%	4.68%
Milton	20.59%	5.50%	3.63%	3.00%	3.60%	4.86%	4.12%
Oakville	20.39%	2.79%	2.11%	3.01%	6.55%	5.93%	4.08%
Newmarket	19.80%	3.50%	2.72%	3.74%	3.95%	5.89%	3.96%
Aurora	18.84%	4.96%	3.75%	3.42%	4.77%	1.94%	3.77%
Barrie	18.62%	3.19%	2.03%	3.30%	3.60%	6.50%	3.72%
Burlington	15.80%	3.65%	3.50%	4.46%	3.29%	0.90%	3.16%
Richmond Hill	14.14%	4.20%	2.04%	2.50%	2.45%	2.95%	2.83%
<b>Vaughan</b>	<b>12.79%</b>	<b>2.70%</b>	<b>2.50%</b>	<b>2.69%</b>	<b>2.95%</b>	<b>1.95%</b>	<b>2.56%</b>
Markham	7.99%	2.50%	2.49%	1.50%	1.50%	0.00%	1.60%
<b>Average</b>	<b>19.79%</b>	<b>3.95%</b>	<b>3.18%</b>	<b>3.74%</b>	<b>4.55%</b>	<b>4.38%</b>	<b>3.96%</b>

### Comparison of Property Tax Ratios for 2015 - Broad Property Class (\* = Region)

Vaughan's business tax ratios are also among the lowest.

Table 11: 2015 Property Tax Ratio Comparison

	York*	Peel*		Halton*	Durham*	Toronto
	Vaughan	Mississauga	Brampton			
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	3.0540
Commercial	1.1172	1.4098	1.2971	1.4565	1.4500	3.0540
Industrial	1.3124	1.5708	1.4700	2.3599	2.2598	3.0540
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

# Operating Budget Overview

## Taxes in Perspective

The setting of property tax ratios is the responsibility of the Region of York. Municipalities can only move the ratios within or closer to the “Range of Fairness” as specified in Provincial Regulation. The Region has the authority to use the tax ratio policy to offset or mitigate reassessment related tax shifts.

### Summary of Changes related to Property Values

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

Table 12: Residential Tax Increases

	<b>2015 Budget</b>	<b>2016</b>	<b>Plan 2017</b>	<b>2018</b>
Average Home Property Value (\$)	587,000	626,000	667,000	711,000
Local Property Taxes (\$)	1,314	1,353	1,394	1,435
Tax Rate Change (%)	2.70%	3.00%	3.00%	3.00%
Tax Bill Change (\$)	34	39	41	42

The 2015 tax rate increase of 2.70% equates to \$5.87 per \$100,000 of property value.

Table 13: Commercial/Industrial Tax Increases

	<b>2015 Budget</b>	<b>2016</b>	<b>Plan 2017</b>	<b>2018</b>
Commercial Property (\$)	7.00	7.99	8.23	8.48
Industrial Property (\$)	8.23	9.39	9.67	9.96
Tax Rate Change (%)	2.70%	3.00%	3.00%	3.00%

The 2015 tax rate increase of 2.70% equates to \$7.00 for commercial property and \$8.23 for industrial property per \$100,000 of property value.

### Where Do Your Property Tax Dollars Go?

Although the City of Vaughan collects the full property tax bill it only retains about 28.0% of the taxes collected on residential properties and 16% for commercial properties. The remaining portion of the tax bill, 72% residential and 84% 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

The following charts illustrate the allocation of Vaughan's property taxes collected between the City, the Region and the Province.

Chart 5: Portions of Average 2015 Residential Tax Bill

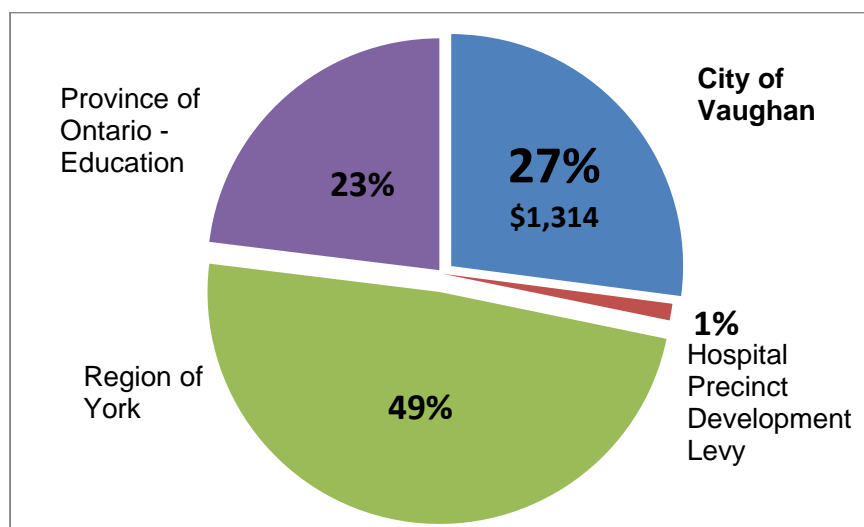
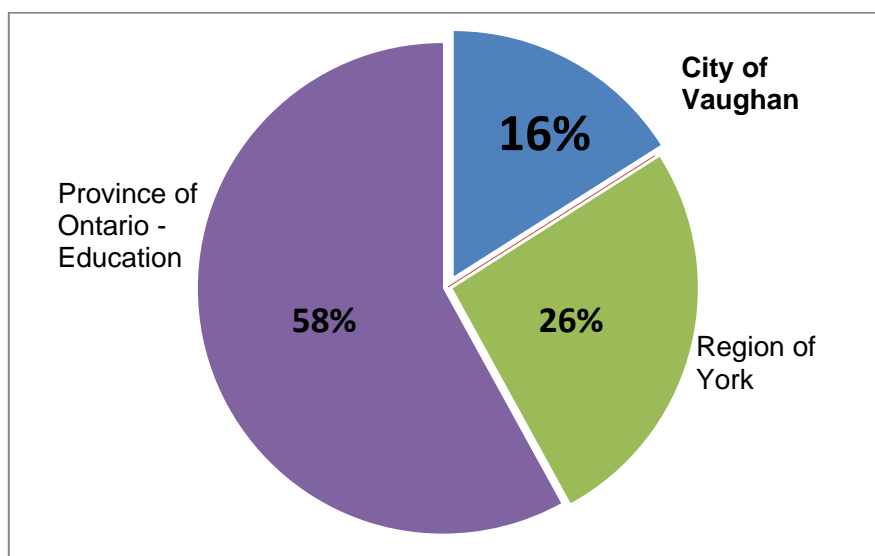


Chart 6: Portions of Average 2015 Commercial Tax Bill



The estimated 2015 total property tax bill for the average residential property, valued at \$587,000 is illustrated in the following table. It is important to note that although York Region's property tax rate increase is 2.97%, its contribution to the overall property tax bill increase represents \$68. This is largely because almost half of the residential

# Operating Budget Overview

## Taxes in Perspective

property tax bill is allocated to the Region of York. Including the York Region and Ontario portions, the average total property tax bill in Vaughan will increase by \$103 or 2.16%. Vaughan's local increase of \$34 amounts to an increase of only 0.73% of the total property tax bill.

**Table 14: 2015 Estimated Property Tax Bill**

<b>Property Tax Bill</b>	<b>2014 Property Tax</b>	<b>Est. Tax Rate Increase %</b>	<b>Est. Avg. Increase Per Household \$</b>	<b>Est. 2015 Property Tax</b>	<b>Portion of Est. Avg. Property Tax Bill</b>
<b>City of Vaughan</b>	<b>1,279</b>	<b>2.70%</b>	<b>34</b>	<b>1,314</b>	<b>27%</b>
<b>VHCCP Development Levy</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>57</b>	<b>1%</b>
<b>Region of York</b>	<b>2,296</b>	<b>2.97%</b>	<b>68</b>	<b>2,364</b>	<b>49%</b>
<b>Provincial (Education)</b>	<b>1,119</b>	<b>-</b>	<b>-</b>	<b>1,119</b>	<b>23%</b>
<b>New Total Tax Bill</b>	<b>4,750</b>	<b>2.16%</b>	<b>103</b>	<b>4,853</b>	<b>100%</b>

*\*VHCCP refers to Vaughan Healthcare Centre Precinct Plan*

*Note: some numbers may not add due to rounding.*

**Table 15: Quick Facts**

		<b>Budget</b>	<b>Forecast</b>		
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Average residential assessment	\$551,000	\$587,000	\$626,000	\$667,000	\$711,000
Total taxes levied on the average assessed home ***	\$4,750	\$4,853	\$4,940	\$5,029	\$5,120
City of Vaughan portion (27-30%)	\$1,279	\$1,314	\$1,353	\$1,394	\$1,435
City of Vaughan tax adjustment % on total taxes		0.73%	0.82%	0.83%	0.84%
Hospital Capital Levy on the avg. home	\$57	\$57	\$57	\$57	\$57
Tax Reduction for qualifying seniors	\$329	\$337	\$347	\$357	\$367
A 1% increase in the tax rate generates (\$M)	\$1.56	\$1.64	\$1.71	\$1.80	\$1.89
Impact of a 1% increase on the average home	\$12.28	\$12.79	\$13.14	\$13.53	\$13.94
Assessment growth (projected)	2.00%	2.00%	2.00%	2.00%	2.00%
Approved/Forecasted Tax Rate Increases		2.70%	3.00%	3.00%	3.00%

*\*\*\* Forecast based on Vaughan's forecast %, Region @2%, School Board 0%*

# Operating Budget Overview

## Taxes in Perspective

### **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. The next re-assessment is planned for 2017 and will be in effect for tax years 2017 through to 2020.

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](http://www.mpac.ca).

# Operating Budget Overview









## Value for Your City Property Tax Dollars

### Our Business – Providing City Services through People and Assets

The City funds more than 200 programs and services that keep people and property safe, promote health and wellness, are environmentally sustainable, preserve our heritage, and support diversity, arts, and culture. Residents of the City of Vaughan receive a wide range of services including fire and rescue, road maintenance, snow plowing, garbage and recycling collection, recreation, parks and play facilities, traffic control, by-law enforcement, streetscape planting and maintenance, planning and engineering, and many others. Below is an illustration of these services.

The services provided by the City of Vaughan are primarily funded through taxation, but also development charges, fees and other non-tax revenue. Of the total budget of \$258.7M for 2015, only \$167.9M or 65% is funded from the tax levy.

### Illustration 9: Sample of City Assets

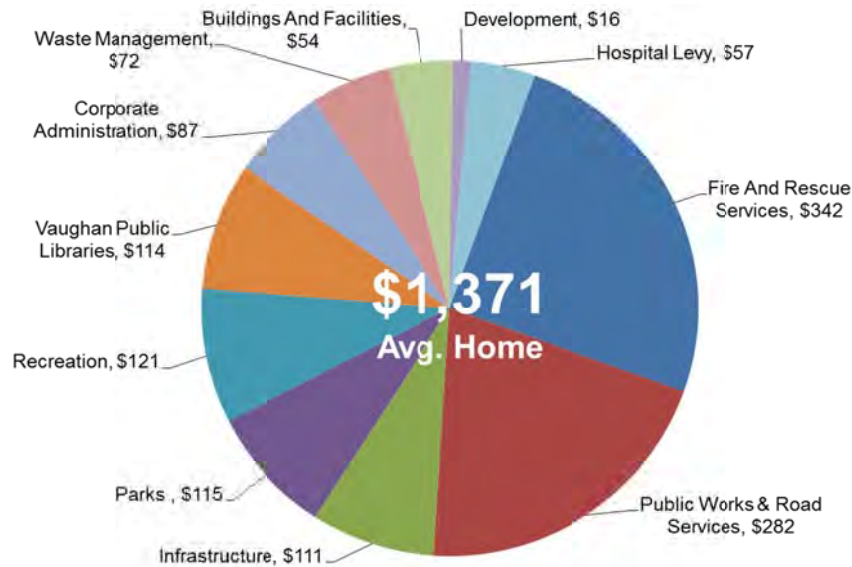
	<b>Engineering/Public Works</b>		<b>Parks &amp; Recreation</b>		
	Roads - Lane Kms	2,046	Community Centres	10	
	Sidewalks - Kms	1,122	Fitness Centres	7	
	Bridges & Structures	181	Theatres	1	
	Streetlights	25,899	Parkland - Hectares	951	
	Traffic Signals	84	Trails - Km	58	
	Public Works Yards	3	Parks	200	
	<b>Fire &amp; Rescue Services</b>		Playgrounds	293	
	Fire Stations	10	Tennis Courts	126	
	Fire Engines/Aerials	16	Ball Diamonds	57	
	Fire Tankers/Rescues/etc.	13	Basketball/Playcourts	85	
	<b>Library Services</b>		Bocce Courts	64	
	Libraries	8	Water Play Facilities	19	
	Library Collection	522,754	Indoor pool tanks	9	
			Indoor Skating Rinks/Arenas	10	
			Outdoor Soccer Fields	170	
			Skateboard Parks	8	

The chart below illustrates where your City tax dollars go. The majority of City tax dollars are allocated to providing a variety of direct services to City residents. More than 75% of the property tax collected is used to provide fire and rescue, public works, parks, library, recreation and waste services. Development, infrastructure and other service components make up the remaining 25%.

# Operating Budget Overview

## Value for Your City Property Tax Dollars

Chart 7: Where Your Tax Dollars Go



Note: includes \$1,314 for property taxes and \$57 for the Hospital Levy

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 level with, if not less than, typical annual household costs such as car insurance, utilities and telecom services.

Property taxes are the primary source of funding for the many and diverse programs and services provided to residents. For approximately \$1,371 (\$1,314 in property taxes and \$57 for the hospital levy) on the average property assessed at \$587,000, 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. It is evident that residents receive great value for their tax dollar.

# Operating Budget Overview

## Value for Your City Property Tax Dollars

Illustration 10: Comparison of Household Costs and Cost of City Services

<b>Typical Household Costs*</b>	<b>Annual</b>	<b>Monthly</b>
Hydro (Average 1000Kwh consumption/month)	\$1,914	\$160
Natural Gas (Based on 1500-2000sqft home)	\$1,171	\$100
60L of gas/week	\$3,975	\$330
Car Insurance (Average GTA premium)	\$1,545	\$130
Phone/Cable TV/Internet Bundle	\$2,292	\$190
<b>Total City Services</b>	<b>\$1,371<sup>1</sup></b>	<b>\$114<sup>1</sup></b>

<sup>1</sup>Based on APPROVED 2015 Operating Budget, incl. ARRs

\*Figures based on local service provider information

The City has over 40 departments providing more than 200 programs and services for less than many household expenses.



Careful consideration was given to ensure there would be a balance between maintaining service levels, new initiatives and keeping tax rates low. The 2015 Budget is a blend of these ideals and weighted towards service delivery. A few key items included in the 2015 Budget are:

- Fire Station 7-5 full year implementation supporting community safety
- Opening of the new Civic Centre Resource Library supporting information access
- Resources to support community parks, community health and wellness
- Funding to support community infrastructure repair and renewal projects
- City initiatives supporting efficiency and effectiveness goals

# Operating Budget Overview

## Value for Your City Property Tax Dollars

For 2016-18, there is expected to be a continued focus on maintaining service levels. Other planned City initiatives associated with growth or driving the organization forward include:

- Fire Station 7-4 implementation supporting community safety
- Development and opening of the North Maple Regional Park
- Opening of the Carrville Community Centre and Library
- Opening of the Vellore Village Community Centre Library
- Resources to continue supporting community parks, community health and wellness



# Operating Budget Overview

## Budget Pressures

The objective of the City's financial planning process is to develop a multi-year budget that balances the need to maintain existing services, accommodate growth requirements and undertake corporate initiatives against the City's capacity to fund them. The City's financial management policies and practices procedures are based on best practices to maintain the City's strong financial position.

As the City of Vaughan continues to grow and adapt to provincially driven intensification, a focus on long-term financial sustainability is increasingly important. Meeting this objective requires difficult choices to develop financial strategies to address rising operational costs, increasing legislative requirements, infrastructure renewal/replacement costs and the costs associated with implementing the City's various master plans.

Illustration 11: Pressures on the City Budget



The incremental tax levy requirement is a result of cost pressures, servicing growth and selected investments in new initiatives. The City faces challenges to achieving a balanced budget and maintaining service levels. Some of the factors that placed pressure on the property tax rate include:

- Inflation and the impact of escalating labour and external contract costs

# Operating Budget Overview

## Budget Pressures

- New development and population growth that while positive for the City overall, also created budget pressures because of the costs of providing additional service volume
- Timing differences between revenue growth and incremental growth-related costs
- Increasing requirements to set aside adequate funding to pay for the eventual replacement of all of the new community infrastructure that has been put in place
- Investments required to transform City administration and service delivery to ensure that they are as efficient and effective as possible
- Unique pressures of the current cycle, such as the cost to replace trees lost in the December 2013 Ice Storm and need to transition to more sustainable policies for the planned use of reserves and surpluses

### **Conceptual Budget Framework**

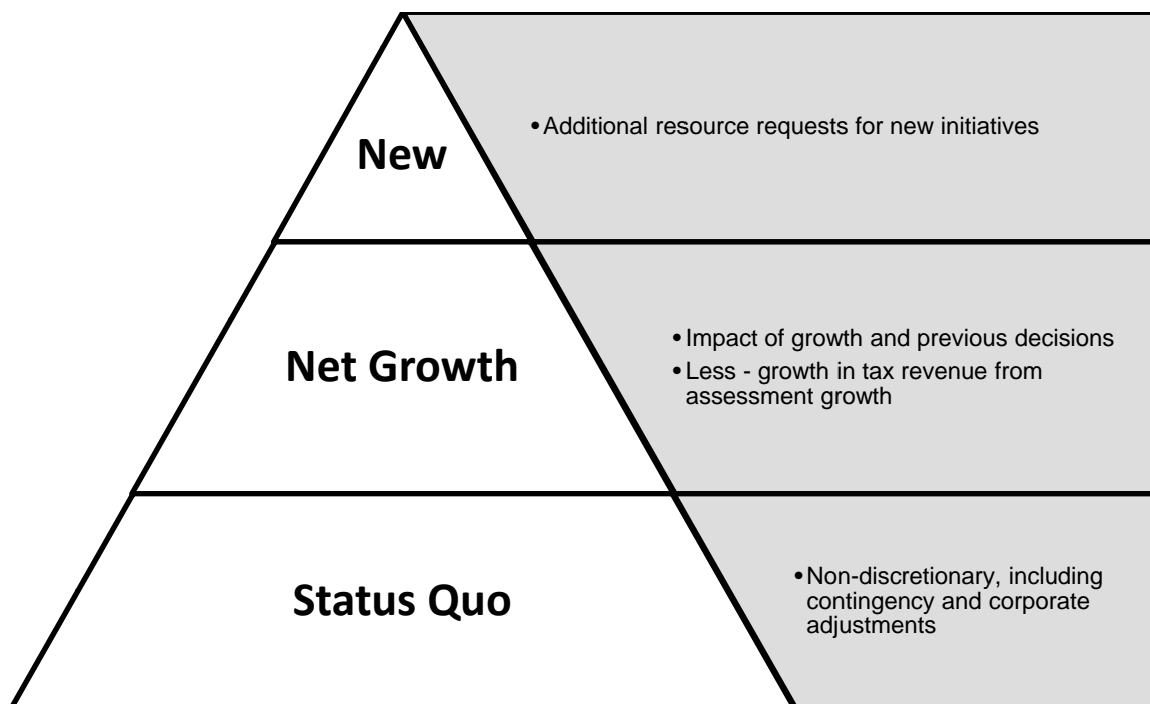
When considering budget pressures, it is helpful to categorize incremental costs into a Conceptual Budget Framework. This framework can be categorized into three main components:

- **Status Quo:** pressures related to providing existing levels of service to existing residents, primarily price pressures from pre-determined labour cost increases and material or service contracts.
- **Growth-related:** pressures representing the net amount by which the operating costs associated with providing existing levels of services to new residents exceed expected assessment growth.
- **New:** pressures representing proposed funding for additional resources to support strategic, transformational or new initiatives.

# Operating Budget Overview

## Budget Pressures

Illustration 12: Conceptual Budget Framework



### Major Pressures in Status Quo



\$3.1 M or 1.92 % for 2015

### Price Pressures on City Service Delivery

The status quo, or normal course of business, is based on the particular levels of service that have been established by the City for each of the programs and services provided to residents. Once the type and levels of service are approved by Council, the cost structures required to provide the services are relatively fixed, rising in response to cost increases.

Cost increases in the Status Quo are primarily price related and represent changes to the base service delivery model that are wholly non-discretionary. The 2015 Budget includes \$3.1M for status quo pressures, contributing 1.92 % of the total 2.70% tax rate increase. This increase is consistent with Vaughan's calculated Municipal Price Index (MPI). Like the familiar Consumer Price Index (CPI), the calculated MPI is a way for municipalities to benchmark the cost increases they are experiencing. The components of Vaughan's MPI and how they are calculated are set out in the table below.

# Operating Budget Overview

## Budget Pressures

Table 16: Municipal Price Index

Component	Inflation Figure	Source	% of Budget	Weighted Average
Salaries and Benefits	2.0%	CoV settlement agreements	59.5%	1.2%
Contracts and Materials	4.0%	5 yr Average Historical Increase	12.8%	0.5%
Utilities and Fuel	2.7%	Statistics Canada Sept 2014 - Energy CPI	3.9%	0.1%
Capital Funding	0.6%	Construction Price Index	2.6%	0.0%
Insurance	17.9%	AMO - 2011 municipal white paper	2.1%	0.4%
All Other	2.1%	Core Inflation - Sept 2014	19.1%	0.4%
<b>Combined Municipal Price Index</b>				<b>2.6%</b>

Salaries and benefits are projected to increase by an average of 2.9 % per year. This includes economic adjustments of about 2%, consistent with negotiated labour agreements. It also includes salary progressions for new, growth-related staff complements and increasing benefit costs which is not included in the MPI calculation. A contingency against the impact of future labour negotiations is also included for 2016-18, after the current agreements expire.

Other department expenditures, including corporate adjustments, are trending at an annual average increase of 1.7% over the next four years. This includes inflationary adjustments and contract increases for operating expenditures such as utilities, contracts, materials and insurance premiums.

When growth-related volume changes are excluded cost increases are in line with the Municipal Price Index, indicating that these base expenditures are being well managed by the organization.

### Phasing-out Subsidization from Reserves

Previous budgets included planned annual draws from the Tax Rate Stabilization Reserve and also leveraged available surplus carry forwards up to \$2.5 million to minimize tax rate increases in the following budget year. In 2014, the City began a planned phase-out of the use of these two funding sources. However two events have required the acceleration of the planned phase-out:

- As a result of increased costs to manage the severe winter of 2014, the City does not have a surplus to carry forward to 2015.
- To address a one-time charge without requiring additional tax increases, the Tax Rate Stabilization reserve was almost fully depleted in 2013.

The impact of this is 0.5% in 2015, building to 1% in 2018. This is a lower impact than it otherwise would have been due to the utilization of the Working Capital Reserve.

# Operating Budget Overview

## Budget Pressures

### **Major Growth Related Pressures**



\$0.4M or 0.21 % for 2015

#### **Assessing the Growth Impact on Operating Budgets**

Over the past few years the assessment growth rate has declined from 3% in 2011 to the 2% expected in the 2015 Budget and 2016-18 Plan. This is consistent with other growth based revenues, such as building permit fees and development charges.

Initial investments in service delivery capital infrastructure are primarily funded through development charges. However the related on-going operational and service costs place cumulative, lasting pressures on the operating budget. Aligning the timing of capital growth with the timing of the related assessment growth helps to minimize the impact of incremental growth-related operating costs on tax levy requirements.

Some infrastructure and associated operating costs, such as building new parks or community centres, are put in place in coordination with development activity. In other cases, community infrastructure is added to a community after significant development has already taken place. Further, the assessment growth related to a particular piece of infrastructure occurs over a number of years.

Given these complexities, there generally tends to be timing differences between assessment growth and increased operating costs associated with growth. In 2015, growth related pressures are \$0.4M and contribute 0.21% to the 2.70% tax rate increase. Over the course of 2016-18, the costs of growth are expected to exceed assessment growth by an average of \$1.9 million per year.

#### **Community Infrastructure Renewal Requirements**

Over the last three decades, Vaughan has transformed from a rural township to a major urban centre<sup>1</sup>. Assets constructed over this time frame are approaching the end of their useful lives and significant investment in the replacement of these assets is required. Each year the City contributes to infrastructure replacement reserves to fund the future replacement of these assets. Included in the above growth related pressures for 2015 Budget and 2016-18 Plan, are incremental infrastructure reserve contributions and other infrastructure-related expenditures averaging \$1.6M per year, primarily as a result of planned new infrastructure in the City's Block 11, such as the Carrville Community Centre and Library, North Maple Park and District Parks.

<sup>1</sup> City of Vaughan – Official Plan 2010 – Volume 1 – Section 2.1 – Planning for Growth

# Operating Budget Overview

## Budget Pressures

### **Major Pressures Associated with New Initiatives**



\$0.9M or 0.57% for 2015

The last component of the framework includes all additional resource requests (ARRs) for new initiatives. These may be to support the transformation of the organization or to provide residents with new or enhanced service levels. Almost all of the approved and recognized ARR's are in support of the transformation of the City's administration and service delivery functions. The 2015 Budget includes \$0.9M in new initiatives that contribute 0.57% to the total 2.70% tax rate increase. Included in the 2016-18 Plan are ARR's averaging \$1.1M per year that include requests related to advancing Council approved strategic priority initiatives to implement Vaughan Vision 2020, requests related to implementing Operational Review recommendations, and requests that, while not specifically tied to either one of the above, have identified the achievement of operational efficiencies as a primary rationale for the request.

### **Budget Task Force**

Attaining the 2015 Budget tax rate increase of 2.70% was challenging and required careful consideration of the balance between maintaining service levels, new initiatives and keeping tax rates low. As a result, some initiatives were deferred to future years. In 2016-18, the status quo tax rate increases are currently greater than the directed 3% target set by Council. This means that some new proposed initiatives will have to be deferred to beyond this planning horizon. A Budget Task Force has been created and is committed to studying the options available to achieve the efficiencies and other savings required to ensure the annual net levy requirement does not exceed a 3% tax rate increase in each of 2016-18.

# Operating Budget Overview

## Major Budget Changes

As illustrated below, the 2015 levy increased by approximately \$7.6M. The required levy increase was reduced by an estimated 2% or \$3.2M due to an increase in assessment growth (new homes and businesses), resulting in a net effective taxation increase of \$4.4M, which translates into \$34/year (\$2.83/month) for the average home in Vaughan or a 2.7% tax increase.

The table also shows the recognized tax increases for the next three years. Council has mandated that increases be limited to 3% for 2016 to 2018. At the present time, the potential tax rate increases are significantly higher than 3%. Budget reduction targets of \$14.6M in 2016, \$13.9M in 2017 and \$16.9M in 2018 are required to achieve the target set by Council. A Budget Task Force will study possible budget reduction options and make recommendations prior to the preparation of the 2016 Budget and 2017-19 Plan.

Table 17: Economic Impact of APPROVED 2015 Budget and 2016-18 Plan

<b>\$M</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Budget</b>	<b>Recognized Plan</b>		
Gross Operating Expenses	258.7	273.0	281.3	290.4
Less: Non-Tax Revenue	-87.6	-84.7	-84.8	-85.1
Net Operating	171.1	188.3	196.5	205.3
Less: Assessment Growth	-3.2	-3.4	-3.8	-4.0
<b>Net Expenditures (Levy Requirement)</b>	<b>167.9</b>	<b>184.8</b>	<b>192.7</b>	<b>201.4</b>
Budget Reduction Target		-14.6	-13.9	-16.9
<b>Net Levy Requirement</b>	<b>167.9</b>	<b>173.3</b>	<b>178.7</b>	<b>184.4</b>
<b>Incremental Levy</b>	<b>4.4</b>	<b>5.1</b>	<b>5.4</b>	<b>5.7</b>

<i>Tax Rate Increase</i>	<i>2.70%</i>	<i>9.87%</i>	<i>4.12%</i>	<i>4.24%</i>
<i>Budget Reduction Target Required</i>		<i>-6.87%</i>	<i>-1.12%</i>	<i>-1.24%</i>
<b>Tax Rate Increase</b>	<b>2.70%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Tax Bill Change for the Average Home*</b>	<b>\$34</b>	<b>\$39</b>	<b>\$41</b>	<b>\$42</b>

*Note: some numbers may not add due to rounding.*

Notes:

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services.
- Expenditures Forecasts 2016 to 2018 include recognized and recommended Additional Resource Requests



# Operating Budget Overview

## Major Budget Changes

### **Budget Approach**

Since 2012, the City of Vaughan has been moving towards a multi-year operating budget outlook. In 2015 the multi-year outlook included the 2015 budget and a financial plan for 2016-18 that included both base budgets and recognized additional resource requests. Each year the base budget assumptions are re-evaluated in light of guidelines issued by the Department of Financial Planning and Analytics.

Under these guidelines, departments are only permitted to include very specific adjustments in their base budget requests which are related to pre-determined labour adjustments arising from collective bargaining agreements, contracts, or Council approved increases. The guidelines do not allow “across the board” increases or increases for new staffing as part of the base budget.

The City’s budget development process allows departments to formally submit requests for additional resources, above and beyond the permitted base budget adjustments. These are referred to as Additional Resource Requests (ARRs). Where possible, submitting departments identified internal offsets to mitigate the impact of ARRs and ensure that value for money was maximized.

ARRs were submitted to two layers of staff review. In the first instance, a Directors’ Working Group, with representation from each Commission, Vaughan Fire and Rescue Service, Vaughan Public Libraries, and the City Manager’s office reviewed, evaluated, and prioritized the submitted ARRs based on how well the business cases met the following criteria:

- degree of linkage to Vaughan’s Vision and 14 strategic initiatives
- value proposition (e.g. existence of offsets)
- risk management (e.g. regulatory requirements or health and safety issues)
- degree of linkage to new growth-related infrastructure

The process was driven by ensuring a high degree of objectivity, consistency and transparency among the various ARRs. Subsequently, the Senior Management Team vetted the timing of ARRs and categorized them according to their rationale for the Council’s consideration.

### **Conceptual Budget Framework**

As introduced in the Budget Pressures section, it is helpful to categorize incremental costs into the three components of the Conceptual Budget Framework. The following table illustrates this allocation between Status Quo, Growth and New:

# Operating Budget Overview

## Major Budget Changes

Table 18: Conceptual Budget Framework: Summary of Net Pressures

<i>Drivers Of Budget Expenditure Changes:</i>	<b>2015 Budget \$M</b>	<b>2016 Plan \$M</b>	<b>2017 Plan \$M</b>	<b>2018 Plan \$M</b>
<b>Existing Cost Base and Normal Course of Business (Status Quo):</b>				
Economic salary adjustments & progressions	5.5	4.8	3.9	2.9
Negotiated contract price increases, utilities, other	0.5	0.9	0.0	-0.4
New user fees and user fee price increases	-0.2	-0.8	-0.8	-0.8
Net corporate changes	-2.7	5.4	3.0	4.4
<b>Total Existing Cost Base and Normal Course of Business (Status Quo):</b>	<b>3.1</b>	<b>10.1</b>	<b>6.2</b>	<b>6.1</b>
	1.92%	5.92%	3.21%	3.01%
<b>Growth-Related Incremental Costs:</b>				
<b>Implementation of Previous Decisions:</b>				
Base budget annualization of previous year fire station 7-5 salary gapping	1.0	0.0	0.0	0.0
ARRs tied to community infrastructure (libraries, parks, fire trucks, community centre)	0.4	4.2	3.6	1.7
Debt service level related to Roads Program	0.5	0.4	-1.9	2.7
Community infrastructure reserve contributions	0.9	0.8	2.1	1.1
<b>Subtotal</b>	<b>2.8</b>	<b>5.5</b>	<b>3.7</b>	<b>5.5</b>
<b>Maintain/Growth:</b>				
Base budget increases in contract and utility volumes	0.6	0.2	0.2	0.3
ARRs to support City services	0.4	2.6	1.3	0.3
User fee and service charge volume	-0.2	-0.5	-0.9	-0.2
<b>Subtotal</b>	<b>0.7</b>	<b>2.3</b>	<b>0.7</b>	<b>0.4</b>
<b>Assessment growth:</b>	-3.2	-3.4	-3.6	-3.7
<b>Total Growth-Related Incremental Costs:</b>	<b>0.4</b>	<b>4.4</b>	<b>0.8</b>	<b>2.1</b>
	0.21%	2.57%	0.44%	1.03%
<b>New Initiatives and Service Level Enhancements:</b>				
Organizational transformation initiatives	0.9	2.1	0.8	0.4
New services or enhanced level of services	0.0	0.2	0.2	0.0
<b>Total New Initiatives and Service Level Enhancements:</b>	<b>0.9</b>	<b>2.4</b>	<b>0.9</b>	<b>0.4</b>
	0.56%	1.38%	0.47%	0.21%
<b>Incremental Levy Requirement</b>	<b>4.4</b>	<b>16.9</b>	<b>7.9</b>	<b>8.6</b>
	2.70%	9.87%	4.12%	4.24%
<b>Net Budget Reduction Target</b>	<b>0.0</b>	<b>-11.8</b>	<b>-2.1</b>	<b>-2.5</b>
		-6.87%	-1.12%	-1.25%
<b>Tax Levy Increase</b>	<b>4.4</b>	<b>5.1</b>	<b>5.8</b>	<b>6.1</b>
<b>Tax Rate Change</b>	<b>2.70%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>

Labour costs account for approximately 60% of the City's operating budget. This includes economic adjustments, salary progressions for new and existing staff complements and increasing benefit costs. A contingency against the impact of future labour negotiations and other unforeseen events is also included in the 2016-18 Plan.

The following table illustrates how the 2015 incremental levy is distributed among commissions and major categories.

# Operating Budget Overview

## Major Budget Changes

Table 19: Conceptual Budget Framework: Summary of Incremental Levy Requirement

2015 Net Budget Change by Commission/Category	2015 Net Budget Change INC/(DEC) \$M				
	Existing Cost Base and Normal Course of Business	Total Growth-Related Incremental Costs	New Initiatives and Service Level Enhancements	Total 2015 Net Budget Change	Year over Year Change (%)
Fire & Rescue	1.8	1.1	0.0	2.8	1.73%
Strategic & Corporate Services	0.6	0.2	0.4	1.4	0.69%
Infrastructure-Related Expenditures	0.0	1.3	0.0	1.3	0.78%
Community Services	1.0	0.1	0.0	1.0	0.63%
Legal & Administrative Services	0.8	0.0	0.2	1.0	0.60%
Vaughan Public Libraries	0.3	0.4	0.0	0.7	0.45%
Finance & City Treasurer	0.2	0.0	0.3	0.5	0.29%
City Manager	0.1	0.1	0.0	0.2	0.11%
Council, Internal Audit & Integrity Commissioner	0.1	0.0	0.1	0.1	0.09%
Planning	-0.5	-0.3	0.0	-0.8	-0.49%
Public Works	-1.6	0.8	0.0	-0.8	-0.48%
Corporate Other	0.4	-3.2	0.0	-2.8	-1.70%
<b>Total</b>	<b>3.1</b>	<b>0.4</b>	<b>0.9</b>	<b>4.4</b>	<b>2.70%</b>
<b>Total Levy Impact</b>	<b>1.92%</b>	<b>0.21%</b>	<b>0.56%</b>	<b>2.70%</b>	

Aside from the impacts associated with labour cost increases, the changes in the 2015 Budget are primarily a result of:

- Increases to Vaughan Fire and Rescue Service net expenditures related to the full year implementation of Fire Station 7-5 to support community safety.
- Increases to Strategic and Corporate Services net expenditures, including the Building and Facilities and Fleet departments, as a result of contract volume increases, utility cost increases and the allocation of additional resources for City initiatives that support efficiency and effectiveness goals. These are offset by cost efficiencies that have been achieved in both the Buildings and Facilities and Fleet departments.
- Increases to infrastructure-related expenditures primarily as a result of increased reserve contributions and debt servicing costs in-line with growth in the City's stock of infrastructure, as well as increased funding for capital from taxation. It should be noted that through the budget process, the total incremental contribution, as calculated according to the Consolidated Reserve Policy, has been temporarily reduced by 50%. This temporary reduction has been made until phase two of the Corporate Asset Management Initiative is implemented. This initiative will provide more accurate estimates of long-term renewal funding requirements.
- Increases to Legal and Administrative Services budget as a result of increased insurance premiums and additional legal resources. These additional resources would support City initiatives such as development of the Vaughan Metropolitan

# Operating Budget Overview

## Major Budget Changes

Centre and the Vaughan Enterprise Zone, and increasingly complex legislative and procurement requirements.

- Increases to Vaughan Public Libraries net expenditures as a result of the scheduled opening of the new Civic Centre Resource Library with the full year impact of this new library to be included in the 2016 budget.
- Increases to Finance commission net expenditures as a result of additional resources for City initiatives that support efficiency and effectiveness goals.
- Increases to the City Manager's net expenditures, including Recreation and Cultural Services, Economic Development and Corporate Communications, as a result of growth related volume increases and additional resources to support effective public communication.
- Increases to Council, Internal Auditor and Integrity Commissioner net expenditures as a result of calculated increases to council discretionary expenses and additional resources to allow Internal Audit to engage external expertise to complete technical audits.
- Decreases to Planning Commission net expenditures as a result of increases to planning and non-OBC Building Standard fee revenues.
- Decreases to Public Works net expenditures as a result of a reallocation of certain labour costs to the Water/Wastewater/Stormwater budget as a result of an organizational realignment, offsetting increased costs for resources to support new parks, and other increases which include contracted price and volume increases.
- Decreases to Corporate and other net expenditures primarily as a result of assessment growth, increased dividends from PowerStream and increased transfers from reserves, offset by decreases in other investment revenue and supplementary taxation and the impact of the realignment of the Water/Wastewater/Stormwater expenditures between the Public Works Commission and the Water/Wastewater/Stormwater budget.

### **Additional Resource Requests (ARRs)**

As previously noted, departments are only permitted to include very specific adjustments in their base budget requests. Any requests for additional resources, or ARR, are evaluated through a separate and rigorous process.

Departments submitted 143 requests for additional resources representing \$63M over four years. For 2015 alone, departments submitted 69 ARRs representing \$8.1M.

Through staff review and Council's budget deliberations, many requests were deferred to future years. This was key to keeping the 2015 tax rate increase to 2.70%.

# Operating Budget Overview

## Major Budget Changes

When considering the ARR's, they fell into two of the three categories in Vaughan's conceptual framework.

Illustration 13: ARR Alignment in the Conceptual Framework

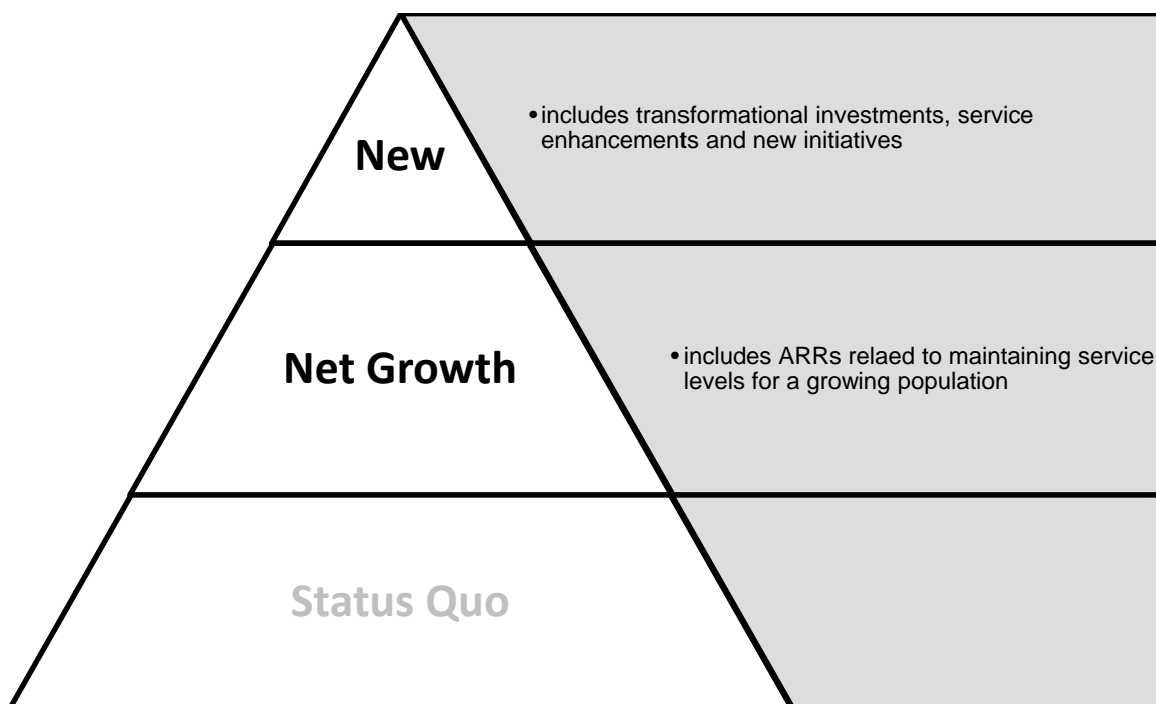


Table 20: Additional Resource Requests (split maintain/growth)

Highlights & Major Budget Elements	2015		2016		2017		2018	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
<i>Additional Resource Requests</i>								
Growth:								
- tied to infrastructure	419,795	0.26%	4,230,363	2.47%	3,603,980	1.88%	1,739,588	0.85%
- to supporting City Services	359,040	0.22%	2,597,167	1.51%	1,306,559	0.68%	274,628	0.13%
Transformational/New Services	913,691	0.56%	2,305,953	1.34%	906,792	0.47%	423,150	0.21%
<b>ARR Subtotal</b>	<b>1,692,526</b>	<b>1.03%</b>	<b>9,133,483</b>	<b>5.32%</b>	<b>5,817,332</b>	<b>3.03%</b>	<b>2,437,366</b>	<b>1.20%</b>

### Growth Related ARRs

These ARRs include additional staff and operating costs related to newly constructed or planned community infrastructure. Growth related ARRs were approved for:

- Staffing and operating costs for the new City Centre Resource Library; scheduled to open in 2015
- Costs of operating new city parks and open spaces that support community health and wellness

# Operating Budget Overview

## Major Budget Changes

- Additional staff and operating costs to maintain the same standard of service in existing infrastructure and City programs as population or service usage grows

### New/Transformational ARRs

These ARR's are to support the strategic, transformational or new initiatives. New/Transformational related ARR's were approved for:

- Additional resources for City initiatives that support efficiency and effectiveness goals
- Additional resources to support City initiatives such as the Vaughan Metropolitan Center and the Vaughan Enterprise Zone

Through staff review of ARR's and the budget deliberation process, the 2015 requested ARR's of \$8.1M were reduced to \$1.7M, primarily through deferring these requests to 2016 and beyond.

In part, this is why prior to the application of the required budget reduction targets, the potential tax rate increases in 2016-18 were significantly higher than the 3% annual target set by Council. The Budget Task Force will review options to help mitigate the tax rate impact, but these options can create a backlog of needs that will need to be addressed in order to ensure that services are maintained. Further deferring incremental growth based operating costs will indirectly compromise service delivery.

# Operating Budget Overview

## Major Budget Changes

### CITY OF VAUGHAN 2015-18 OPERATING BUDGET

Table 21: Revenue and Expenditure Summary

	2014 BUDGET (\$M)	2015 BUDGET (\$M)	INC. / (DEC.) \$ %		2016 Forecast (\$M)	2017 Forecast (\$M)	2018 Forecast (\$M)
<b>REVENUES:</b>							
2014 TAXATION	160.3	160.3	0.0		160.3	160.3	160.3
ASSESSMENT GROWTH		3.2	3.2	2.00%	6.6	10.3	14.3
<b>BASE TAXATION</b>	<b>160.3</b>	<b>163.5</b>	<b>3.2</b>	<b>2.0%</b>	<b>166.9</b>	<b>170.7</b>	<b>174.7</b>
SUPPLEMENTAL TAXATION	3.5	3.2	-0.3	-8.6%	3.2	3.2	3.2
GRANT / PAYMENT IN LIEU / OTHER	2.6	2.7	0.1	3.0%	2.7	2.7	2.7
RESERVES	21.9	22.6	0.7	3.0%	20.3	16.8	15.4
CORPORATE	23.7	21.2	-2.4	-10.3%	19.3	21.4	22.4
FEES AND SERVICE CHARGES	39.5	41.1	1.6	4.0%	42.4	43.8	44.6
PRIOR YEAR'S SURPLUS CARRY FORWARD	2.5	0.0	-2.5	-100.0%	0.0	0.0	0.0
<b>TOTAL REVENUES</b>	<b>254.0</b>	<b>254.3</b>	<b>0.3</b>	<b>0.1%</b>	<b>254.8</b>	<b>258.7</b>	<b>263.0</b>
<b>EXPENDITURES:</b>							
DEPARTMENTAL	221.5	229.1	7.6	3.4%	243.7	253.9	259.1
RESERVE CONTRIBUTION & CORPORATE EXP.	11.7	7.2	-4.5	-38.4%	7.8	9.4	11.5
LONG TERM DEBT	14.0	15.1	1.1	7.7%	14.4	10.9	13.1
CONTINGENCY	0.4	0.7	0.2	53.6%	3.6	6.9	10.2
CAPITAL FROM TAXATION	6.4	6.7	0.3	4.5%	6.8	6.9	6.9
<b>TOTAL EXPENDITURES</b>	<b>254.0</b>	<b>258.7</b>	<b>4.7</b>	<b>1.8%</b>	<b>276.2</b>	<b>287.9</b>	<b>300.9</b>
<b>FUNDING REQUIREMENT (\$M)</b>							
2015 TAXATION INCREASE			4.4				
2016 TAXATION INCREASE					16.9		
2017 TAXATION INCREASE						7.9	
2018 TAXATION INCREASE							8.7
<b>AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS</b>			2.70%		9.87%	4.12%	4.24%
<b>RECOGNIZED TAX RATE INCREASE</b>					3.00%	3.00%	3.00%
<b>INCREASE FOR AN AVERAGE HOUSEHOLD ASSESSED AT</b>			\$34		\$39	\$41	\$42
2015 @ \$587,000, 2016 @ \$626,000, 2017 @ \$667,000 and 2018 @ \$711,000							

- The above figures exclude the Vaughan Hospital Levy and Water/Wastewater services
- For the 2015 figure assessment growth is included in the taxation balance
- Forecasts 2016 to 2018 include recognized and recommended ARRs



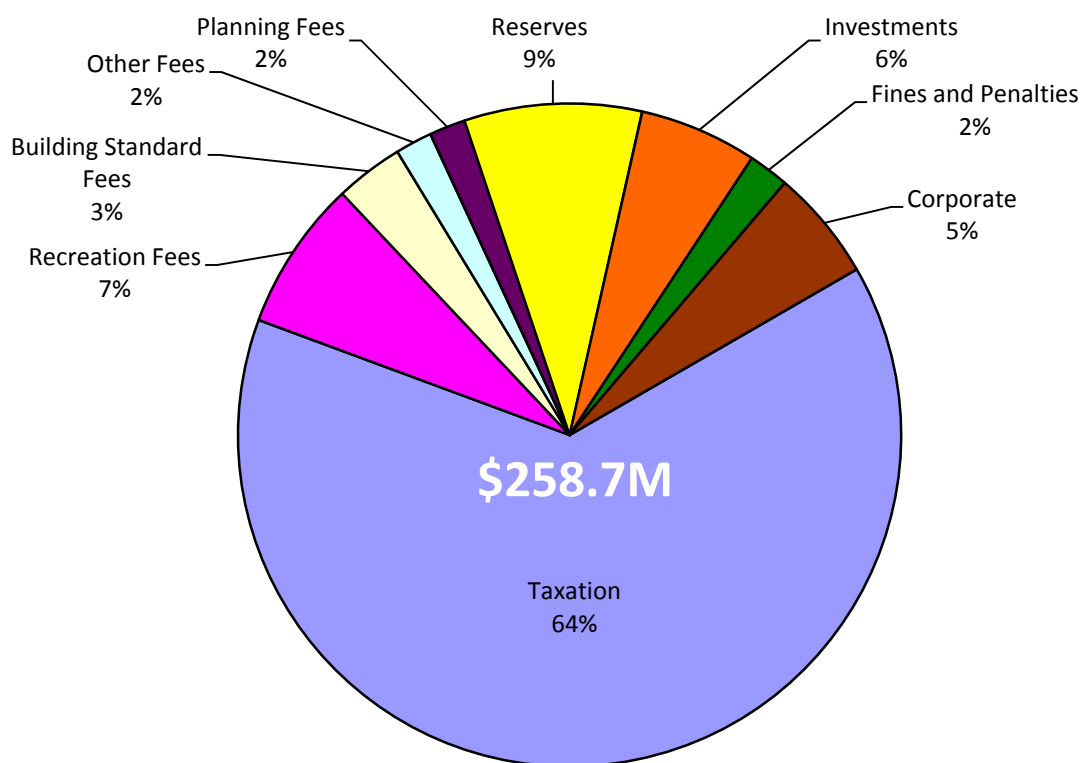
# Operating Budget Overview

## Revenues by Major Source

The City funds more than 200 programs and services that keep people and property safe, promote health and wellness, are environmentally sustainable, preserve our heritage, and support diversity, arts and culture. These programs and services are primarily funded through taxation, but also water and wastewater rates, fees and other non-tax revenues. The discussion that follows excludes Water and Wastewater services and related revenues as all of the associated operating costs are fully funded through rates that are separately billed.

The following chart illustrates the various sources of revenue in the City's 2015 Budget. User Fees have been broken out into their components: Recreation, Building Standards, Planning and other.

Chart 8: 2015 Budget Revenue Sources



For 2015, of the total budget of \$258.7M, 66% or \$171.1M is funded from taxation. The remaining 34% or \$87.6M of the City's revenues consist of user fees, reserve transfers and corporate revenues.

# Operating Budget Overview

## Revenues by Major Source

The following table includes the forecasted revenues for the 2016-18 Plan.

Table 22: Summary of Revenues by Source

\$M	2014 Actual	2015 Budget	2016	2017 Forecast	2018
Tax Levy	160.2	167.9	188.2	199.9	212.5
Supplemental Taxation	3.6	3.2	3.2	3.2	3.2
<b>Taxation</b>	<b>163.5</b>	<b>171.1</b>	<b>191.4</b>	<b>203.1</b>	<b>215.7</b>
User Fees and Service Charges	38.4	41.1	42.4	43.8	44.6
Reserve Transfers	24.4	22.6	20.3	16.8	15.4
Corporate Revenues	25.9	21.2	19.3	21.4	22.4
Grant / Payment In Lieu / Other	2.8	2.7	2.7	2.7	2.7
<b>Total Revenues</b>	<b>250.5</b>	<b>258.7</b>	<b>276.2</b>	<b>287.9</b>	<b>300.9</b>

\*Note: Forecast total revenues are before the application of budget reduction targets of \$14.6M in 2016, \$13.9M in 2017 and \$16.9M in 2018. Budget reduction targets may be achieved through any combination of reductions in expenditures and increases in non-tax revenues.

### Taxation

Taxation revenues are collected through property tax bills and supplemental taxation. 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. Supplemental taxation has been adjusted to reflect the trend of fewer tax roll additions being processed by MPAC.

There is a growth factor, assessment growth, factored into the 2015-18 Plan. For 2015, the City received an assessment growth figure of approximately 2% from MPAC and this has been incorporated into the tax levy revenues. For 2016-18, an estimated growth figure of 2% has been applied to the tax levy and incorporated into the tax base. Assessment growth is re-evaluated and adjusted each year during the budget process.

MPAC completed a re-assessment program for Ontario properties, which is in effect for the tax years 2013-16. It is anticipated that MPAC will be focused on new reassessments effective 2017. It is important to note that this process is revenue neutral for Vaughan and does not provide the City with any additional revenue. Properties that increase below or in line with the municipal average will not incur an assessment related increase to their tax bill. Any property with an assessment increase greater than the municipal average will have any impacts phased in over four years.

# Operating Budget Overview

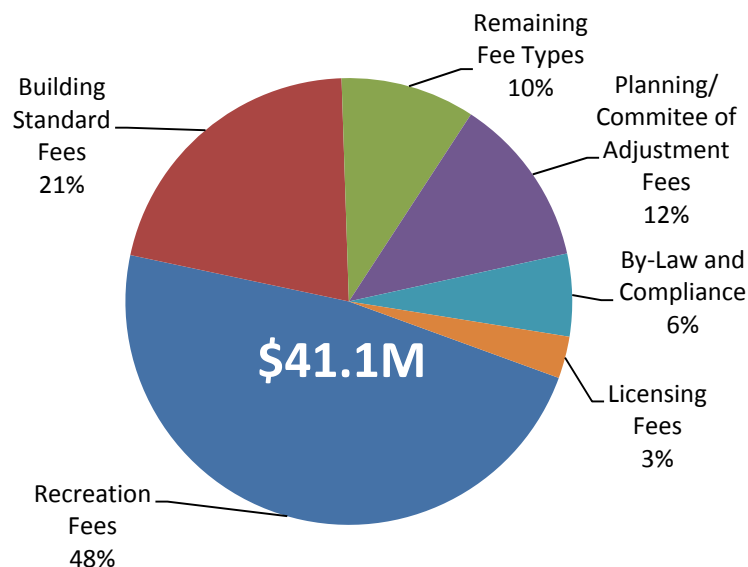
## Revenues by Major Source

### User Fees and Service Charges

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 that 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.

The following chart illustrates the split of the various sources of user fee/service charge revenues incorporated into the 2015 Budget:

Chart 9: 2015 User Fee/Service Charge Revenues by Source



Inherent in the 2015-18 Budget Guidelines is a continued emphasis on maximizing the cost recovered on services for which fees are charged. As a component of status quo in the conceptual framework, user fees are amended to reflect price adjustments resulting from:

- Increases in fees and charges in relation to annual cost increases, at minimum by the rate of inflation, in scheduled increments, unless otherwise specified
- Incorporating full cost benefit in fees set for external inter-municipal services
- Submitting new user fee and service charge opportunities

# Operating Budget Overview

## Revenues by Major Source

### New User Fees and Service Charges

Through this year's budget, a few new user fees were approved and added to the General Fee By-law. These are detailed below:

- Building Standards added one new fee for Solar Resolution related to the Feed-In-Tariff (FIT) program. The FIT program is a Government of Ontario initiative to encourage and promote the use of renewable energy sources. This new fee is expected to generate approximately \$1K annually.
- Vaughan Fire and Rescue Service added several new fees including fees related to the review and approval of Risk Safety Management Plans, re-inspection of liquor sales license establishments and review of fire safety plans (second or subsequent revisions). These new fees are expected to generate approximately \$42K annually to offset the costs of providing these services.
- Public Works added four new fees to offset the costs associated with the review of complex encroachment agreements, time spent on document searches and inspections related to the third resubmission of some applications such as pools and lot-grading. These new fees are expected to generate approximately \$14K for 2015.

As a result of the inflationary adjustments and the introduction of new user fees and service charges, user fee revenues have been increased approximately \$0.7M annually during this planning period.

In the growth component of the conceptual framework, anticipated changes in activity volume as a result of the addition of new services and programs are captured, equating to approximately \$0.5M annually during this planning period.

### Cost Recovery Ratios

Many 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 in the following table is a summary of department and estimated full cost recovery ratios for these areas:

# Operating Budget Overview

## Revenues by Major Source

Table 23: Recovery Ratios

2015 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	By-Law & Compliance	Animal Services	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)
Revenues	\$ 19,106	\$ 1,234	\$ 1,904	\$ 550	\$ 4,594	\$ 480	* \$ 10,539	\$ 488
Expenditures	\$ 20,377	\$ 623	\$ 4,719	\$ 1,374	\$ 3,893	615	6,439	593
<b>Subsidy/(Surplus)</b>	<b>1,271</b>	<b>(612)</b>	<b>2,814</b>	<b>823</b>	<b>(701)</b>	<b>135</b>	<b>(4,100)</b>	<b>104</b>
<b>2015 Dept Budget Recovery Ratio</b>	<b>94%</b>	<b>198%</b>	<b>40%</b>	<b>40%</b>	<b>118%</b>	<b>78%</b>	<b>164%</b>	<b>82%</b>
2016 Dept Budget Recovery Ratio	94%	206%	36%	36%	116%	82%	170%	89%
2017 Dept Budget Recovery Ratio	92%	190%	35%	37%	119%	86%	172%	91%
2018 Dept Budget Recovery Ratio	93%	193%	35%	37%	120%	90%	174%	90%
Full Cost Estimate (ABC Model)	** \$ 43,127	\$ 1,613	\$ 4,507	\$ 2,002	\$ 6,319	\$ 1,257	\$ 10,539	\$ 1,457
<b>Subsidy/(Surplus)</b>	<b>24,021</b>	<b>379</b>	<b>2,603</b>	<b>1,451</b>	<b>1,724</b>	<b>776</b>	<b>-</b>	<b>969</b>
<b>2015 Full Cost Recovery Ratio</b>	<b>44%</b>	<b>*** 77%</b>	<b>42%</b>	<b>27%</b>	<b>73%</b>	<b>38%</b>	<b>100%</b>	<b>34%</b>
2016 Full Cost Budget Recovery Ratio	43%	75%	39%	25%	71%	39%	100%	34%
2017 Full Cost Budget Recovery Ratio	42%	73%	38%	25%	71%	40%	100%	34%
2018 Full Cost Budget Recovery Ratio	41%	73%	37%	25%	72%	41%	100%	33%
<b>Policy Recovery Goal</b>	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: \$2.3 in 2015, \$2.6 in 2016, \$2.7 in 2017, and \$2.7 in 2018.

\*\* Recreation Building & Facility costs approximately: \$22.1 in 2015, \$23.0 in 2016, \$24.9 in 2017, and \$25.4 in 2018.

\*\*\* Licensing full cost recovery 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 fees are below the cost recovery goals set by Council policy. Achieving these goals, would increase revenue and decrease associated tax requirements by approximately \$3.1M. Resetting the above targets to full cost recovery could potential generate \$32M 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 \$10.3M.
- 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 slightly below their 95% departmental costs in 2015 and 2016, and slightly reduces to 92% in 2017. There is a new community centre forecasted for opening in 2017. The incremental operating costs for operating this centre have been included in the 2017 forecast, but the incremental revenues have not been included.
- By-Law and Compliance is planning to recover 42% of their departmental costs in 2015. It should be noted that a recovery policy is not in place, as this service is driven by compliance.
- Planning full cost recovery ratio has been steadily increasing from below 50% just five years ago to the budgeted 73% in 2015. This is due to yearly fee increases at or above the budget guidelines. A fee study is being conducted in 2015 to further verify the fee levels and fee types in comparison with other municipalities in order to determine the proper recovery level appropriate for the various fee categories. The ratios are increasing in 2016-18 due to a 2% price and slight volume increases.

As demonstrated above, most areas that are fully or partially funded are recovering a large portion of their budgeted department costs and a significant portion of full costs. Departments regularly perform benchmarking comparisons with neighbouring municipalities to ensure Vaughan's recovery targets are at least on par with their recovery targets.

### **Reserve Transfers**

Reserves are intended to manage cash flows and mitigate wide fluctuations on the general tax levy. They are also intended to protect against the consequences of risks, liabilities and corporate programs. These transfers are a component of status quo in the conceptual framework.

Below are brief comments related to the draws from reserves that support the delivery of services and mitigate impacts on the tax levy.

- Engineering and Building Standards – Fees are collected for development services and permit issuances which span multiple years. These funds are reserved and drawn upon as required to accomplish full cost recovery as the services are provided.
- Insurance Premiums and Employer Benefits – For 2015 there were unanticipated increases in insurance premiums and employer benefits which would have had a significant impact on the tax levy. Due to prudent financial management, there were reserves that could be drawn upon to phase in the impacts of these increases over the 2015-18 planning period.

# Operating Budget Overview

## Revenues by Major Source

- **Phase-out Subsidization from Reserves** – Due to prudent financial management with investment in discretionary reserves, including the Working Capital Reserve, the planned annual draws from the Tax Rate Stabilization Reserve and leveraging available surplus, up to \$2.5M, to minimize tax rate increases in the following budget have been phased out over the 2015-18 plan.
- **Cyclical Events** – Events such as municipal elections and debenture issuances are dependent on events that do not occur annually. To help manage these swings and smooth out, as much as possible, the funding requirements for these types of events, funds are set aside and then drawn upon at the time of the event.
- **Recoveries from Water and Wastewater** – There are some shared resources between the City of Vaughan and Water and Wastewater. There is a chargeback mechanism to Water and Wastewater in order to properly allocate these costs. In 2015, the methodology for this allocation was revisited and has resulted in a slightly revised allocation.

### **Corporate Revenues**

These revenues are considered as a component of status quo and are mainly made up of investment revenues. These revenues are primarily from the dividends the City receives from their investment in PowerStream through Vaughan Holdings Inc. (VHI).

In previous years, for every dollar of PowerStream dividends received by VHI, VHI would declare a dividend to the City of \$0.75, with the remainder retained in VHI to leverage future opportunities. For 2015, VHI's distribution policy was revised to \$0.85 of every dollar of dividends received from PowerStream.

These revenues are anticipated to decrease in 2016 as a result of PowerStream's regulatory environment and the methodology for calculating their return on capital. For the remainder of the planning period, the expected dividend return is expected to increase, eventually surpassing the 2015 levels.

### **Grants / Payment In Lieu / Other Revenues**

A component of status quo in the conceptual framework, these revenues are flat over the 2015-18 planning period. Vaughan Public Libraries receives a small annual grant from the Province to help offset some of their operational costs. Payment in Lieu revenues are tax revenues on properties that would normally be exempted from paying property taxes due to use, ownership or land type. The City is permitted to bill the property owners and they are required to pay.



# Operating Budget Overview

## Revenues by Major Source

Table 24: Revenues Summary (excluding Base Taxation)

CITY OF VAUGHAN PROPOSED 2015-18 OPERATING BUDGET REVENUE BY MAJOR SOURCE (excludes Tax Levy)					
	2014 ACTUALS	2015 BUDGET	2016	2017 FORECAST	2018
<b>TAXATION</b>					
Supplemental	3.3	3.2	3.2	3.2	3.2
<b>GRANT</b>					
Library Grant	0.1	0.1	0.1	0.1	0.1
<b>PAYMENT IN LIEU / OTHER</b>					
Payment In Lieu / Other	2.6	2.6	2.6	2.6	2.6
<b>RESERVES</b>					
Engineering Reserve	4.6	6.4	6.5	6.6	6.6
Election	0.6	0.1	0.1	0.1	1.2
CIL Recreation Land Reserve	0.8	0.9	0.9	0.9	0.9
Administrative Recovery from Capital	1.1	1.5	1.5	1.5	1.5
Building Standards Service Continuity Reserve	1.3	2.3	2.3	2.4	2.3
Insurance Reserve	2.7	0.5	-	-	-
Tax Rate Stabilization Reserve	-	1.4	-	-	-
Working Capital Reserve	-	3.4	3.9	2.4	0.3
Debenture Payment Reserve	3.1	3.7	2.5	0.9	0.5
Winterization Reserve	4.4	-	-	-	-
Employer Benefit Reserve	-	0.6	0.7	0.0	-
Water & Wastewater Recovery	3.4	1.7	1.8	1.9	2.0
<b>TOTAL RESERVES</b>	<b>21.8</b>	<b>22.6</b>	<b>20.3</b>	<b>16.8</b>	<b>15.4</b>
<b>FEES/SERVICE CHARGES/RECOVERIES</b>					
<b>CITY MANAGER</b>					
Executive Director	-	0.3	0.3	0.4	0.4
Fire And Rescue Services	0.8	0.6	1.0	1.0	1.1
<b>COMMISSIONER OF LEGAL &amp; ADMIN. SERV.</b>					
Clerks	0.1	0.0	0.0	0.0	0.0
Clerks - Licensing	1.5	1.2	1.3	1.3	1.4
Committee Of Adjustment	0.5	0.5	0.5	0.5	0.6
Legal Services	0.1	0.1	0.1	0.1	0.1
By-Law & Compliance	2.0	2.5	2.5	2.5	2.5
<b>COMMISSIONER OF COMMUNITY SERVICES</b>					
Community Grants & Advisory Committees	0.0	0.0	0.0	0.0	0.0
Recreation	18.6	19.1	19.4	20.3	20.5

# Operating Budget Overview

## Revenues by Major Source

	2014 ACTUALS	2015 BUDGET	2016	2017 FORECAST	2018
Culture Services	0.7	0.5	0.5	0.5	0.5
Buildings And Facilities	0.3	0.3	0.3	0.3	0.3
Fleet Management	0.0	-	-	-	-
Parks Development	0.1	-	-	-	-
<b>COMMISSIONER OF PLANNING</b>					
Policy Planning	0.2	-	-	-	-
Development Planning	3.6	4.6	4.8	4.9	5.0
Building Standards - Licenses/Permits	6.3	7.5	7.8	7.9	8.1
- Plumbing Permits	0.4	0.7	0.7	0.7	0.7
- Service Charges	0.6	0.6	0.6	0.6	0.6
<b>COMMISSIONER OF CORPORATE &amp; STRATEGIC SERVICES</b>					
Environmental Sustainability	(0.0)	0.1	-	-	-
<b>COMMISSIONER OF PUBLIC WORKS</b>					
Development Eng. & Infrastructure Planning	0.3	0.4	0.4	0.4	0.4
Capital Delivery & Asset Management	0.3	0.0	0.0	0.0	0.0
Environmental Services	1.4	1.3	1.3	1.3	1.3
Transportation Serv., Parks & Forestry	0.2	0.5	0.5	0.5	0.5
Cemeteries	0.1	0.1	0.1	0.1	0.1
<b>VAUGHAN PUBLIC LIBRARIES</b>	<b>0.3</b>	<b>0.3</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>
<b>TOTAL FEES / SERVICE CHARGES</b>	<b>38.4</b>	<b>41.1</b>	<b>42.4</b>	<b>43.8</b>	<b>44.6</b>
<b>TOTAL CORPORATE REVENUES</b>	<b>36.1</b>	<b>21.2</b>	<b>19.3</b>	<b>21.4</b>	<b>22.4</b>
<b>TOTAL REVENUE</b>	<b>102.4</b>	<b>90.8</b>	<b>87.9</b>	<b>88.0</b>	<b>88.3</b>
<b>CORPORATE REVENUE DETAIL :</b>					
Fines And Penalties	5.2	5.2	5.2	5.2	5.2
Tax Certificates And Documents	0.6	0.5	0.5	0.5	0.6
Investment Income	2.8	2.3	2.3	2.6	3.1
PowerStream Investment Income	4.7	4.7	4.7	4.7	4.7
PowerStream Dividends	7.7	8.0	6.0	7.8	8.3
Special Dividend - VHI	3.6	-	-	-	-
Miscellaneous Revenue	0.2	0.2	0.2	0.2	0.2
Purchasing	0.1	0.0	0.0	0.0	0.0
Sale of Fixed Assets	-	0.0	0.0	0.0	0.0
Cashiering Services	0.1	0.1	0.1	0.1	0.1
Capital Admin. Revenue	0.0	0.0	0.0	0.0	0.0
Mayor's Gala/Golf Classic	0.8	0.3	0.3	0.3	0.3
Ice Storm Emergency 2013	10.2	-	-	-	-
<b>TOTAL CORPORATE REVENUE</b>	<b>36.1</b>	<b>21.2</b>	<b>19.3</b>	<b>21.4</b>	<b>22.4</b>

Notes:

- The above figures **exclude** the Vaughan Hospital Levy and Water/Wastewater services
- Forecast total revenues are before the application of budget reduction targets of \$14.6M in 2016, \$13.9M in 2017 and \$16.9M in 2018. Budget reduction targets may be achieved through any combination of reductions in

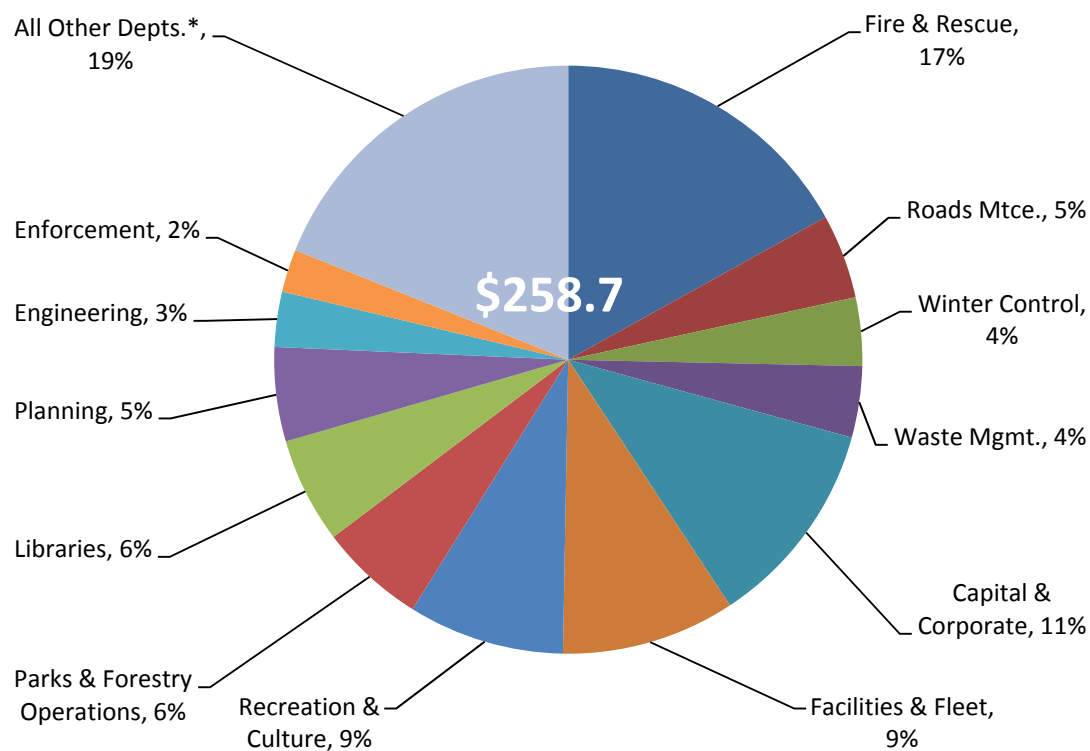
# Operating Budget Overview

## Expenditures by Major Source

The City of Vaughan has over 40 departments that are responsible for the delivery of more than 200 programs and services that keep people and property safe, promote health and wellness, are fiscally and environmentally sustainable, preserve our heritage, and support diversity, arts, and culture.

In 2015, the City's operating budget, excluding water and wastewater, is \$258.7M.

Chart 10: 2015 Expenditures by Department



\*Includes: Access Vaughan, City Clerk department, City Manager, Commissioners offices, Corporate Asset Management, Corporate Communications, Council, Development Finance, Economic and Business Development, Environmental Sustainability, Executive Director, Human Resources, Information and Technology Management, Innovation and Continuous Improvement, Internal Audit, Legal Services, Office of the Integrity Commissioner, Parks Development, Purchasing Services, and Strategic Planning

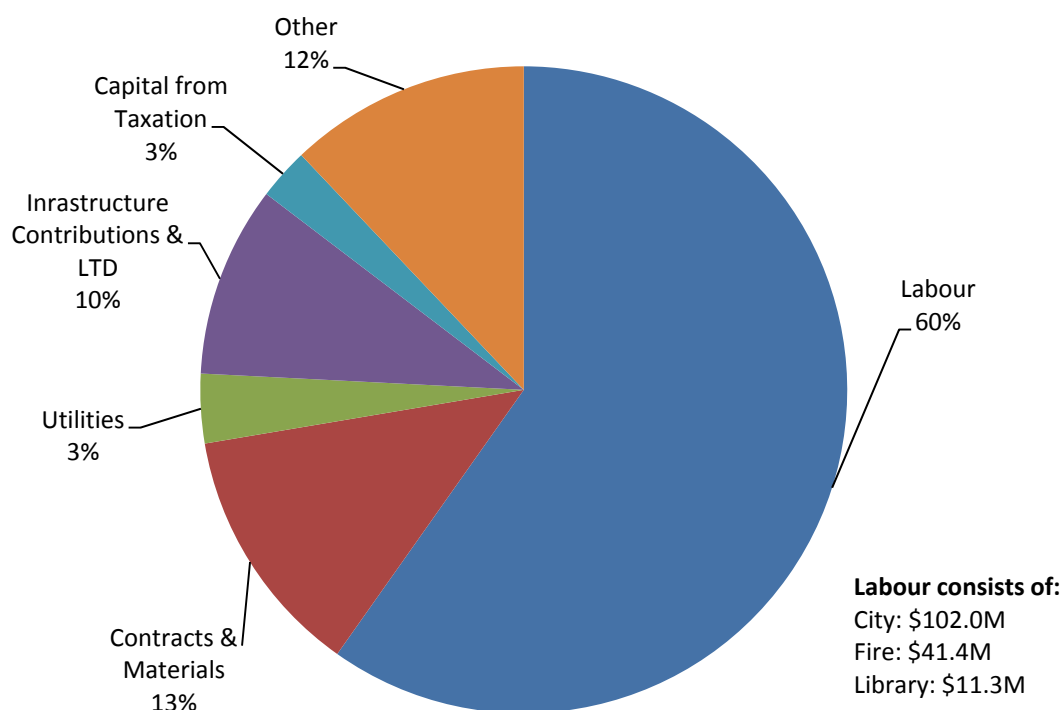
Public Works, made up of Roads Maintenance, Winter Control, Waste Management, Parks and Forestry Operations and Engineering, is the single largest commission, representing 21% of operating expenditures each year between 2015 and 2018. This is closely followed by the Community Services Commission, made up of Recreation and Culture, Building and Facilities, Fleet, and Parks Development, at 19%, and Vaughan Fire and Rescue Service at 17%. These three critical service areas make up more than 57% of total operating expenditures.

# Operating Budget Overview

## Expenditures by Major Source

The 2015 Operating Budget can also be broken down into the major expenditure components:

Chart 11: 2015 Operating Expenditures by Type



The following table includes the forecasted expenditures for the 2016-18 Plan.

Table 25: Summary of Expenditures by Source

\$M	2014 Actual	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast
Departmental Expenditures	219.3	229.1	243.7	253.9	259.1
Reserve Contributions	7.4	8.0	8.6	10.2	11.3
Corporate Expenditures	20.0	-0.8	-0.8	-0.9	0.2
Long Term Debt	12.1	15.1	14.4	10.9	13.1
Contingency	-0.1	0.7	3.6	6.9	10.2
Capital from Taxation	6.4	6.7	6.8	6.9	6.9
	<b>265.1</b>	<b>258.7</b>	<b>276.2</b>	<b>287.9</b>	<b>300.9</b>

Note:

- Forecast total revenues are before the application of budget reduction targets of \$14.6M in 2016, \$13.9M in 2017 and \$16.9M in 2018. Budget reduction targets may be achieved through any combination of reductions in expenditures and increases in non-tax revenues.

# Operating Budget Overview

## Expenditures by Major Source

### Departmental Expenditures

Departmental expenditures consist of labour, contracts and materials, utilities and other expenditures. Looking at these pressures in relation to the conceptual framework, departmental expenditures are anticipated to increase as follows:

- **Status Quo** – Labour costs due to economic adjustments, salary progressions for existing staff and increasing benefit costs increase by \$5.5M in 2015, and are anticipated to increase by \$11.5M from 2016-18, equating to \$3.8 annually. Inflationary adjustments and contract increases for operating expenditures such as utilities, contracts, materials and insurance premiums, increased by \$0.5M in 2015, and are anticipated to increase by \$0.4M from 2016-18, equating to \$0.1M annually.
- **Growth** – For 2015, \$1.4M in additional resource requests were approved, for which staff found offsets of \$0.7M. The net impact of these requests in 2015 is \$0.8M. These requests were for such items as staffing for the new Civic Centre Library, resources to support community parks and the full year impact of Fire Station 7-5. For 2016-18, additional resource requests total \$13.6M. However, to achieve the target tax rate increase of 3% for the next three years, it is anticipated that not all requests will be approved. Tough decisions will be required to determine how to achieve Council's direction without impacting service levels as the City continues to grow.

There are also increases to contract and utility volumes associated with the growth of the City. In 2015, there is an increase of \$0.6M as a result of the addition of new facilities, roads and other infrastructure maintained by the City. For 2016-18, these costs are anticipated to increase by \$0.8M, equating to \$0.2M annually.

- **New** – For 2015, requests of \$1.3M were approved to move forward with strategic initiatives to implement recommendations from operational reviews or contribute to operational efficiency. Staff offset these requests by \$0.4M, resulting in a net impact of \$0.9M. For 2016-18, additional resource requests total \$3.8M. However, to achieve the target tax rate increase of 3% these proposed initiatives will need to be balanced with the objective of maintaining service levels.

### Reserve Contributions

These contributions are a component of growth in the conceptual framework. They are the contributions to infrastructure reserves to fund the eventual replacement of assets at the end of their useful life. These contributions are increased annually in accordance with the Consolidated Reserve Policy as result of planned new infrastructure. For 2015, the incremental increase has been reduced by 50% to minimize the impact of required

# Operating Budget Overview

## Expenditures by Major Source

budget reductions on service levels. Reserve contributions increased by \$0.9M in 2015, primarily as a result of new park development. In 2016-18, these contributions are anticipated to increase by \$3.9M, equating to \$1.3M annually, for planned infrastructure such as the Block 11 Community Centre and Library, re-location of Fire Station 7-4 and the Vellore Village South Library.

### **Corporate Expenditures**

These expenditures contribute to the status quo component of the framework. The largest component is related to anticipated labour savings. As a normal course of business, it is customary to budget for an approximate savings of 3% in labour costs as a result of open headcount. These savings equate to approximately \$4.8M per year over the next four years. These savings are offset by expenditures associated with tax adjustments, equating to approximately \$2.3M annually. Tax adjustments are due to economic conditions and challenges related to the 2012 Municipal Property Assessment Corporation re-assessment.

### **Long- Term Debt**

Components of growth of the conceptual framework, these expenditures are a result of the issuance of debentures to funds capital works. These capital works are mainly attributed to the roads and bridges program. This forecast will be amended as capital projects are revaluated based on the departments' ability to deliver the program, which may result in the deferral, or advancement, of some capital projects. There is a large debt retirement in 2017.

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, averaging 5.2% over the four year period. There is a large debt retirement in 2017. However, there is pressure on debt financing to address a number of significant capital projects (e.g. Black Creek, Works Yard and City Hall Square) without other funding sources.

### **Contingency**

The City's contingency account includes allowances for certain foreseeable events and future labour agreement negotiations. Once the outcomes of these events are determined, balances will be reallocated to the appropriate department budgets.

### **Capital from Taxation**

These are funds allocated to fund capital projects that are not otherwise funded through development charges, reserves or debentures. These projects are generally of two types:

# Operating Budget Overview

## Expenditures by Major Source

- Development charge capital project co-funding requirements, as specified in the Act, are 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.
- Non-growth related projects which have no other funding source such as new initiatives, technology replacement, new infrastructure beyond development charge service levels.

### Exclusions from the Operating Budget

The City's PROPOSED 2015 Budget and 2016-18 Plan is developed excluding amortization expense and post-employment benefits. The costs and associated tax implications of budgeting for amortization and post-employment benefits would be 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, primarily through taxation. The City's Infrastructure Replacement Reserve Contribution Policy requires that a portion of the expected replacement cost of assets be raised through taxation each year to help smooth out potential large tax increases when replacements are required.
2. The City funds its post-employment benefit costs as payments are made. There is a large gap between current funding and the liability for post-employment benefits recorded in the annual audited financial statements. It should be noted that there is a surge in future post-employment benefits caused by staffing requirements to service growth.

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 are recognized and reflected in the City's annual financial statements, but they are not fully funded through the City's budget and tax levy since they represent "non-cash" charges.

# Operating Budget Overview

## Expenditures by Major Source

Table 26: Impact of Excluded Expenses/Estimated Change in Accumulated Surplus

<b>Funding vs. Amortization \$M</b>	<b>Annual Budget Funding</b>	<b>Prior Year Amortization</b>	<b>Gap</b>
City Asset Renewal*	25.2	46.4	21.2
City Post-Employment Benefits	2.6	14.0	11.4
<b>Combined</b>	<b>27.8</b>	<b>60.4</b>	<b>32.6</b>

*\*Excludes Water and Waste Water (Separate Process)*

*Reporting on solid waste landfill closure and post-closure expenses is not applicable in Vaughan*

*Note: some numbers may not add due to rounding.*

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 continue 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 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, Administration and Audit Committee meetings.



# Operating Budget Overview

## Expenditures by Major Source

Table 27: Expenditures Summary

	2014	2015	2016	2017	2018
	Actual	Budget	Budget	Forecast	
<b>COUNCIL</b>	1.2	1.6	1.6	1.6	1.7
<b>OFFICE OF THE INTEGRITY COMMISSIONER</b>	0.1	0.2	0.2	0.2	0.2
<b>Internal Audit</b>	0.4	0.6	0.6	0.6	0.6
City Manager	0.7	0.7	0.7	0.7	0.7
Executive Director	0.3	0.7	0.7	0.7	0.7
Economic and Business Development	1.5	1.6	1.6	1.7	1.7
Corporate Communications	1.2	1.3	1.4	1.4	1.4
Fire and Rescue Services	40.7	43.7	45.9	47.7	49.4
Emergency Planning	0.2	0.2	0.3	0.4	0.3
<b>TOTAL CITY MANAGER</b>	44.6	48.1	50.6	52.5	54.2
Commissioner of Finance and City Treasurer	0.4	0.5	0.6	0.6	0.6
City Financial Services	3.0	3.3	3.3	3.5	3.5
Budgeting and Financial Planning	1.9	2.3	2.3	2.5	2.6
Development Finance & Investments	0.6	0.8	0.8	1.0	1.1
Purchasing Services	1.5	1.9	1.9	1.9	1.9
<b>TOTAL COMM. OF FINANCE AND CITY TREASURER</b>	7.4	8.7	9.0	9.5	9.7
Commissioner of Legal and Administrative Services	0.4	0.4	0.4	0.4	0.5
City Clerk	4.8	5.0	5.2	5.5	5.5
Clerks - Licensing	0.6	0.7	0.7	0.8	0.8
Committee of Adjustment	0.6	0.6	0.6	0.6	0.6
City Clerk - Insurance	7.8	5.6	6.2	6.3	6.6
Legal Services	2.1	2.4	2.9	3.0	3.0
By-Law & Compliance	5.5	6.1	6.9	7.1	7.1
<b>TOTAL COMM. OF LEGAL AND ADMINISTRATIVE SERVICES</b>	21.7	20.9	23.0	23.6	24.1
Commissioner of Community Services	0.3	0.4	0.4	0.4	0.4
Curb Appeal/Winterlights Program	0.0	-	-	-	-
Community Grants & Advisory Committees	0.1	0.1	0.1	0.1	0.1

# Operating Budget Overview

## Expenditures by Major Source

Table 27: Expenditures Summary

	2014	2015	2016	2017	2018
	Actual		Budget		Forecast
Recreation	19.7	20.2	20.5	21.9	22.0
Cultural Services	2.0	2.0	2.2	2.3	2.2
Buildings and Facilities	19.7	22.1	23.0	24.9	25.4
Fleet Management	2.4	2.6	2.7	2.7	2.7
Parks Development	1.2	1.4	1.5	1.6	1.7
<b>TOTAL COMMISSIONER OF COMMUNITY SERVICES</b>	<b>45.4</b>	<b>48.9</b>	<b>50.5</b>	<b>54.0</b>	<b>54.5</b>
Commissioner of Planning	0.4	0.4	0.4	0.4	0.4
Development Planning	3.5	3.9	4.1	4.2	4.2
Policy Planning	1.4	1.5	1.5	1.5	1.5
Building Standards	5.8	7.6	7.7	7.8	7.9
<b>TOTAL COMMISSIONER OF PLANNING</b>	<b>11.0</b>	<b>13.4</b>	<b>13.7</b>	<b>13.8</b>	<b>13.9</b>
Commissioner of Strategic & Corporate Services	0.4	0.4	0.4	0.4	0.4
Corporate Asset Management	0.0	0.1	0.1	0.1	0.1
Strategic Planning	0.3	0.3	0.5	0.5	0.5
Environment Sustainability	0.3	0.4	0.4	0.4	0.4
Innovation & Continuous Improvement	0.9	1.0	1.3	1.5	1.5
Access Vaughan	1.0	1.1	1.2	1.3	1.3
Information and Technology Management	8.6	9.7	10.8	11.3	11.8
Human Resources	4.0	4.0	4.5	4.6	4.6
<b>TOTAL COMMISSIONER OF STRATEGIC &amp; CORPORATE SERVICES</b>	<b>15.5</b>	<b>17.0</b>	<b>19.2</b>	<b>20.1</b>	<b>20.7</b>
Commissioner of Public Works	0.5	0.4	0.5	0.6	0.5
Capital Delivery & Asset Management	3.5	2.4	2.5	2.5	2.5
Development Eng. & Infrastructure Planning	4.1	5.2	5.3	5.4	5.5
Environmental Services	11.0	10.5	11.0	11.2	11.4
Transportation Serv., Parks & Forestry	39.1	36.2	37.6	38.8	39.8
<b>TOTAL COMMISSIONER OF ENGINEERING SERVICES AND PUBLIC WORKS</b>	<b>58.3</b>	<b>54.8</b>	<b>56.8</b>	<b>58.4</b>	<b>59.5</b>

# Operating Budget Overview

## Expenditures by Major Source

Table 27: Expenditures Summary

	2014	2015	2016	2017	2018
	Actual		Budget		Forecast
<b>VAUGHAN PUBLIC LIBRARIES</b>	13.4	15.0	18.6	19.6	19.9
<b>TOTAL DEPARTMENTAL EXPENDITURES</b>	<b>219.2</b>	<b>229.1</b>	<b>243.7</b>	<b>253.9</b>	<b>259.1</b>
RESERVE CONTRIBUTION & CORP. EXPENDITURES	27.5	7.2	7.8	9.4	11.5
LONG TERM DEBT	12.1	15.1	14.4	10.9	13.1
CONTINGENCY	(0.1)	0.7	3.6	6.9	10.2
CAPITAL FROM TAXATION	6.4	6.7	6.8	6.9	6.9
<b>TOTAL EXPENDITURES</b>	<b>265.1</b>	<b>258.7</b>	<b>276.2</b>	<b>287.9</b>	<b>300.9</b>
<b>RESERVE CONTRIBUTIONS:</b>					
Bldg. & Facil. Infrast. Res.	2.6	2.7	3.1	3.9	4.4
Roads Infrastructure Res.	0.4	0.4	0.4	0.4	0.5
Parks Infrastructure Res.	0.4	0.8	0.9	1.6	1.7
Election Reserve Contribution	0.5	0.5	0.5	0.5	0.5
Additional Vehicle Contribution	0.4	0.4	0.4	0.4	0.4
Fire & Rescue Contribution	1.3	1.3	1.4	1.4	1.6
Heritage Contribution	0.2	0.2	0.2	0.2	0.2
Streetscapes Contribution	0.5	0.5	0.5	0.6	0.6
City Playhouse Contribution	0.0	0.0	0.0	0.0	0.0
ITM Reserve Contribution	1.1	1.1	1.1	1.1	1.3
Artificial Turf Contribution	0.1	0.1	0.1	0.1	0.1
<b>TOTAL RESERVE CONTRIBUTIONS</b>	<b>7.5</b>	<b>8.0</b>	<b>8.6</b>	<b>10.2</b>	<b>11.3</b>
<b>CORPORATE EXPENDITURES:</b>					
Mayor's Gala/Golf Classic	0.8	0.3	0.3	0.3	0.3
Bank Charges	0.1	0.1	0.1	0.1	0.1
Professional Fees	0.2	0.2	0.2	0.2	0.2
OMB Hearings, Professional Fees & Resources	2.5	0.5	0.5	0.4	0.4
VMC Development & Implementation	1.5	-	-	-	-

# Operating Budget Overview

## Expenditures by Major Source

Table 27: Expenditures Summary

	2014	2015	2016	2017	2018
	Actual		Budget		Forecast
Joint Services ( Payroll/Cashiering)	0.5	0.5	0.5	0.5	0.5
Sundry	0.0	-	-	-	-
City Hall Funding	-	-	-	-	-
Tax Adjustments	2.6	2.3	2.3	2.3	2.3
Corporate Insurance	-	-	-	-	-
AMO Membership	0.0	0.0	0.0	0.0	0.0
Conferences	0.0	0.0	0.0	0.0	0.0
Election	0.6	0.1	0.1	0.1	1.2
Anticipated Labour Savings	-	(4.8)	(4.8)	(4.9)	(4.9)
Inauguration	0.0	-	-	-	-
Corporate Reorganization	0.9	-	-	-	-
Ice Storm Emergency 2013	10.2	-	-	-	-
<b>TOTAL CORPORATE EXPENDITURES</b>	<b>20.0</b>	<b>(0.8)</b>	<b>(0.8)</b>	<b>(0.9)</b>	<b>0.2</b>
<b>TOTAL RESERVE CONTRIBUTIONS &amp; CORP. EXP.</b>	<b>27.5</b>	<b>7.2</b>	<b>7.8</b>	<b>9.4</b>	<b>11.5</b>

Notes:

- 2014 Actuals are unaudited
- The above figures **exclude** the Vaughan Hospital Levy and Water/Wastewater services
- Forecast total revenues are before the application of budget reduction targets of \$14.6M in 2016, \$13.9M in 2017 and \$16.9M in 2018. Budget reduction targets may be achieved through any combination of reductions in expenditures and increases in non-tax revenues.

# Operating Budget Overview

## Department Expenditure Changes

Expenditures in the 2015 Operating Budget increased over \$4.7M or 1.8% over 2014, as illustrated previously in the Expenditures by Major Source table. All of the increases from the departments were allowed within the approved parameters of the Council approved 2015 Operating Budget Guidelines. The Recognized 2016 Operating Budget is expected to increase by \$17.4M or 6.7%. The Recognized 2017 Operating Budget is expected to increase by \$11.8M or 4.3%. The Recognized 2018 Operating Budget is expected to increase by \$12.9M or 4.5%. However, all 2016 to 2018 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 2015 to 2018 budget changes for departments. All variances are explained in excess of \$100,000.

### Internal Audit

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Internal Audit	0.4	0.6	0.1	28.2%	0.6	0.0	2.8%	0.6	0.01	2.1%	0.6	0.0	0.8%

The Internal Audit department performs an important accountability function for the City of Vaughan, helping to ensure that City departments comply with all relevant policies, controls are operating effectively and that risk mitigation strategies are developed to maintain good governance, accountability and control. In recognition of this important role, Council has increased the 2015 budget for the Internal Audit department both to fund additional staff originally hired in 2014 and to purchase external expert assistance to allow the department to complete the many complex audits that are planned.

For 2016-18, the department budget is expected to increase in line with the City's general cost increases.

### City Manager

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
City Manager	\$ 0.8	\$ 0.7	-0.1	-18.29%	\$ 0.7	0.0	0.9%	\$ 0.7	0.00	0.5%	\$ 0.7	0.0	0.5%

The City Manager is appointed by Council to ensure their decisions and policy direction are effectively implemented in support of a progressive vision of building a city of choice that promotes diversity, innovation and opportunities for all citizens. The decrease in the 2015 Budget for the Office of the City Manager is primarily a result of an organizational realignment whereby an approved position was transferred to the Commission of Strategic and Corporate Services to reflect accountability for the implementation of the Corporate Asset Management Strategy.

# Operating Budget Overview

## Department Expenditure Changes

For 2016-18, the department budget is expected to increase in line with the City's general cost increases.

### Executive Director

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Executive Directors	\$ 0.2	\$ 0.7	0.5	231.6%	\$ 0.7	0.0	3.5%	\$ 0.7	0.02	3.4%	\$ 0.7	0.0	3.4%

The Executive Director provides senior management level advice, information, and support to the City Manager's Office, as well as oversees the Economic Development and Corporate Communications departments. On an interim basis, the Executive Director is also responsible for the oversight of the Recreation and Culture departments.

In 2015, the Executive Director's Office will expand to include a newly created Office of Partnerships. This new initiative, funded from the Innovation Reserve, will begin developing a program aimed at maximizing revenue-generating sponsorship opportunities for the City. The cost of operating this program is approximately \$320K and includes 2 dedicated staff, marketing and design. These costs are reflected in the 2015 expenditures budget and beyond and are paid for with funding from the Innovation Reserve. Future sponsorship revenues generated will be used to repay all Reserve funding utilized to support this new program.

Also in 2015 is an added resource to provide administrative and project support to the Executive Director as a result of a realignment of clerical staff in the City Manager's Office and Economic Development department.

For 2016-2018, the department budget is expected to increase in line with the City's general cost increases.

### Economic and Business Development

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Economic and Business Development	\$ 1.6	\$ 1.6	0.0	2.5%	\$ 1.6	0.0	2.6%	\$ 1.7	0.03	1.8%	\$ 1.7	0.0	1.0%

The City of Vaughan's Economic Development Department's activities are focused on attracting, nurturing and growing the economic activity across the City. The increases in the department's budget for 2015-2018 are related to wage progressions and economic adjustments and are in line with the City's general cost increases.

# Operating Budget Overview

## Department Expenditure Changes

### Corporate Communications

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Corporate Communications	\$ 1.2	\$ 1.3	0.1	8.5%	\$ 1.4	0.0	2.8%	\$ 1.4	0.03	1.9%	\$ 1.4	0.0	1.1%

The Corporate Communications department provides strategic communications products, services and advice that inform and engage the City's stakeholders. It manages corporate protocols and facilitates internal communications.

In 2015, the department is adding a Communications Specialist to manage the review and approval of all web content on the City's website. This position will ensure a professional and consistent standard is maintained as departments become directly responsible for creating and posting information to the website. As a primary communications vehicle for the City, it is imperative that information made available to stakeholders on the website is current, professional and easy to understand.

For 2016-18, the department budget is expected to increase in line with the City's general cost increases.

### Fire and Rescue Services

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Fire and Rescue Services	\$40.8	\$43.7	2.9	7.0%	\$45.9	2.2	5.1%	\$47.7	1.8	4.0%	\$49.4	1.7	3.5%

Vaughan Fire and Rescue Services' mission is to provide programs that protect lives, property, and the environment from the adverse effect of fire, medical emergencies and other dangerous conditions. Its core functions include full service emergency response, fire prevention, communications, in-house training and mechanical support.

Labour costs represent the bulk of VFRS's budget therefore the majority of the budget increases are driven by wage and benefit increases in-line with collective agreements and the hiring of additional resources in order to meet service demands. In 2015, labour cost increases include the full year impact of new firefighters hired mid-2014 and changes in overtime volume. Other expenditures have been reduced slightly to help offset some of the impact of these increases.

From 2016-2018, the planned purchase of two fire trucks and the relocation of a fire station results in the hiring of an additional 34 firefighters, resulting in an increase to operating costs. Other additional resource requests have been recognized for 2016, including a Fire Prevention Inspector, Program/Project Manager, Training Officer and Stores Clerk. These positions are critical to ensure the Fire Service is able to continue to meet legislative requirements related to fire safety inspections and code compliance, training and specialized certification of fire crews, and to ensure operations continue to be effectively administered.

# Operating Budget Overview

## Department Expenditure Changes

The balance of the department's budget increases relate to inflationary impacts of labour costs and are in line with the City's general cost increases.

### Emergency Planning

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Emergency Planning	\$ 0.2	\$ 0.2	0.0	2.0%	\$ 0.3	0.1	58.0%	\$ 0.4	0.05	15.4%	\$ 0.3	(0.0)	(5.9)%

Emergency Planning is responsible for protecting and promoting the City's public safety through prevention, mitigation, preparedness, and response and recovery initiatives that comply with the Emergency Management and Civil Protection Act and its Regulations. In order to ensure that the City continues to meet legislative requirements and maintain its ability to efficiently and effectively manage emergency situations as it grows in population and complexity, additional resource requests have been included in the 2016 budget to support the emergency planning program and for telephone systems in emergency operating centres.

In 2017, additional resource requests have been recognized are included to further expand public safety awareness and emergency preparedness through the development of school workshops and educational material. A portion of this funding would be one-time in nature, thereby resulting in a slight decrease in the recognized budget for 2018.

### Commissioner of Finance

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Comm. of Finance	\$ 0.4	\$ 0.5	0.12	29.5%	\$ 0.6	0.03	4.9%	\$ 0.6	0.02	2.8%	\$ 0.6	0.00	1.1%

The Commissioner of Finance provides 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. An internal reorganization transfer of a Manager position from the Financial Planning and Analytics Department to the Commissioner Department impacted the 2015 Commissioner budget.

For 2016-18, the department budget is expected to increase in line with the City's general cost increases.



# Operating Budget Overview

## Department Expenditure Changes

### City Financial Services

	\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
		BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
City Financial Services		\$ 3.1	\$ 3.3	0.15	4.7%	\$ 3.3	0.04	1.1%	\$ 3.5	0.17	5.2%	\$ 3.5	0.02	0.6%

The City Financial Services division activities are focused on providing corporate financial management, accounting services, financial reporting, property tax billing, water and wastewater financial operations and assessment services under the jurisdiction of various provincial statutes. Council has increased the 2015 budget to fund a one full-time position related to Accounts Payable System Enhancement for Procurement Strategy Implementation (P2P), which resulted in a 2015 budget increase. The remaining small increases were due to progressions and economic adjustments.

For 2016, the department budget is expected to increase in line with the City's general cost increases. For 2017, additional resource requests have been recognized to support maintenance of the Property Tax System at a cost of \$160K. The remaining recognized increases are expected to be due to progressions and economic adjustments.

For 2018, the department budget is expected to increase in line with the City's general cost increases.

### Financial Planning and Analytics

	\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
		BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Financial Planning & Analytics		\$ 2.3	\$ 2.3	(0.7)	(3.2%)	\$ 2.3	0.06	2.8%	\$ 2.5	0.16	6.9%	\$ 2.6	0.14	5.8%

The Financial Planning and Analytics department is responsible for Operating and Capital Budgeting, Financial Planning and Activity Based Costing to ensure well-informed financial strategic decisions. For 2015 a commission-wide reorganizational resulted in the transfer of a Manager position to the Commissioner of Finance Department. This decrease was partially offset by progressions and economic adjustment increases.

For 2016, the department budget is expected to increase in line with the City's general cost increases. Expected increases in 2017 and 2018 are mostly related to the recognized and recommended resource request for one position Senior Financial Planning Analyst for additional analysis to address a growing and more complex City.

# Operating Budget Overview

## Department Expenditure Changes

### Development Finance and Investments

\$M	2014 BUDGET	2015 BUDGET	INC. / (DEC.)		2016 BUDGET	INC. / (DEC.)		2017 BUDGET	INC. / (DEC.)		2018 BUDGET	INC. / (DEC.)	
			\$	%		\$	%		\$	%		\$	%
Dev. Finance & Investments	\$ 0.72	\$ 0.77	0.05	6.6%	\$ 0.85	0.07	9.9%	\$ 0.97	0.12	14.4%	\$ 1.12	0.15	15.3%

The Development Finance and Investments department conducts Development Charge studies and determine rates, collect charges, performs investment functions, remits Development Charges, and manages Development agreements in conjunction with municipal departments. For 2015 and 2016, the department budget is expected to increase in line with the City's general cost increases.

Expected increases in 2017 and 2018 mostly relate to recognized and recommended resource request for a Development Finance Coordinator to perform development finance related analysis, process and track financial obligations and execute related research and a Manager of Development Finance, responsible for all aspects of development finance related analysis and special projects.

### Purchasing Services

\$M	2014 BUDGET	2015 BUDGET	INC. / (DEC.)		2016 BUDGET	INC. / (DEC.)		2017 BUDGET	INC. / (DEC.)		2018 BUDGET	INC. / (DEC.)	
			\$	%		\$	%		\$	%		\$	%
Purchasing Services	\$ 0.72	\$ 0.77	0.05	6.6%	\$ 0.85	0.07	9.9%	\$ 0.97	0.12	14.4%	\$ 1.12	0.15	15.3%

The Purchasing Services department is responsible for the acquisition of goods, services, capital construction projects and equipment for the City of Vaughan and Vaughan Public Libraries. In alignment with strategically enhancing procurement practices, the 2015 budget increase was a result of an approved additional resource request (\$188K) for a Procure to Pay Recommendation Implementation Program-Reporting Officer. The remaining increases were due to progressions, job evaluation and economic adjustments.

For 2016 through 2017, the department budget is expected to increase in line with the City's general cost increases.

For 2018, the department budget is expected to increase below the City's general cost increases as a result of the phasing out of a 2015 temporary additional resource request.

### City Clerk's Office

\$M	2014 BUDGET	2015 BUDGET	INC. / (DEC.)		2016 BUDGET	INC. / (DEC.)		2017 BUDGET	INC. / (DEC.)		2018 BUDGET	INC. / (DEC.)	
			\$	%		\$	%		\$	%		\$	%
City Clerk's Office	\$4.8	\$5.0	0.2	5.0%	\$5.2	0.2	3.3%	\$5.5	0.29	5.5%	\$5.5	0.0	0.6%

# Operating Budget Overview

## Department Expenditure Changes

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 supports the legislative processes for Council and its associated committees through the provision of Corporate Secretariat Services. The CCO also manages the retention and retrieval of corporate records, responds to Freedom of Information requests from the public through its Access & Privacy Office, conducts municipal and school board elections, issues a wide range of licenses and permits and provides full mail and printing service for the Corporation.

Labour costs are a major component of the department's budget therefore budget increases year over year are mainly driven by rising labour costs due to inflation. In 2015, higher postage costs are also a major driver contributing to the increase in expenditures.

For 2016, the department has requested a part-time Clerk Typist to help reduce overtime costs while providing additional support to maintain service levels. For 2017, a Strategic Risk Consultant and Enterprise Risk Project Manager have been requested to help support the development of an Integrated Risk Management Strategy, a key strategic priority for the City to effectively manage its risk exposure.

### City Clerk – Insurance

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
City Clerk - Insurance	\$4.7	\$5.6	0.8	17.4%	\$6.2	0.6	11.3%	\$6.3	0.08	1.3%	\$6.6	0.3	5.3%

The Insurance function of the City Clerk's Office ensures that the Corporation's financial stability is safeguarded and its assets are protected. The year over year increases in the department's budget is mainly driven by projected increases in insurance premiums which are in-line with average industry-wide trends.

### Legal Services

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Legal Services	\$2.2	\$2.4	0.3	12.7%	\$2.9	0.5	19.0%	\$3.0	0.04	1.5%	\$3.0	0.1	1.8%

The Legal Services Department provides a full range of legal and real estate services to Council, Senior Management, City departments and the Vaughan Public Libraries. As the City continues to grow, there is a need for additional resources in this department to effectively address the increasingly complex legal environment in which the City operates.

For 2015, the budget includes additional Legal Counsel for procurement-related matters to ensure the City's interests are protected for increasingly complex City contracts. As well, a

# Operating Budget Overview

## Department Expenditure Changes

Paralegal Prosecutor is being added to ensure adequate City representation is provided at legal hearings.

For 2016, there are three new resources being requested which include Real Estate-Acquisitions, Legal Counsel-Developments and a Contract Manager. These positions would be to address the increasing demand for legal services that are associated with growth and development of the City.

Budget increases in 2017 and 2018 are expected to be in-line with the City's general cost increases.

### By-Law and Compliance

	\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
		BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
By-Law & Compliance		\$5.9	\$6.1	0.2	3.0%	\$6.9	0.9	14.0%	\$7.1	0.1	1.8%	\$7.1	0.1	1.1%

By-law & Compliance is responsible for encouraging citizen compliance with over 45 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 addition, the department is also responsible for the delivery of animal services for the City.

For 2015, the department's budget increase is mainly the result of an inflationary rise in labour costs. There is a more substantial budget increase projected for 2016 which is mainly due to the request for resources to ensure current service levels are maintained as the City continues to grow. These resources would include two Property Standards Officers, two Animal Control Officers, two Special Enforcement Unit Officers, a By-Law & Compliance Supervisor, a By-Law education program and an Administrative Assistant to the Director.

For 2017 and 2018, the department budget is expected to increase in line with the City's general cost increases.

### Recreation

	\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
		BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Recreation		\$ 20.0	\$ 20.2	0.2	1.0%	\$ 20.5	0.3	1.4%	\$ 21.9	1.4	6.7%	\$ 22.0	0.1	0.3%

The Recreation Department is committed to providing quality recreation activities, community space, programs and events in an accessible, equitable and efficient manner. To maintain the existing service level to the community, the 2015-18 budgets were increased primarily due to labour costs as a result of higher benefit rates, progression and economic adjustments. It should be noted that the departmental expenditure changes are expected to offset with additional revenue. The department strives to attain a direct cost recovery of 95%.

# Operating Budget Overview

## Department Expenditure Changes

For 2016, the forecast increase includes two requested resources for a Client Services Specialist and Customer Service Administration Clerk. In 2017, \$0.8M of the labour increase relates to the opening of the new Carrville Community Centre. There are two additional requested recommended resources in 2017 for a City Hall Liaison Coordinator and an Open to Youth Pilot Project.

### Cultural Services

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Cultural Services	\$ 2.0	\$ 2.0	0.0	0.6%	\$ 2.2	0.2	8.8%	\$ 2.3	0.2	7.6%	\$ 2.2	(0.1)	(3.3%)

Cultural Services delivers arts and culture events, exhibitions and shows for the community, including those at the City Playhouse Theatre. To accommodate growth, the 2016 forecast includes two recognized and recommended resource requests for Arts and Culture Marketing Materials and an Events Co-ordinator. In 2017, there are five 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.

For 2018, the department budget is expected to decrease versus 2017 due to the removal of one-time costs associated with the Diversity and Inclusivity Program and Aboriginal Facilitation.

### Buildings and Facilities

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Buildings & Facilities	\$ 22.0	\$ 22.1	0.1	0.5%	\$ 23.0	0.9	4.2%	\$ 24.9	1.9	8.1%	\$ 25.4	0.5	1.9%

The Building and Facilities Department is responsible for managing the new building construction program and renovation of existing buildings; maintaining and providing plant services in City buildings as well as Community Centre operations; providing office accommodations in City buildings; providing security for employees, residents and users.

Between 2015 and 2018, most of the expected budget increase are due to increasing labour costs from progressions and economic adjustments. The second biggest driver is increasing utilities costs. These increases are expected to be partially offset by process improvements in general maintenance.

For 2016, the recognized plan also includes three requested full-time positions. A Capital Project Supervisor and a Project Manager have been requested to increase the City's capacity to manage the expected volume of new builds and needed renovations. In addition, a Property Manager has been requested to provide a single point of contact for all leases that the City is a party to. Requests for 2017 are related to the operating costs associated with the opening of the new Carrville Community Centre.

# Operating Budget Overview

## Department Expenditure Changes

### Parks Development

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Parks Development	\$ 1.3	\$ 1.4	0.0	3.5%	\$ 1.5	0.1	9.3%	\$ 1.6	0.14	9.2%	\$ 1.7	0.0	1.4%

The Parks Development Department is responsible for the planning, design, construction and lifecycle replacement 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 while meeting the City's strategic parkland objectives.

For 2015, the department budget is expected to increase in line with the City's general cost increases.

The expected increase for 2016 and 2017 is mainly a result of two recognized resource requests for a Landscape Architect and a Sr. Parks and Open Space Planner, to enable growth-related parks development capital projects.

For 2018, the department budget is expected to increase in line with the City's general cost increases.

### Development Planning

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Development Planning	\$ 3.9	\$ 3.9	(0.0)	(0.41%)	\$ 4.1	0.2	5.8%	\$ 4.2	0.04	1.0%	\$ 4.2	0.0	0.8%

The Development Planning Department manages the growth and physical form of the City through the comprehensive analysis and review of development and heritage applications submitted by private landowners, and provide 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.

The department budget is expected to increase in line with the City's general cost increases except for 2016. In 2016, the department has requested two additional resource requests of Administrative Assistant and Clerk Typist E (DTA) to enhance operational efficiencies and streamline administrative tasks.

# Operating Budget Overview

## Department Expenditure Changes

### Policy Planning

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Policy Planning	\$ 1.6	\$ 1.5	(0.1)	(5.43%)	\$ 1.5	(0.1)	(4.0%)	\$ 1.5	0.02	1.2%	\$ 1.5	0.0	0.8%

The Policy Planning Department promotes the creation of quality communities in the City 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 through public hearings, reports, workshops, counter and telephone inquiries, written correspondence and web content.

For 2015-2018, the department budget is expected to increase in line with the City's general cost increases.

### Building Standards

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Building Standards	\$ 7.2	\$ 7.6	0.4	5.43%	\$ 7.7	0.1	1.9%	\$ 7.8	0.09	1.1%	\$ 7.9	0.1	0.7%

The Building Standards Department ensures compliance with the health and safety requirements of the Ontario Building Code regulations under the Authority of the Ontario Building Code Act. The Department also provides interpretation and assistance with the City's land use zoning by-law as well as reviewing site plans and providing advice on fencing and signs.

The 2015 increase was mainly a result of 2 approved resource requests. The AMANDA Technician delivers service excellence to internal users and will help to prevent delays in filing of applications and permit and the Plan Examiner/Inspector Plumbing and Mechanical will respond to enhanced regulations and new requirements of the Building Code.

For 2017-2018, the department budget is expected to increase in line with the City's general cost increases except for salary progression associated with recent hires.

### Environmental Sustainability

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Environ. Sustainability	\$ 0.3	\$ 0.4	0.1	36.1%	\$ 0.4	0.0	1.8%	\$ 0.4	0.0	1.6%	\$ 0.4	0.0	1.6%

Environmental Sustainability works in partnership with internal and external stakeholders to achieve a healthy natural environment, vibrant communities and a strong economy. To expedite the process for implementing energy reduction opportunities, the 2015 budget was

# Operating Budget Overview

## Department Expenditure Changes

increased through an approved additional resource request for Sustainability Coordinator position (1 year contract). The cost of this position is offset 80% from the Ontario Power Authority's Embedded Energy Manager program and 20% from savings within the Commission.

The budget increases in 2016-18 are primarily due to a request to convert a Sustainability Coordinator position to full-time, as well as progressions and economic adjustments.

### Innovation and Continuous Improvement

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Innov. & Continuous Improvement	\$ 0.9	\$ 1.0	0.1	13.9%	\$ 1.3	0.3	26.1%	\$ 1.5	0.2	18.1%	\$ 1.5	0.0	1.0%

The department of Innovation & Continuous Improvement supports departmental and inter-departmental continuous improvement initiatives, maintains a framework for operational reviews and facilitates the development of a culture, within the City, that is comfortable with change.

In 2015, the budget increase is mainly due to the phasing out of corporate reserve transfers that supported the establishment of the department, as well as progressions and economic adjustments.

For 2016-18 budget increases are forecast as a result of recognized additional resource requests for three new positions to support the continued roll-out of operational reviews and to support departments in the implementation of operation review recommendations.

### Information and Technology Management

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Information & Technology Mgmnt	\$ 8.9	\$ 9.7	0.8	8.9%	\$ 10.8	1.1	11.9%	\$ 11.3	0.5	4.4%	\$ 11.8	0.5	4.8%

The Information & Technology Management (ITM) Department enables City departments to achieve strategic and business objectives through effective use of information and technology resources.

The increase in 2015 is primarily related to the approved additional resource requests for five System Analyst/Project Leader positions required for the development and implementation of a Corporate Asset Management System and continued implementation of the City's IT Strategy, both of which were outlined as part of the City's strategic priorities in Vaughan Vision 2020.

The expected increases for 2016-18 are also mainly due to the recognized additional resource requests for System Analyst/Project Leader positions, Client Support Analyst, New Property Tax



# Operating Budget Overview

## Department Expenditure Changes

System and EDMS resources. The remaining increases are due to progressions and economic adjustments.

### Human Resources

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Human Resources	\$ 3.8	\$ 4.0	0.2	4.9%	\$ 4.5	0.5	12.4%	\$ 4.6	0.2	3.6%	\$ 4.6	(0.0)	(0.8%)

The Human Resources Department provides services that encompass multiple professional specialties aimed at supporting the City's workforce.

In 2015, the budget was increased mainly due to progressions and economic adjustments. The expected increases in 2016-18 are primarily related to several recognized additional resource requests required to accommodate growth of the City over the next four years. The remaining increases are due to progressions and economic adjustments.

### Commission of Public Works

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Comm of Public Works	\$ 0.52	\$ 0.44	(0.07)	(14.1%)	\$ 0.46	0.01	2.7%	\$ 0.57	0.11	24.7%	\$ 0.47	(0.1)	(18.1%)

The Commissioner of Public Works oversees four departments that are responsible for the delivery of transportation, parks and forestry operations, solid waste, development engineering, water, wastewater and storm water services to the citizens and businesses of the City of Vaughan. The decrease in the 2015 Budget for the Office of the Commissioner was primarily due to \$0.1M transferred to Water/Wastewater/Storm-water Division, offset by other increases in line with the City's general cost increases.

For 2016, the department budget is expected to increase in line with the City's general cost increases.

The increase in 2017 Budget is primarily a result of a recognized additional resource request for a one year contract position for an Operations Review Analyst. The remainder of the increase is due to progressions and benefits.

The decrease in 2018 Budget is primarily due to the reversal of the 2017 recognized additional resource request for a one year contract position for Operations Review Analyst, offset by increases due to progressions and benefits.

# Operating Budget Overview

## Department Expenditure Changes

### Capital Delivery and Asset Management

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Capital Delivery & Asset Mgmt	\$ 4.65	\$ 2.42	(2.12)	(46.7%)	\$ 2.47	0.04	1.8%	\$ 2.49	0.02	0.9%	\$ 2.51	0.02	0.7%

The Capital Delivery and Asset Management Department manages the assets that provide the delivery of public works services within the transportation, water, wastewater and storm water areas. Infrastructure renewal and replacement is also carried out to ensure the optimum performance of the assets that support these four public works services. The decrease of \$2.12M in 2015 is primarily due to the Public Works Commission re-organization completed in 2014. As a result of the re-organization, \$1.27M was transferred to Water/Wastewater/Storm-water Division, \$0.95M was transferred to Transportation Services and Parks & Forestry Operations and \$0.10M transferred from Development Engineering & Infrastructure Planning Services. The decrease is offset by increases in line with the City's general cost increases.

For 2016-18, the department budget is expected to increase in line with the City's general cost increases.

### Development Engineering and Infrastructure Planning Services

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Dev. Engineering & Infra. Planning	\$ 5.31	\$ 5.21	(0.10)	(1.9%)	\$ 5.34	0.13	2.4%	\$ 5.40	0.07	1.3%	\$ 5.46	0.05	1.0%

The Development Engineering and Infrastructure Planning Services Department manages and facilitates growth in the City through timely engineering review of development applications while supporting the long term infrastructure needs of the City of Vaughan.

For 2015-18, the department budget is expected to increase in line with the City's general cost increases.

### Environmental Services

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Environmental Services	\$ 11.5	\$ 10.5	(1.0)	(8.6%)	\$ 11.0	0.4	4.2%	\$ 11.2	0.2	1.8%	\$ 11.4	0.2	1.8%

The Environmental Services Department manages and provides the delivery of public works services within the solid waste, water, wastewater and storm water areas. The water, wastewater and storm water divisions are funded through rates and are not reflected in the table above.

The decrease of almost \$1M in 2015 Budget is primarily due to the Public Works Commission re-organization completed in 2014. As a result of the re-organization, \$0.74M was transferred

# Operating Budget Overview

## Department Expenditure Changes

to Water/Wastewater/Storm-water Division and \$0.22M was transferred to Transportation Services and Parks & Forestry Operations. The remainder of the decrease was due to contract volume decreases and transfer of waste newsletter costs to Corporate Communications, offset by increases due to progressions and higher benefits as per budget guidelines.

The expected increase in the 2016 Budget is primarily due to an additional resource request for a Dispatch Clerk, volume increases in the waste service contract, and other increases in line with the City's general cost increases.

For 2017-18, the department budget is expected to increase in line with the City's general volume and cost increases.

### Transportation Services, Parks and Forestry

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Trans. Serv, Parks and Forestry	\$ 33.4	\$ 36.2	2.8	8.4%	\$ 37.6	1.4	3.9%	\$ 38.8	1.2	3.1%	\$ 39.8	1.0	2.6%

The Transportation Service Parks and Forestry department is responsible for all aspects of the City's transportation network. In addition, Transportation Services Parks and Forestry is responsible for upkeep and operation of all of the City's Parks and sports fields and for managing the City's tree canopy, plantings and streetscaping in public ownership.

The Transportation Service Parks and Forestry 2015 increase of \$2.8M is primarily due to the 2015 Public Works Commission re-organization completed in 2014. The approval of two Equipment Operators I, three temporary summer students and additional parks maintenance costs contributed to increased operating budgets. Price changes in utilities, lease agreements and gas/diesel, as well as price/volume increases in service contracts, contribute to the department's increased operating costs. The remainder of the increase is due to progressions and benefits.

Contributing to the expected increase in the years 2016 - 2018 are recognized resource requests for an Administration Clerk, temporary staffing for Horticulture, North Maple Park and other park maintenance costs, summer students, and City assisted tournament funding. Price changes in utilities, lease agreements and gas/diesel, as well as price/volume increases in service contracts, result in expected increases to operating costs. The remainder of the increase is due to progressions and benefits.

# Operating Budget Overview

## Department Expenditure Changes

### Vaughan Public Libraries

\$M	2014	2015	INC. / (DEC.)		2016	INC. / (DEC.)		2017	INC. / (DEC.)		2018	INC. / (DEC.)	
	BUDGET	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%	BUDGET	\$	%
Vaughan Public Libraries	\$ 14.3	\$ 15.0	0.7	5.2%	\$ 18.6	3.6	23.9%	\$ 19.6	0.9	5.0%	\$ 19.9	0.3	1.6%

The Mission of the Vaughan Public Library Board is to offer welcoming destinations that educate, excite and empower our community.

The budget increase in 2015 is mostly as a result of the planned opening of the new Civic Centre Resource Library and salary progressions and economic adjustments for existing staff. The remainder of the increase was related to utilities and service contracts and joint service charges to reflect actual costs.

In 2016, majority of the expected increase relates to the full year impact of \$2.9M for the costs relating to the opening of the new Civic Centre Resource Library in the prior year. Also, there are expected increases as a result of two recognized and recommended resources for the staffing of the Vellore Village South Library and the Maple Library Feasibility Study. The remainder of the expected increase is due to benefit rates, progression, economic adjustments and utilities.

The expected increase in 2017 is mostly due to the recognized and recommended resource requests for Carrville Library operations as well as benefit rates, progression and utilities.

In 2018, the expected increase is mainly due to benefit rates, progression and utilities.

# 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.

Table 28: Expenditures by Type

Operating Expenditures	2015		2016		2017		2018	
	Base Budget (\$M)	% of Total Budget	Base Budget (\$M)	% of Total Budget	Base Budget (\$M)	% of Total Budget	Base Budget (\$M)	% of Total Budget
Salaries and Benefits	154.2	59.6%	164.0	59.4%	171.2	59.5%	174.7	58.1%
Service Contracts	34.2	13.2%	35.3	12.8%	36.5	12.7%	36.9	12.3%
Long Term Debt	15.1	5.8%	13.6	4.9%	10.4	3.6%	9.9	3.3%
Utilities & Fuel	10.2	3.9%	11.0	4.0%	12.0	4.2%	12.7	4.2%
Reserve Contributions	7.9	3.0%	10.7	3.9%	12.4	4.3%	16.3	5.4%
Maint./Materials	7.7	3.0%	8.3	3.0%	8.5	3.0%	8.5	2.8%
Capital from Taxation	6.1	2.4%	6.4	2.3%	6.5	2.3%	6.9	2.3%
Insurance Expenses	5.4	2.1%	6.1	2.2%	6.1	2.1%	6.5	2.2%
Prof. Fees	3.5	1.3%	3.0	1.1%	2.9	1.0%	2.8	0.9%
Tax Adjustments	2.3	0.9%	2.3	0.8%	2.3	0.8%	2.3	0.8%
Contingency	0.7	0.3%	3.6	1.3%	6.9	2.4%	10.2	3.4%
All Other	11.4	4.4%	12.0	4.4%	12.1	4.2%	13.3	4.4%
<b>Total Draft Expenditures</b>	<b>258.7</b>	<b>100.0 %</b>	<b>276.2</b>	<b>100.0 %</b>	<b>287.9</b>	<b>100.0 %</b>	<b>300.9</b>	<b>100.0 %</b>

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 78% 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 60% of the City's expenses, up from 58% in 2014. This is anticipated as the City provides services that are very labour intensive (e.g. Fire and Rescue, Enforcement, Snow Removal, Recreation). 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

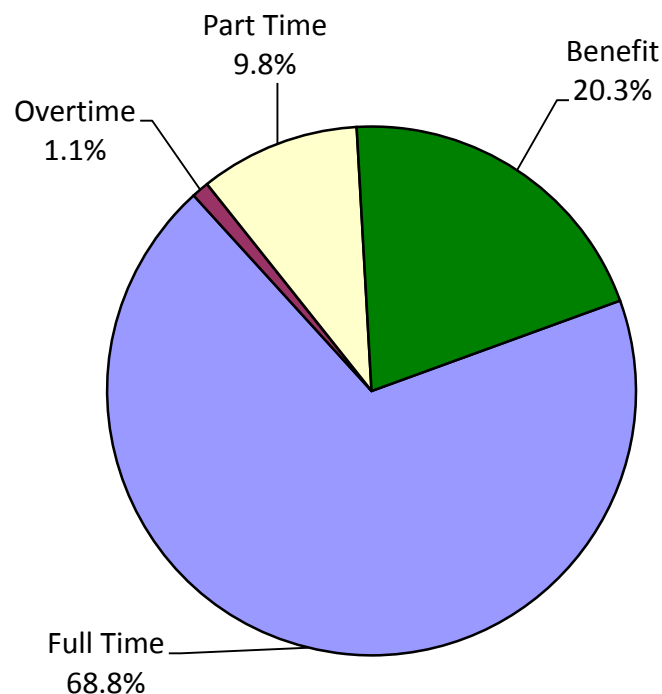
# Operating Budget Overview

## Cost Structure and Staffing

above figures. There is an upward trend on benefits due to increased health insurance premiums and increases on thresholds on CPP and EI.

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

Chart 12: Components of Labour Costs



### Full-Time Equivalents

The City complements the staffing review process by utilizing Full-Time Equivalent (FTE) tracking to monitor and report staffing. The FTE process essentially converts all positions to a standard measure (e.g. % of a full-time 35 hour 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 2015, City-wide FTEs increased by 15.5 FTEs or 0.94%. The largest component was a net increase of 23.82 FTEs related to Council approved new staffing required to service the community. The table below illustrates the FTE breakdown by Commission.

# Operating Budget Overview

## Cost Structure and Staffing

Table 29: Summary of FTE by Commission

	2014 FTEs	2015 FTEs	Variance	2016 FTEs	Variance	2017 FTEs	Variance	2018 FTEs	Variance
<b>Commissions</b>									
City Manager	326	336	10	351.4	15.4	362.4	11.0	372.4	10.0
Executive Director	21.2	23.5	2.3	23.5	-	23.5	-	23.5	-
Comm. of Finance	74.3	76.6	2.3	77.6	1	79.6	2.0	81.6	2.0
Comm. of Legal	130.6	132.6	2	143.6	11	146.3	2.7	146.3	-
Comm. of Community Services	454.1	455.5	1.4	462.2	6.7	487.2	25.0	487.2	-
Comm. of Planning	120.7	122.7	2	125.0	2.3	125.0	-	125.0	-
Comm. of Corp & Strategic Services	123.3	130.9	7.7	147.3	16.3	153.3	6.0	157.3	4.0
Comm. of Public Works	283.7	268.2	-15.5	274.6	6.4	277.6	3.0	280.6	4.0
Vaughan Public Library	151.1	154.8	3.7	197.1	42.3	206.1	9.0	206.1	-
Corporate Expenditures	9.0	9.0	-	2.0	-7.0	2.0	-	0.0	-2.0
City Wide Turnover	-50.8	-51.3	-0.5	-54.1	-2.8	-55.9	-1.8	-56.4	-0.5
<b>Total FTEs</b>	<b>1643.1</b>	<b>1658.6</b>	<b>15.5</b>	<b>1750.1</b>	<b>91.5</b>	<b>1807.1</b>	<b>57.0</b>	<b>1826.6</b>	<b>16.5</b>

In 2015, as illustrated above, the largest increase is related to the full year impact of Fire Station 7-5 staffing (within City Manager group), accompanied with increases relating to approved ARRs within the Commission of Corporate and Strategic Services. These approved FTEs are tied to city transformational initiatives to move the city forward. There was also a net FTE increase associated to Vaughan Public Libraries as the Civic Centre Resource Library staffing was approved by Council.

These FTE increases are partially offset by a realignment of staff resources from the Commission of Public Works to the Water/Wastewater Division to reflect the true nature of the work performed by these FTEs and anticipated labour savings (e.g. vacancies and unplanned staff turnover, etc.). Details on the approved and recognized additional resource requests are provided in the [Additional Resource Requests](#) section.

In 2016, the City-wide proposed FTEs is forecasted to increase by 91.5 FTEs. The largest component is 67.1 FTEs from recognized ARRs for new complement for Fire Station 7-4, staffing for the proposed Vellore Village South Library, additional By-Law and Compliance and Animal services officers and other FTEs associated with transformational initiatives. There is also the full year impact of 33.3 FTEs associated with the Civic Centre Resource Library that was approved in 2015.

These FTE increases are partially offset by the removal of 7 contract FTEs associated with the OMB Resources initiative approved in 2014 and anticipated labour savings.

# Operating Budget Overview

## Cost Structure and Staffing

In 2017 the proposed increases of 57.0 are mainly due to the opening of the Carrville Community Centre and Library in 2017 (33 FTEs), along with the second contingent of staffing for Fire Station 7-4 (10 FTEs).

In 2018, the proposed increase of 16.5 is due to recognized ARR's primarily the first staffing contingent for Fire Station 7-6. There are also increased FTEs that continue to support transformational initiatives.



# Operating Budget Overview

## Cost Structure and Staffing

Table 30: Department FTE Total Positions

FULL TIME EQUIVALENTS (FTEs) FTE CHANGE SUMMARY					
Department	2014 FTEs	2015 FTEs	Forecast 2016 FTEs	Forecast 2017 FTEs	Forecast 2018 FTEs
<b>City Auditor</b>	3.0	3.0	3.0	3.0	3.0
<b>City Manager</b>	5.1	4.1	4.1	4.1	4.1
Fire and Rescue Services	316.6	327.6	342.6	353.6	363.6
Emergency Planning	1.3	1.3	1.7	1.7	1.7
<b>Sub-Total</b>	<b>326.0</b>	<b>336.0</b>	<b>351.4</b>	<b>362.4</b>	<b>372.4</b>
<b>Executive Director</b>	1.0	2.3	2.3	2.3	2.3
Corporate Communications	9.0	10.0	10.0	10.0	10.0
Econ. and Business Development	11.2	11.2	11.2	11.2	11.2
<b>Sub-Total</b>	<b>21.2</b>	<b>23.5</b>	<b>23.5</b>	<b>23.5</b>	<b>23.5</b>
<b>Comm. of Finance and Corporate Services</b>	2.2	3.2	3.2	2.2	2.2
City Financial Services	31.8	33.1	33.1	32.1	32.1
Financial Planning & Analytics	19.2	18.2	18.2	21.2	21.2
Development Finance	6.0	6.0	7.0	6.7	6.7
Purchasing Services	15.1	16.1	16.1	15.1	15.1
<b>Sub-Total</b>	<b>74.3</b>	<b>76.6</b>	<b>77.6</b>	<b>77.3</b>	<b>77.3</b>
<b>Comm. of Legal and Administrative Services</b>	2.1	2.1	2.1	2.1	2.1
City Clerk	52.7	52.7	53.4	54.1	54.1
Legal Services	13.7	15.7	18.7	15.7	15.7
By-Law & Compliance	62.0	62.0	69.3	66.1	66.1
<b>Sub-Total</b>	<b>130.6</b>	<b>132.6</b>	<b>143.6</b>	<b>138.0</b>	<b>138.0</b>
<b>Comm. of Community Services</b>	3.0	2.0	2.0	2.0	2.0
Recreation	293.3	295.4	297.1	308.4	308.4
Cultural Services	22.6	22.6	23.6	23.6	23.6
Buildings and Facilities	113.4	113.4	116.4	129.2	129.2
Fleet Management	10.0	10.3	10.3	10.3	10.3
Parks Development	11.8	11.8	12.8	13.8	13.8
<b>Sub-Total</b>	<b>454.1</b>	<b>455.5</b>	<b>462.2</b>	<b>487.2</b>	<b>487.2</b>
<b>Comm. of Planning</b>	2.0	2.0	2.0	2.0	2.0
Development Planning	35.6	35.6	37.6	37.6	37.6
Policy Planning	13.8	13.8	14.1	14.1	14.1
Building Standards	69.4	71.4	71.4	71.4	71.4
<b>Sub-Total</b>	<b>120.7</b>	<b>122.7</b>	<b>125.0</b>	<b>125.0</b>	<b>125.0</b>
<b>Comm. of Corporate and Strategic Services</b>	2.1	2.1	2.1	2.1	2.1
Corporate Asset Management	0.0	1.0	1.0	1.0	1.0
Environmental Sustainability	2.0	3.0	4.0	4.0	4.0
Human Resources	49.8	50.8	54.8	55.8	55.8
Innovation & Continuous Improvement	6.0	6.0	8.0	10.0	10.0
Access Vaughan	13.3	13.3	14.3	14.3	15.3
Strategic Planning	2.0	2.0	3.0	3.0	3.0
Information and Technology Mgmt.	48.0	52.7	60.0	63.0	66.0
<b>Sub-Total</b>	<b>123.3</b>	<b>130.9</b>	<b>147.3</b>	<b>153.3</b>	<b>157.3</b>
<b>Comm. of Public Works</b>	3.0	2.4	2.4	3.4	2.4
Develop. Eng & Infrastructure Planning	46.5	47.4	47.4	47.4	47.4
Capital Dev & Asset Management	38.6	26.2	26.2	26.2	26.2
Environmental Services	19.3	12.5	12.5	12.5	12.5
Trans Serv and Parks & Forestry Ops	176.3	179.8	186.2	188.2	192.2
<b>Sub-Total</b>	<b>283.7</b>	<b>268.2</b>	<b>274.6</b>	<b>277.6</b>	<b>280.6</b>
<b>Vaughan Public Library (VPL)</b>	151.1	154.8	197.1	206.1	206.1
<b>Corporate Expenditures</b>					
OMB Resources	7.0	7.0	0.0	0.0	0.0
VMC Development & Implementation	2.0	2.0	2.0	2.0	0.0
<b>Sub-Total</b>	<b>9.0</b>	<b>9.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>Citywide Turnover/General Gapping</b>	<b>(50.8)</b>	<b>(51.3)</b>	<b>(54.1)</b>	<b>(55.6)</b>	<b>(56.0)</b>
<b>Total</b>	<b>1643.1</b>	<b>1658.6</b>	<b>1750.1</b>	<b>1796.8</b>	<b>1811.4</b>

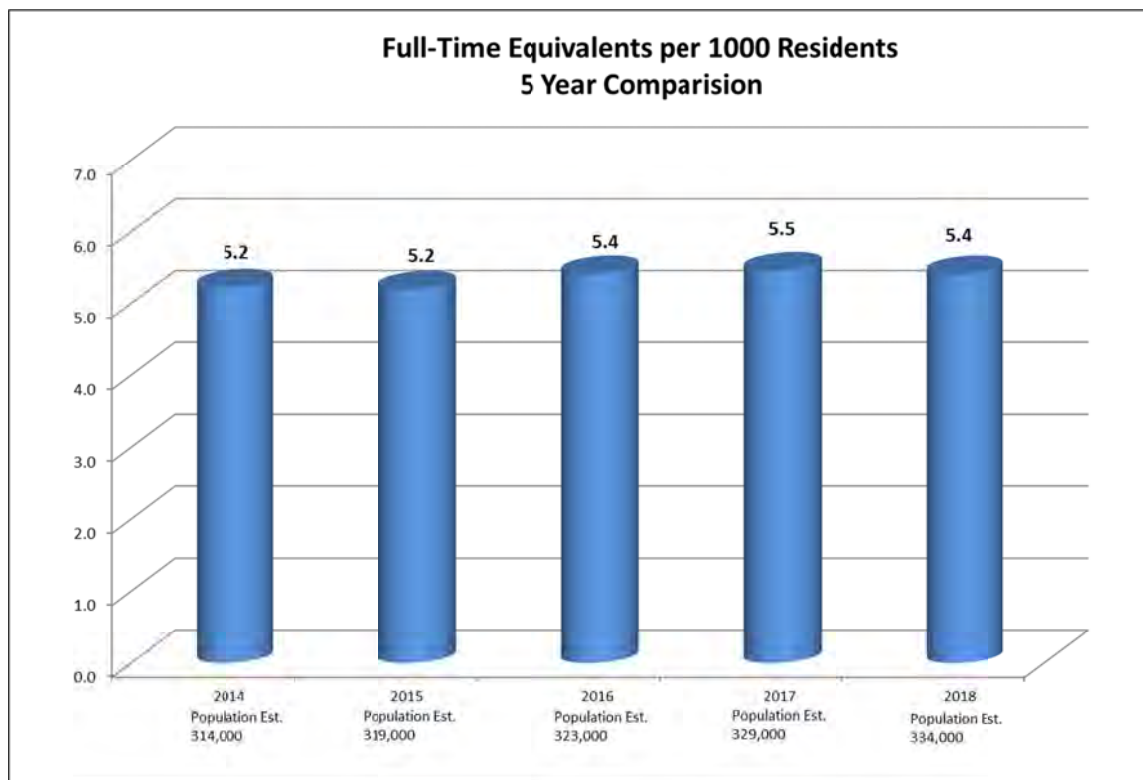
**NOTE**

- (1) Full year impact of 2014 complements will be experienced in 2015
- (2) 2015 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.



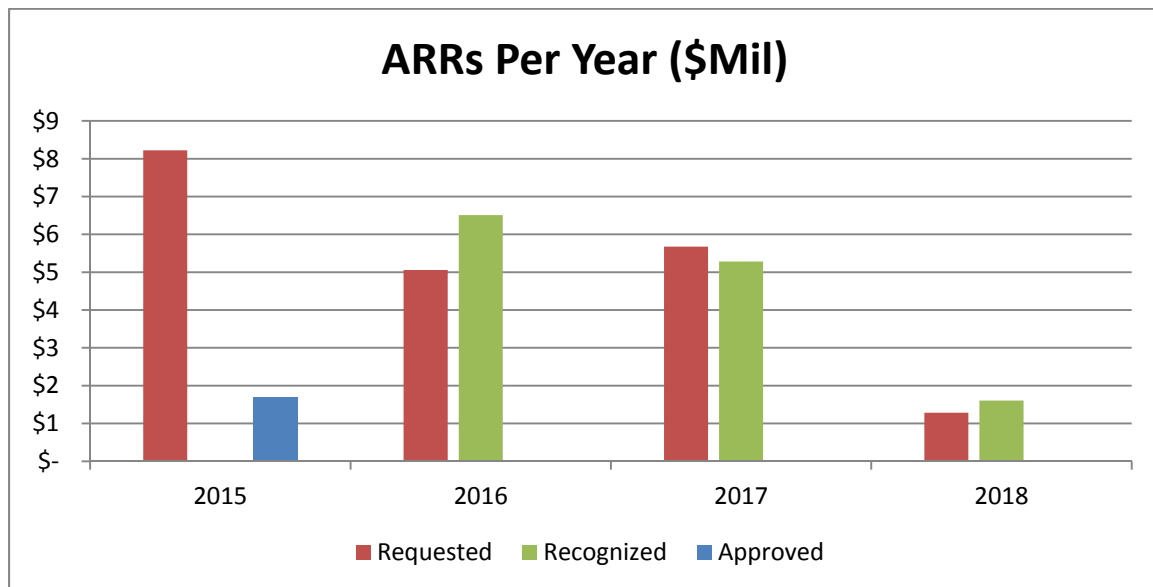
# Operating Budget Overview

## 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 143 additional resource requests (ARRs) with a total cost of over \$20.2M. It should be noted \$1.27M in requests were fully or partially self-funded by redirecting existing resources. A number of ARR's were deferred beyond the multi-year period.

The table below shows that 21% of the 2015 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.

Chart 13: 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 two requests or approximately \$1.25M deferred beyond the 2015 to 2018 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:

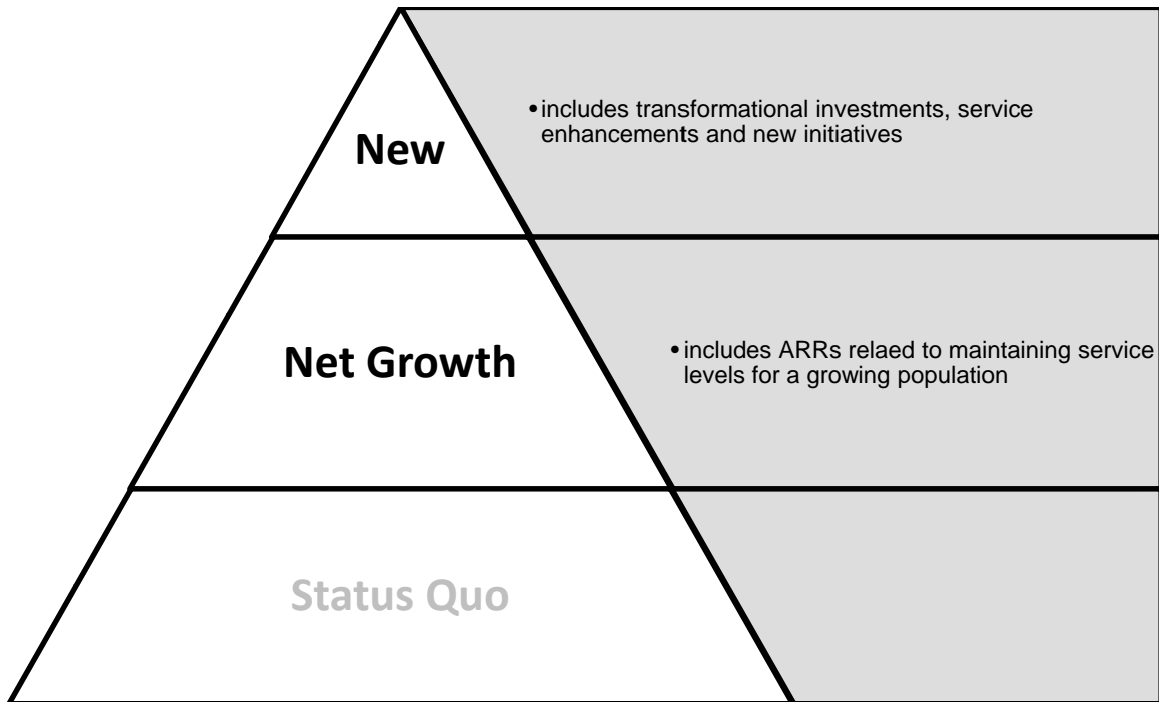
- Community safety – Fire operations and emergency planning
- Community and library services – Civic Centre Resource Library, North Maple Regional Park, ongoing forestry, parks, facility maintenance, etc.
- City building initiatives – procure to pay implementation, risk management support, public engagement and strategic planning initiatives.
- Operational requirements related to Planning, Engineering and other City services

When considering the additional resource requests, they fell into two of the three categories in Vaughan's conceptual framework: new and net growth.

# Operating Budget Overview

## Additional Resource Requests

Illustration 14: ARR Alignment in the Conceptual Framework



The following table summarizes approved and recognized ARRs budgeted in their conceptual framework components and their contribution to the tax rate increase.

Table 31: Additional Resource Requests (split maintain/growth)

Highlights & Major Budget Elements	2015		2016		2017		2018	
	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.	\$	Rate Incr.
<i>Additional Resource Requests</i>								
Growth:								
- tied to infrastructure	419,795	0.26%	4,230,363	2.47%	3,603,980	1.88%	1,739,588	0.85%
- to supporting City Services	359,040	0.22%	2,597,167	1.51%	1,306,559	0.68%	274,628	0.13%
Transformational/New Services	913,691	0.56%	2,305,953	1.34%	906,792	0.47%	423,150	0.21%
<b>ARR Subtotal</b>	<b>1,692,526</b>	<b>1.03%</b>	<b>9,133,483</b>	<b>5.32%</b>	<b>5,817,332</b>	<b>3.03%</b>	<b>2,437,366</b>	<b>1.20%</b>

# Operating Budget Overview

## Additional Resource Requests

**Illustration 15: Approved 2015 ARRs**

**Proposed 2015-2018 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	Growth: support City Services	Growth: tied to infrastructure	New - Enhanced Services	New - Supporting City Transformation	Annual Cost	Offsets	2015 Budget Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
<b>2015 Base Budget Increase</b>																	
<b>Zero Budget Impact ARRs</b>																	
A1	Building Standards	AMANDA Technician	FT	1	1.00			✓	✓				97,319	(97,319)	-	0.00%	1.67%
A2	Building Standards	Plans Examiner/Inspector Plumbing and Mechanical	FT	1	1.00			✓	✓				95,228	(95,228)	-	0.00%	1.67%
A3	ITM	Systems Analyst/project leader JDE PT	PT	1		0.69		✓				✓	73,013	(73,013)	-	0.00%	1.67%
A4	Dev. Eng & Infra Planning	Supervisor, Development Inspection and Lot grading	FT	1		1.00		✓	✓				123,788	(123,788)	-	0.00%	1.67%
A5	Corporate Communications	Graphic Arts Coordinator	FT	1	1.00			✓	✓				95,639	(95,639)	-	0.00%	1.67%
A6	Environmental Sustainability	Sustainability Coordinator Contract	FT - Cont	1		1.00		✓				✓	85,215	(85,215)	-	0.00%	1.67%
A7	Executive Director	Administrative and Project Assistant to Executive Director	FT	1		(0.69)		✓	✓				108,290	(108,290)	-	0.00%	1.67%
A8	Recreation	Business Services Specialist	FT	1		1.00		✓	✓				76,281	(76,281)	-	0.00%	1.67%
A9	Fleet	Driver and Compliance Trainer - FT Conversion	FT	1		0.31		✓				✓	89,622	(89,622)	-	0.00%	1.67%
<b>Budget Impact ARRs</b>																	
1	ITM	Systems Analyst/Project leader (AMANDA - Mobility)	FT	1		1.00		✓				✓	115,089	(86,751)	28,338	0.02%	1.69%
2	Library	Civic Centre Resource Library - Operations & Staffing (gapped 9/12)	FT+PT	18 FT 32 PT	3.70			✓		✓			291,820	(8,600)	283,220	0.17%	1.86%
3	Parks & Forestry	Vehicle and Equipment GPS		-				✓				✓	21,000	-	21,000	0.01%	1.87%
4	Corporate Communications	Communications Specialist, Website Content Management	FT	1		1.00		✓	✓				94,422	-	94,422	0.06%	1.93%
5	ITM	Systems Analyst/Project leader (Asset Mgmt/Sys Integration)	FT	1		1.00		✓				✓	115,089	-	115,089	0.07%	2.00%
6	ITM	Systems Analyst/Project leader (JDE-Purchasing CI)	FT	1		1.00		✓				✓	115,089	-	115,089	0.07%	2.07%
7	ITM	Systems Analyst/Project leader (GIS Architect)	FT	1		1.00		✓				✓	115,089	-	115,089	0.07%	2.14%
8	Parks & Forestry	New Park Operating Expenses		-				✓		✓			53,675	-	53,675	0.03%	2.18%
9	Legal Service - Admin	Legal Counsel - Procurement	FT	1		1.00		✓				✓	170,869	-	170,869	0.10%	2.28%
10	Accounting	Accts Payable Implementation (P2)	FT	1		0.31		✓				✓	146,939	(36,322)	110,617	0.07%	2.35%
11	Legal Services	Paralegal Prosecutor	FT	1		1.00		✓	✓				113,664	(62,449)	51,215	0.03%	2.38%
12	Purchasing	Procure to Pay Recommendation Implementation Program-Reporting Officer	FT	1		1.00		✓				✓	187,600	-	187,600	0.11%	2.49%
13	City Auditor	Professional Services and Risk Management Support		-				✓				✓	50,000	-	50,000	0.03%	2.52%
14	PW - Roads	Heavy Equipment Operator 1	FT	2	2.00			✓	✓				156,190	-	156,190	0.10%	2.62%
15	Parks & Forestry	Bocce Court Maintenance		-				✓		✓			65,000	-	65,000	0.04%	2.66%
16	Parks & Forestry	3 Temporary Summer Students	PT	3	1.50			✓	✓				57,213	-	57,213	0.03%	2.69%
17	Parks & Forestry	Milani 9v9 Soccer field mtce		-				✓		✓			17,900	-	17,900	0.01%	2.70%
<b>Total of 2015 ARRs Recommended by Senior Management Team</b>				23	10.20	11.62	-	26	10	4	-	12	2,731,043	(1,038,517)	\$ 1,692,526	1.03%	

**Total Tax Increase (1%=\$1,635,338)**

**2015 Base Budget Increase**

**Tax Increase due to ARRs Recommended by Senior Management Team**

<b>2.70%</b>
<b>1.67%</b>
<b>1.03%</b>

# Operating Budget Overview

## Additional Resource Requests

Illustration 16: 2016-18 Recognized ARR's

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Growth: support City Services	Growth: tied to infrastructure	New - Enhanced Services	New - Supporting City Transformation	Annual Cost	Offsets	2016 Budget Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
<b>2016 Base Budget Increase</b>																4.55%	4.55%
<b>Impact of 2015 ARR's on 2016</b>																1.53%	6.08%
<b>Zero Budget Impact ARR's</b>																	
A1	Development Finance	Treasury Clerk	PT	1	0.69			✓	✓				53,407	(53,407)	-	0.00%	6.08%
<b>Budget Impact ARR's</b>																	
1	ITM	Systems Analyst/Project Leader (Asset Mgt/Sys. Integration)	FT	1	1.00			✓				✓	117,693	-	117,693	0.07%	6.15%
2	ITM	Client Support Analyst - Audio/Video	FT	1		1.00		✓	✓				99,573	-	99,573	0.06%	6.21%
3	HR	Admin Coordinator (2yr Contract)	FT - Cont	1		1.00		✓	✓				77,729	-	77,729	0.05%	6.25%
4	ITM	Systems Analyst/Project Leader (eGov/eServices)	FT	1	1.00			✓				✓	117,693	-	117,693	0.07%	6.32%
5	Fire	Program/project manager	FT	1		1.00		✓				✓	127,901	-	127,901	0.07%	6.39%
6	Strategic Planning	On-Line Citizen Public Engagement Survey		-				✓			✓		75,000	-	75,000	0.04%	6.44%
7	B&F	Project Manager	FT	1		1.00		✓				✓	140,651	-	140,651	0.08%	6.52%
8	B&F	Property Manager	FT	1		1.00		✓				✓	140,651	-	140,651	0.08%	6.60%
9	Emergency Planning	Emergency Planner (Partial FTE Conversion)	FT	1		0.38		✓				✓	58,838	(6,928)	51,910	0.03%	6.63%
10	Strategic Planning	Strategic Planning Business Analysts	FT	1		1.00		✓	✓				105,454	-	105,454	0.06%	6.69%
11	HR	Human Resources Partner	FT	1		1.00		✓	✓				118,543	-	118,543	0.07%	6.76%
12	Fire Training	Training Officer	FT	1	1.00			✓				✓	162,305	-	162,305	0.09%	6.86%
13	Fire & Rescue Operations	STN 74 - 10 Firefighters (1st Contingent) (GAPPED)	FT	10	10.00			✓		✓			527,354	-	527,354	0.31%	7.16%
14	By-Law & Compliance	Admin Assistant to Director	FT	1		0.31		✓	✓				93,870	(34,565)	59,305	0.03%	7.20%
15	Policy Planning	Clerk Typist E (Conversion from PT)	FT	1	0.31			✓				✓	66,223	(32,954)	33,269	0.02%	7.22%
16	Recreation	Client Services Specialist	FT	1	1.00			✓	✓				84,107	-	84,107	0.05%	7.27%
17	Recreation	Customer Service Administration Clerk	PT	1	0.69			✓	✓				19,722	-	19,722	0.01%	7.28%
18	ITM	Systems Analyst/Project Leader (GIS)	FT	1	1.00			✓				✓	117,693	-	117,693	0.07%	7.35%
19	Development Planning	Clerk Typist E (DTA)	FT	1	1.00			✓				✓	69,423	-	69,423	0.04%	7.39%
20	ITM	Systems Analyst/Project Leader (JDE - HR)	FT	1	1.00			✓				✓	117,693	-	117,693	0.07%	7.46%
21	Legal Services	Legal Counsel - Developments	FT	1		1.00		✓				✓	174,773	-	174,773	0.10%	7.56%
22	ITM	Systems Analyst/Project leader (Fire House)	FT	1		1.00		✓				✓	118,303	-	118,303	0.07%	7.63%
23	Parks Development	Landscape Architect 4yr Contract	FT - Cont	1		1.00		✓	✓				100,460	-	100,460	0.06%	7.69%
24	Library	Vellore Village South Library	FT/PT	13	9.00			✓		✓			573,650	(13,800)	559,850	0.33%	8.01%
25	Development Planning	Administrative Assistant	FT	1		1.00		✓				✓	83,049	-	83,049	0.05%	8.06%
26	B&F	Capital Project Supervisor	FT	1		1.00		✓	✓				129,543	-	129,543	0.08%	8.14%
27	By-Law and compliance	Animal Control officers	FT	2	2.00			✓	✓				164,723	-	164,723	0.10%	8.23%
28	ICI	Business Analyst	FT	2		2.00		✓	✓				242,514	-	242,514	0.14%	8.37%
29	Legal Services	Contract Manager	FT	1		1.00		✓				✓	121,259	-	121,259	0.07%	8.44%
30	Legal Services	Real Estate - Acquisitions	FT	1		1.00		✓	✓				131,159	-	131,159	0.08%	8.52%
31	Clerks - Admin	Part-Time Clerk Typist - Level 3	PT	1	0.69			✓				✓	38,457	(1,200)	37,257	0.02%	8.54%
32	City Clerk	Constituent Inquiry Tracking		-				✓			✓		17,600	-	17,600	0.01%	8.55%
33	By-Law and compliance	Property Standards Officer	FT	2	2.00			✓	✓				191,703	(30,000)	161,703	0.09%	8.65%
34	By-Law and compliance	Special Enforcement Unit Officers	FT	2	2.00			✓	✓				187,740	-	187,740	0.11%	8.76%
35	Parks & Forestry	New Park Operating Expenses		-				✓		✓			77,631	-	77,631	0.05%	8.80%
36	Parks & Forestry	Avondale Park (North Maple) - Development & Park Attendants	FT	4	4.00			✓		✓			330,287	-	330,287	0.19%	8.99%
37	Environmental Sustainability	Sustainability Coordinator Contract	FT	1		1.00		✓				✓	109,350	-	109,350	0.06%	9.06%
38	Parks & Forestry	Fertilizing Parks		-				✓		✓			20,000	-	20,000	0.01%	9.07%
39	Parks & Forestry	Aerating Parks		-				✓		✓			20,000	-	20,000	0.01%	9.08%

# Operating Budget Overview

## Additional Resource Requests

### Proposed 2015-2018 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	Growth: support City Services	Growth: tied to infrastructure	New - Enhanced Services	New - Supporting City Transformation	Annual Cost	Offsets	2016 Budget Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
<b>2016 Base Budget Increase</b>																4.55%	4.55%
<b>Impact of 2015 ARRs on 2016</b>																1.53%	6.08%
<b>Budget Impact ARRs</b>																	
40	By-Law and Compliance	By-Law and Compliance Supervisor	FT	1		1.00		✓	✓				124,070	-	124,070	0.07%	9.15%
41	ITM	New Property Tax System	FT	1		0.31		✓	✓				111,043	(36,321)	74,722	0.04%	9.20%
42	Environmental Sustainability	Community Climate Change Action Plan Project Fund		-				✓				✓	15,000	-	15,000	0.01%	9.21%
43	Emergency Planning	Primary and Alternate EOC Telephone Systems		-				✓	✓				63,390	-	63,390	0.04%	9.24%
44	Parks & Forestry	Boulevard Shrub Bed Summer Student Positions	PT	3	0.69			✓	✓				17,911	-	17,911	0.01%	9.25%
45	Fire Prevention	Fire Prevention Inspector	FT	1	1.00			✓				✓	103,878	-	103,878	0.06%	9.31%
46	By-Law & Compliance	Education Program - Promotion, Public Outreach		-				✓				✓	20,000	-	20,000	0.01%	9.32%
47	Parks & Forestry	10 Month Horticulture Temp (Shrub Maintenance Crew)	PT	1	0.69			✓	✓				25,956	-	25,956	0.02%	9.34%
48	Parks & Forestry	Oakbank Pond Maintenance Program		-				✓		✓			75,000	-	75,000	0.04%	9.38%
49	HR	HR Specialist, Workplace Health and Safety	FT	1		1.00		✓	✓				130,651	-	130,651	0.08%	9.46%
50	HR	HR Specialist, Absence and Disability Management	FT	1		1.00		✓	✓				99,673	-	99,673	0.06%	9.52%
51	Fire Mechanical	Stores Clerk	FT	1	1.00			✓	✓				71,612	-	71,612	0.04%	9.56%
52	Cultural Services	Events Coordinator	FT	1		1.00		✓	✓				98,973	-	98,973	0.06%	9.62%
53	Parks & Forestry	Admin Clerk E	FT	1	1.00			✓	✓				60,782	-	60,782	0.04%	9.65%
54	Access Vaughan	Customer Service Reps	FT	1	1.00			✓	✓				84,664	-	84,664	0.05%	9.70%
55	Library	Maple Library Feasibility Study		-			✓					✓	65,000	-	65,000	0.04%	9.74%
56	ITM	EDMS Systems Analyst	FT	1		1.00		✓				✓	129,020	-	129,020	0.08%	9.82%
57	Cultural Services	Arts & Culture Marketing Material		-				✓		✓			60,000	-	60,000	0.03%	9.85%
58	Environmental Serv	Dispatch Clerk	FT	1	0.50			✓	✓				39,309	-	39,309	0.02%	9.87%
<b>Total of 2016 ARRs Recommended by Senior Management Team</b>				77	44.26	23.00	1	58	27	8	3	21	6,719,656	(209,175)	\$ 6,510,481	3.79%	

Total Tax Increase (1%=\$1,715,829)

2016 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

<b>9.87%</b>
4.55%
5.32%



# Operating Budget Overview

## Additional Resource Requests

### Proposed 2015-2018 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	Growth: support City Services	Growth: tied to infrastructure	New - Enhanced Services	New - Supporting City Transformation	Annual Cost	Offsets	2017 Budget Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
<b>2017 Base Budget Increase</b>																1.09%	1.09%
<b>Impact of 2015-16 ARRs on 2017</b>																0.28%	1.37%
<b>Budget Impact ARRs</b>																	
1	Fire & Rescue Operations	STN 74 - 10 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	FT	10	10.00			✓		✓			681,335	-	681,335	0.36%	1.72%
2	B&F	Facility Operator I - Block 11	FT	9	9.00			✓		✓			556,288	-	556,288	0.29%	2.01%
3	ITM	Systems Analyst/Project Leader (Asset Mgt/Sys. Integration)	FT	1	1.00			✓				✓	120,534	-	120,534	0.06%	2.08%
4	ITM	Property Tax System - system maintenance		-				✓	✓				160,000	-	160,000	0.08%	2.16%
5	Financial Planning & Analytics	Senior Financial Planning Analysts	FT	1		1.00		✓	✓				119,284	-	119,284	0.06%	2.22%
6	ITM	Systems Analyst/Project Leader (GIS)	FT	1	1.00			✓				✓	120,534	-	120,534	0.06%	2.29%
7	ITM	Systems Analyst/Project Leader (Security Analyst)	FT	1	1.00			✓				✓	120,584	-	120,584	0.06%	2.35%
8	B&F	PT Facility Operator - Carrville	PT	2	1.80			✓		✓			41,373	-	41,373	0.02%	2.37%
9	City Clerk	Enterprise Risk Project Manager	FT	1		1.00		✓				✓	143,277	-	143,277	0.07%	2.44%
10	Library	B11 Neighbourhood Library - Operations and Staffing	FT + PT	13	9.00			✓		✓			628,768	(13,800)	614,968	0.32%	2.77%
11	Recreation	Block 11 Community Centre - 5 ARRs	FT+PT	9	8.69			✓		✓			788,943	-	788,943	0.41%	3.18%
12	ICI	Business Analyst	FT	1		1.00		✓	✓				123,463	-	123,463	0.06%	3.24%
13	Development Finance	Development Finance Coordinator	FT	1		1.00		✓	✓				106,579	-	106,579	0.06%	3.30%
14	Parks & Forestry	New Park Operating Expenses		-				✓		✓			226,000	-	226,000	0.12%	3.41%
15	Innovation & Continuous Improvement	Business Change Consultant	FT	1		1.00		✓	✓				108,937	-	108,937	0.06%	3.47%
16	Clerks - Admin	Strategic Risk Consultant		-			✓					✓	50,000	-	50,000	0.03%	3.50%
17	B&F	Assistant Foreperson	FT	1	1.00			✓		✓			68,105	-	68,105	0.04%	3.53%
18	Parks Development	Sr Parks and Open Space Planner	FT	1		1.00		✓	✓				126,477	-	126,477	0.07%	3.60%
19	Roads	PW Equipment Operator 1	FT	2	2.00			✓	✓				160,153	-	160,153	0.08%	3.68%
20	B&F	Technical Clerk	FT	1	1.00			✓	✓				79,647	-	79,647	0.04%	3.72%
21	Access Vaughan	Customer Service Reps	PT	1				✓	✓				42,783	-	42,783	0.02%	3.75%
22	HR	HR Admin Coordinator	FT	1		1.00		✓	✓				92,166	-	92,166	0.05%	3.79%
23	Recreation	City Hall Corporate Liaison Coordinator (TEMPORARY)	FT-Cont 3 Yr	1		1.00		✓			✓		98,608	-	98,608	0.05%	3.85%
24	Cultural Services	Additional funding for Special Events		-				✓		✓			30,000	-	30,000	0.02%	3.86%
25	Cultural Services	Diversity & Inclusivity Signage and Communication Program		-				✓				✓	75,000	-	75,000	0.04%	3.90%
26	City Clerk	Licensing Officer	PT	1	0.69			✓	✓				57,996	-	57,996	0.03%	3.93%
27	By-Law and compliance	Enforcement - Clerk D	FT	1	1.00			✓	✓				66,108	-	66,108	0.03%	3.96%
28	HR	Awards Budget Increase		-				✓	✓				15,000	-	15,000	0.01%	3.97%
29	Cultural Services	Concert Series Launch at City Hall		-				✓			✓		10,000	-	10,000	0.01%	3.98%
30	Cultural Services	Additional Funding for Recognition Events		-				✓			✓		10,000	-	10,000	0.01%	3.98%
31	Cultural Services	Aboriginal Facilitation & Coordination Support		-			✓			✓			30,000	-	30,000	0.02%	4.00%
32	Parks & Forestry	City Assisted Tournament Funding		-				✓		✓			12,000	-	12,000	0.01%	4.00%
33	Emergency Planning	Public Awareness-PrepE Initiative Budget Increase		-				✓				✓	45,200	-	45,200	0.02%	4.03%
34	Comm of Public Works	Operations Review Analyst	FT-Cont 1 Yr	1		1.00	✓					✓	104,845	-	104,845	0.05%	4.08%
35	Recreation	Open to Youth Pilot Project	FT+PT	4	1.55			✓			✓		74,281	-	74,281	0.04%	4.12%
<b>Total of 2017 ARRs Recommended by Senior Management Team</b>					66	48.73	9.00	3	32	13	10	4	8	5,294,268	(13,800)	\$ 5,280,468	2.75%

Total Tax Increase (1%=\$1,918,936)

2017 Base Budget Increase

Tax Increase due to ARRs Recommended by Senior Management Team

4.12%

1.09%

3.03%

# Operating Budget Overview

## Additional Resource Requests

### Proposed 2015-2018 Additional Resource Request Summary

#### 2018 Additional Resource Requests

#	Department	Description	Position Type	# of Positions	Union Net FTE	Non-Union Net FTE	One-Time Request	Continuous Requests	Growth: support City Services	Growth: tied to infrastructure	New - Enhanced Services	New - Supporting City Transformation	Annual Cost	Offsets	2018 Budget Change	Tax Rate % Incr.	Cum Tax Rate % Incr.
<b>2018 Base Budget Increase</b>																3.04%	3.04%
<b>Impact of 2015-17 ARRs on 2018</b>																0.41%	3.45%
<b>Budget Impact ARRs</b>																	
1	Fire & Rescue Operations	STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	FT	10	10.00			✓		✓			554,162	-	554,162	0.27%	3.72%
2	ITM	Systems Analyst/Project Leader (GIS)	FT	1	1.00			✓				✓	123,446	-	123,446	0.06%	3.78%
3	Financial Planning & Analytics	Senior Financial Planning Analysts	FT	1		1.00		✓	✓				122,196	-	122,196	0.06%	3.84%
4	Development Finance	Manager of Development Finance - Special Projects	FT	1		1.00		✓				✓	146,825	-	146,825	0.07%	3.91%
5	Parks & Forestry	Avondale Park (North Maple) - Development & Park Attendants	FT	4	4.00			✓		✓			336,718	-	336,718	0.17%	4.08%
6	Access Vaughan	Clerk	FT	1	1.00			✓	✓				59,051	(5,351)	53,700	0.03%	4.10%
7	ITM	EDMS Systems Analyst	FT	1		1.00		✓				✓	135,318	-	135,318	0.07%	4.17%
8	ITM	EDMS Technical SME	FT	1		1.00		✓				✓	135,318	-	135,318	0.07%	4.24%
<b>Total of 2018 ARRs Recommended by Senior Management Team</b>				20	16.00	4.00	-	8	2	2	-	4	1,613,034	(5,351)	\$ 1,607,683	0.79%	

**Total Tax Increase (1%=\$2,038,311)**

**2018 Base Budget Increase**

**Tax Increase due to ARRs Recommended by Senior Management Team**

<b>4.24%</b>
3.04%
1.20%

# Financial Outlook and Trends

The City of Vaughan is beginning 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 over 415,000 by 2031. In addition, the projected number of workers in the City 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 their long-term implications, such as 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 was 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 a complex exercise by 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 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 in relation to dwelling value are within the GTA average.

Table 32: Municipal Assessment Growth Comparison

Municipality	2013 Median Dwelling Value	2013 Municipal Property Taxes	2013 Average Household Income	2013 Municipal Taxes as a % of Household Income	2013 Municipal Taxes as a % of Median Dwelling Value
Brampton	390,418	4,397	93,217	4.7%	1.1%
Burlington	407,836	3,714	109,961	3.4%	0.9%
Markham	555,976	4,623	115,376	4.0%	0.8%
Mississauga	444,285	4,036	99,314	4.1%	0.9%
Oakville	557,877	4,878	149,522	3.3%	0.9%
Richmond Hill	589,681	5,036	114,469	4.4%	0.9%
Group Average	491,012	4,447	113,643	4.0%	0.9%
Group Median	500,131	4,510	112,215	4.0%	0.9%
<b>Vaughan</b>	<b>577,765</b>	<b>4,981</b>	<b>123,032</b>	<b>4.0%</b>	<b>0.9%</b>

Source: BMA Municipal Study-2014

All indicators reflect that Vaughan is an attractive place to live and invest, which ensures that the City has a strong assessment base to fund the 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 ensure they are delivered in an efficient and effective manner.. The majority of residents believe that they receive good value for their tax dollars; however, the 2014 Citizen survey results show 46% of respondents are in favour of no tax increases even if it means a reduction in services. While the City has kept property tax increases in line with the Municipal Price Index (MPI) and maintained service levels, the ability to sustain this practice will prove challenging.

Excluding growth, new initiatives and/or service level changes, the City still experiences ongoing cost pressures related to price escalation. The impact of price inflation is mainly associated with cost components like labour, contracts, utilities, materials, capital projects, etc. These pressures are unavoidable and due to their nature, have contributed to the City's costs escalating at a faster rate 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 and other sustainability reserves exist to improve flexibility. These reserves are in a very healthy position.
- The City's debt levels are below policy limits and substantially 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 engaged an actuary in 2014 to undertake a review of post-retirement benefit requirements. Recommendations that arise from this review will be incorporated into future financial plans.

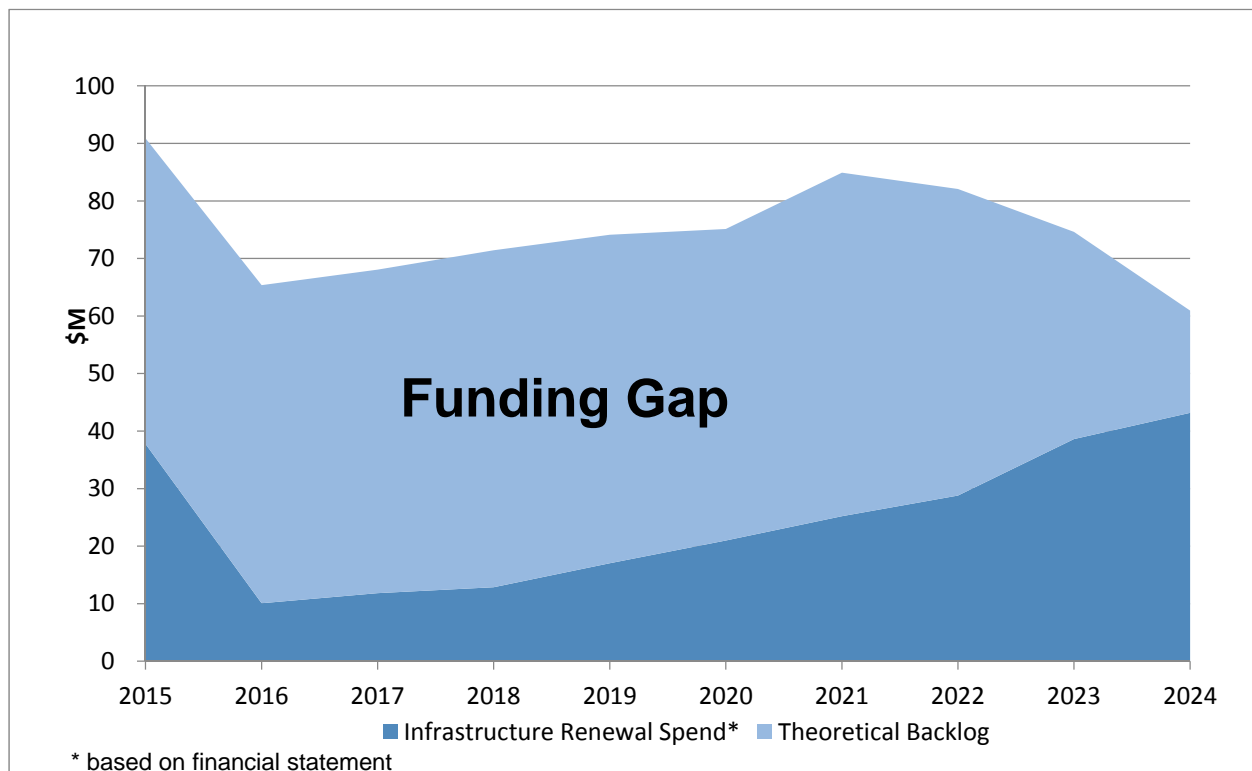
The Asset Management Initiative currently underway will assist in assessing the current state of the City's infrastructure. As a result of the work that will be completed, further consideration of existing reserve balances, future contributions and the timing of expected liability requirements will be 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 by 2022, plus the existing backlog of projects estimated at \$42M. 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.

# Financial Outlook and Trends

Chart 14: Infrastructure Funding Gap



The graph above illustrates that Vaughan's infrastructure funding contributions are not adequate to sustain future requirements. The gap could be reduced by applying the full balances available in the 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.

# Financial Outlook and Trends

Per the Citizen 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.

## 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 support Vaughan's growth will take place at the same time that existing assets are nearing the end of their useful lives, and where significant investments in renewal/replacement will be critical. . Consequently, it is vital to enhance Vaughan's current plan for these investment requirements 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 (64% 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,

# Financial Outlook and Trends

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 relatively high proportion of residents that are below the age of 15. The larger proportion of young families increases the demand for age-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.

Table 33: Summary of Financial Master Plan Recommendations

Recommendation	Classification	Priority
Prioritization	Future Based Organization	A
Infrastructure Financing	Infrastructure & Post Retirement	A
Performance Measurement	Future Based Organization	A <sub>underway</sub>
Asset Management	Infrastructure & Post Retirement	A <sub>underway</sub>
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 <sub>underway</sub>
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 and refinement of performance measures that will better report on the ability of the department to meet department and corporate objectives. A performance management software solution has been acquired to assist with the development of a corporate dashboard to provide management with a tool to assist them in assessing whether the City is achieving its service delivery goals. This dashboard is anticipated to be available by the end of quarter two in 2015.

The Asset Management Initiative continues to be a priority initiative for the City. Phase 1 has been completed which resulted in the development of the City's Asset Management Strategy. The Strategy includes a detailed roadmap to assist with the implementation of the steps necessary to make this initiative successful. Phase 2 is expected to begin in 2015 which includes

# Financial Outlook and Trends

the implementation of key recommendations from Phase 1, specifically the implementation of a corporation-wide Computerized Work Management System and Asset Management Planning System. These technology improvements will include improvements to business processes and asset date. Information resulting from this initiative regarding condition and refined life cycle assessments of City infrastructure and assets will be incorporated into future financial forecasts.

The Consolidated Reserve 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 is illustrated:

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

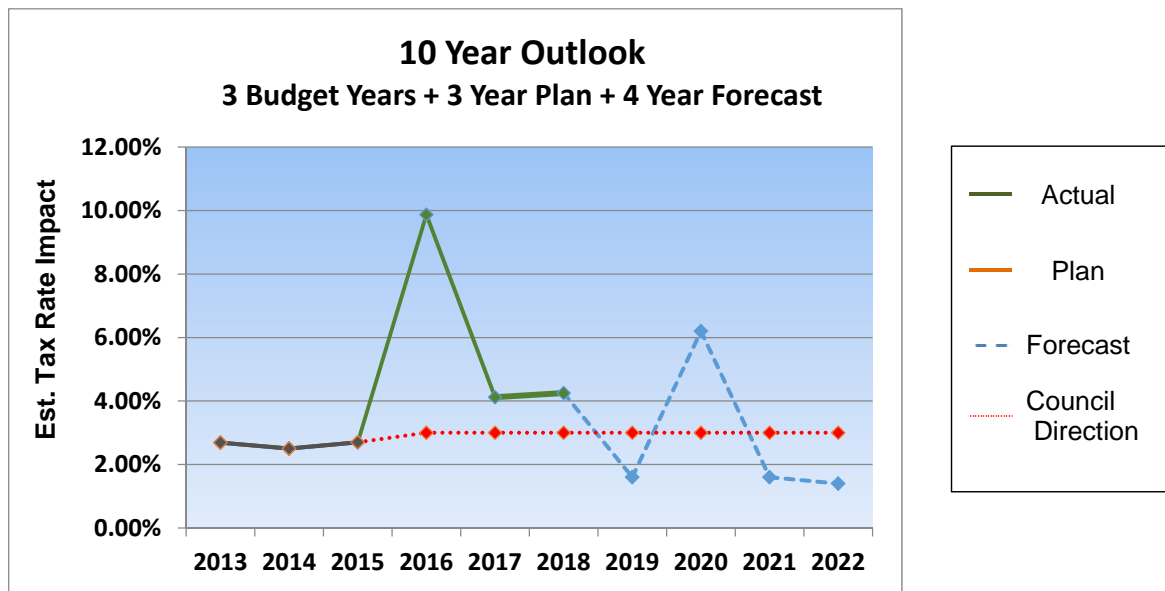
For more information, the Financial Master Plan can be viewed on the City's Budget Site.

## 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 - 2015, and the planned and forecasted tax impacts for 2016 to 2022.

# Financial Outlook and Trends

Chart 15: 10 Year Outlook



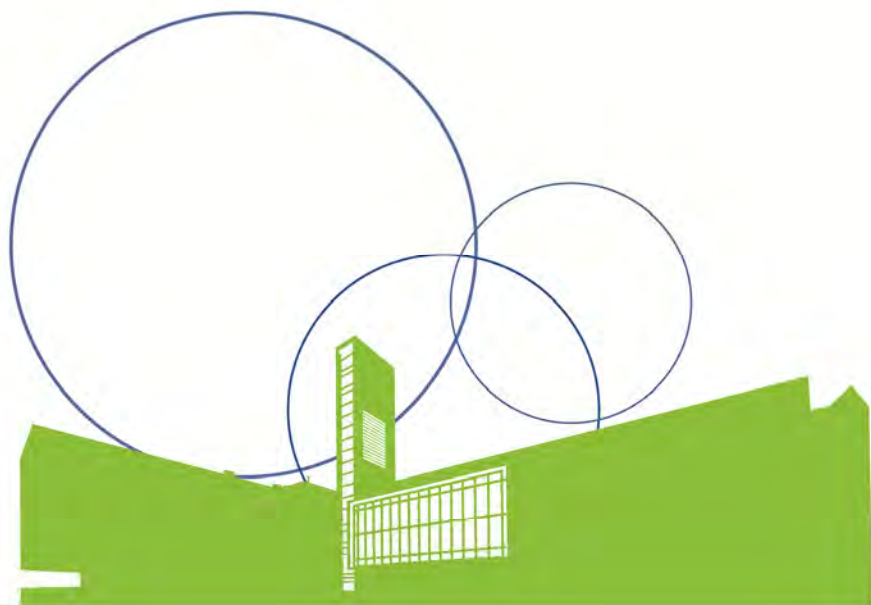
Staff received direction from Council that a tax increase of no more than 3% per annum over the remaining term of Council is required. This has been overlaid on the graph above, illustrating that some tough decisions will be required in order to achieve this mandate.

The budget pressures faced by the City are complex and have built up over time. These include municipal price pressures, slowing assessment growth coupled with increasing costs to service growth, new service level requests, infrastructure renewal requirements, a growing need to transform City administration to achieve long term efficiencies in support of better service delivery, etc. The Budget Task Force will provide an opportunity or further study and discussion that will feed in to the next budget cycle.

# Vaughan Healthcare Centre Precinct Plan – Development Levy

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## 2015



# Vaughan Healthcare Centre

## Precinct Plan – Development Levy

### Hospital News

There has been tremendous progress this year for the Mackenzie Vaughan Hospital project. Knowing how important this hospital and access to healthcare services are to the community, Council has worked with all its stakeholders to move this project forward.

The new Mackenzie Vaughan Hospital is the first new hospital to be built in southwest York Region in almost 50 years. From provincial approval in 2011 to shovels in the ground in 2014 that started the early works on the site, the hospital will soon be a reality. In May of this year, the City and Mackenzie Health signed a 99-year lease which gives Mackenzie Health access to the land to build and operate the hospital.

On June 29, 2015, the Ministry of Health and Long-Term Care announced the release of a request for proposals to the three teams shortlisted to design, build, finance and maintain the new Mackenzie Vaughan Hospital. The winning proponent is expected to be announced in 2016 with construction to start shortly thereafter.

“Ultimately, building a hospital is about people. It’s about investing in people’s health and ensuring that we all have access to the very best healthcare services available.” Mayor Maurizio Bevilacqua, May 2015



*Announcement of Mackenzie Vaughan Hospital project moving ahead with Cabinet Ministers from the Ontario government, representatives from Mackenzie Health, and local officials and dignitaries on June 29, 2015.*

### 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 Vaughan Healthcare Centre Precinct Plan, which is envisioned to provide a hospital and network of healthcare related services and amenities. The approved

# Vaughan Healthcare Centre

## Precinct Plan – Development Levy

strategy was based on a dedicated Healthcare Centre Precinct Plan – Development Levy, which was phased in over five years.

Initially, the \$80M 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 2011-12 tax increases from two to three years. Therefore, there was an increase of 0.91% each year from 2011 to 2013.

The annual levy will increase slightly each year as a result of assessment growth. Based on the current levy, the contribution will be recovered within approximately eight 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 the Healthcare Centre Precinct Plan – Development Levy is not part of the City's operations and for transparency is shown separately on property tax bills. Residents should know these funds are contributing directly towards the acquisition of the hospital precinct lands and necessary site preparation requirements. For 2015, the Healthcare Centre Precinct Plan – Development Levy is approximately \$57 for the average home assessed at \$587,000.

By-law 135-2009, enacted by Council on June 15, 2009, authorized debenture financing of up to \$80M towards this initiative and permitted internal financing to the extent possible, and as appropriate, to the satisfaction of the City Treasurer. The City's internal borrowing rate, based on the City's average investment rate, is traditionally lower than external financing arrangements which resulted in recovering costs more quickly. The total accumulated internal interest costs associated with the project for the period of 2009 to 2014 were \$2,889,681 as of Dec. 31, 2014. Interest costs are in addition to the capital project authorization and are recovered directly by the special levy.

The table below illustrates net amounts collected since 2009.

**Table 34: Levy Collections to Date**

	<b>Levy</b>	<b>Interest</b>	<b>Net</b>
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	5,270,021
2013	7,251,692	551,289	6,700,403
2014	7,236,797	495,871	6,740,926
Total	30,832,531	2,889,681	27,942,850
2015 Estimate	7,200,000	495,871	6,755,821
<b>2015 Total</b>	<b>\$38,099,118</b>	<b>\$3,385,552</b>	<b>\$34,713,566</b>

# Vaughan Healthcare Centre

## Precinct Plan – Development Levy

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. 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.

### **Vaughan Healthcare Centre Precinct Planning**

The City purchased land for the future hospital in 2009 along Major Mackenzie Drive between Highway 400 and Jane Street. 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 for this land. The team's work in preparing the site will support Mackenzie Health's mandate to plan, build and operate the Mackenzie Vaughan Hospital.

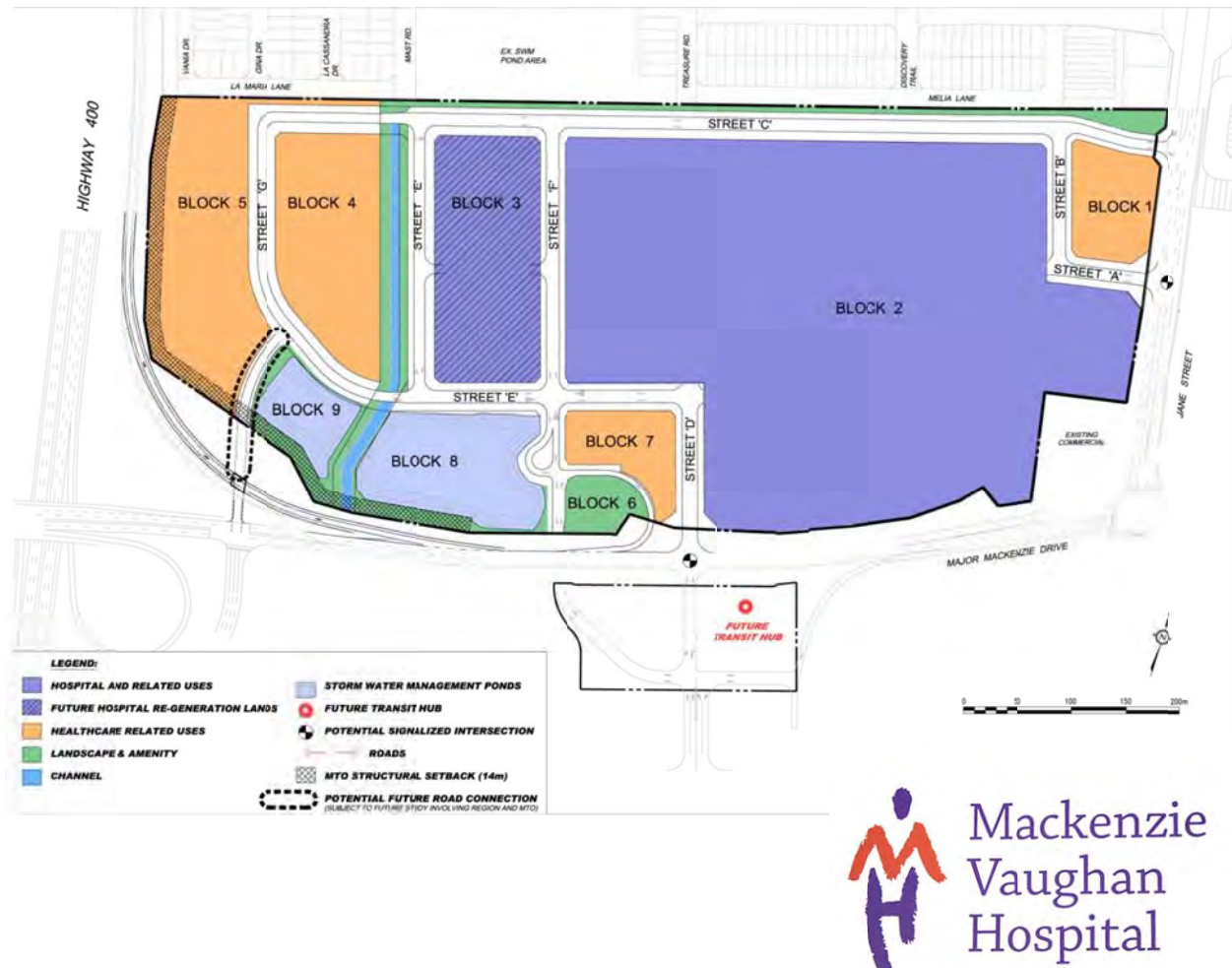
Phase one of the construction project was awarded in September 2014 and works were substantially complete by the summer of 2015.

Phase two of construction includes work associated with the internal servicing of the site such as stormwater management, sanitary, water and storm works, and improvements to Jane Street. The Phase two procurement tender is planned for September 2015.

# Vaughan Healthcare Centre Precinct Plan – Development Levy

Illustration 17: Mackenzie Vaughan Hospital site

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

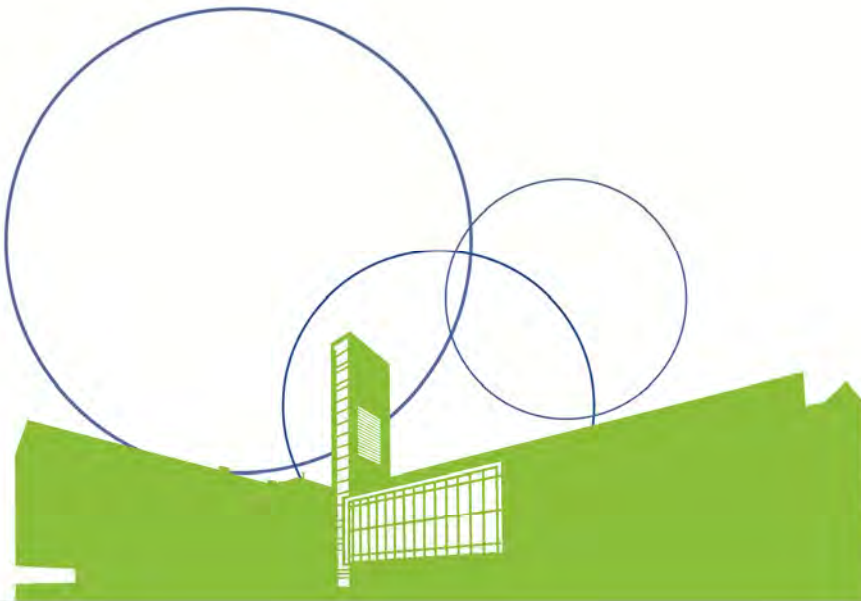




# Capital Budget Overview

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## 2015



# Capital Budget Overview

## The Process of Building the Capital Budget

Guided by Vaughan Vision 2020, the Corporate Planning process and the business planning efforts, departments prepared capital project submissions for a four- year period. Council approves the first year budget and recognizes future capital plans. This provides the flexibility to review and adjust future budgets before approval.

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 2018 years or deferred. After significant preparation and deliberation, the process resulted in the following capital plan:

Table 35: Summary of the 2015-18 Capital Plan

	<b>2015 Budget</b>	<b>2016</b>	<b>2017 Forecast</b>	<b>2018</b>
<b>Capital Budget</b>	\$92.7M	\$106.8M	\$104.5M	\$64.1M
<b># of Projects</b>	164	136	116	91
<b>% Related to Renewal</b>	54.9%	58.8%	50.9%	45.1%

## 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:

Table 36: Policy Targets

<b>Policy Ratio</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Target</b>
Discretionary Reserve*	63.1%	57.8%	55.7%	58.9%	64.9%	>50% Of Own Source Revenues
Working Capital*	9.3%	7.9%	6.1%	5.1%	4.9%	Up To 10% Of Own Source Revenues
Debt Service Costs	6.0%	6.3%	5.6%	4.2%	4.8%	<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

# Capital Budget Overview

indicator of Vaughan's financial health. The decrease in the 2015 discretionary reserve ratio is related to a number of capital projects and reserve transfers. However, the 2014 BMA Municipal Study notes that the average discretionary reserve ratio for all single and lower-tier municipalities in Ontario is only 50%.

- **Working capital funds** provide in-year cash flow requirements. The progressive decrease in this ratio is due to phasing out the use of the subsidization of tax increase from the tax rate stabilization reserve and anticipated surpluses. Contributions to this reserve are surplus based, which are not planned or forecasted, and 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. There is a large debt retirement in 2017.

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:

- 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
- 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 presented 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.

# Capital Budget Overview

- **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 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 budget is almost split evenly between infrastructure renewal and growth development projects. From the table it can be seen that:

- 54% of the four- year capital plan is in Public Works, comprised of Development Engineering, Capital Delivery, Roads, Parks and Forestry and Environmental
- 29% of the four year capital plan is in Community Services, comprised of Building and Facilities, Parks Development, Fleet, and Recreation and Culture

Table 37: Capital Plan by Department (\$M)

Department	2015	2016	2017	2018	4YR Total	
Development Engineering	25.0	19.2	19.2	21.1	84.6	23.0%
Capital Delivery	23.9	17.9	16.9	15.9	74.5	20.3%
Building & Facilities	7.8	36.2	23.3	2.0	69.3	18.8%
Roads, Parks & Forestry	7.0	5.6	22.3	5.6	40.6	11.0%
Parks Development	9.4	8.6	11.1	10.3	39.4	10.7%
Libraries	5.8	6.3	3.8	3.1	19.0	5.2%
Fire	3.4	8.7	3.0	1.4	16.5	4.5%
Information Technology Mgmt	1.3	1.3	1.3	2.0	5.8	1.6%

# Capital Budget Overview

Department	2015	2016	2017	2018	4YR Total	
Fleet	1.3	1.2	0.9	1.7	5.1	1.4%
Development Planning	3.7	-	0.2	-	3.8	1.0%
Building Standards	0.5	1.1	1.1	0.3	3.1	0.8%
Corporate	1.5	-	-	-	1.5	0.4%
Environmental Services	0.8	0.2	0.2	-	1.3	0.3%
Real Estate	0.3	0.3	0.3	0.3	1.1	0.3%
Recreation	0.2	0.2	0.3	0.2	1.0	0.3%
Purchasing	0.3	-	-	-	0.3	0.1%
Development Finance	0.1	-	0.2	-	0.3	0.1%
Emergency Planning	0.1	-	0.2	-	0.3	0.1%
Financial Services	-	-	0.2	-	0.2	0.0%
By-Law & Compliance	0.1	-	-	-	0.1	0.0%
Human Resources	-	-	0.1	-	0.1	0.0%
Strategic Planning	0.1	-	-	-	0.1	0.0%
Financial Planning & Analytics	-	-	-	0.1	0.1	0.0%
Access Vaughan	0.1	-	-	-	0.1	0.0%
Environmental Sustainability	0.0	-	-	-	0.0	0.0%
Clerks	-	-	-	0.0	0.0	0.0%
<b>Grand Total</b>	<b>92.7</b>	<b>106.8</b>	<b>104.5</b>	<b>64.1</b>	<b>368.1</b>	

## Operating Budget Implications

Initial investments in service delivery capital infrastructure are fixed and primarily funded through development charges. However, the related ongoing operational and service costs place cumulative, lasting pressures on the operating budget. Operational requirements include staff and associated operating costs of new infrastructure. These costs are embedded in the City's growth-related expenditures in the base or as additional resource requests. These will typically be lower in the first year due to the construction timing involved. Debenture financing is primarily leveraged for the City's roads program. Infrastructure contributions are required to begin funding the ultimate replacement of infrastructure funded through the development community.

The future annual incremental operating budget implications associated with the 2015 Capital Budget and 2016 to 2018 Capital Plan are estimate as follows:

Table 38: Operating Impacts Associated with the Capital Program

Items	2015		2016		2017		2018	
	\$M	Tax Rate	\$M	Tax Rate	\$M	Tax Rate	\$M	Tax Rate
Operational Requirements	0.6	0.37%	4.9	2.85%	4.0	2.06%	2.1	1.03%
Debenture Financing	0.5	0.30%	0.4	0.25%	-1.9	-1.00%	2.7	1.31%
Infrastructure Contributions	0.9	0.54%	0.8	0.47%	1.9	1.01%	1.1	0.52%
<b>Total</b>	<b>2.0</b>	<b>1.20%</b>	<b>6.1</b>	<b>3.57%</b>	<b>4.0</b>	<b>2.07%</b>	<b>5.8</b>	<b>2.86%</b>

# Capital Budget Overview

## Capital Budget and Plan Overview by Funding Source

The Capital Budget and plan is based on more than 500 projects covering a number of departments.

Below are brief descriptions of some of the capital projects in the 2015-18 plan:

### Parks (\$41.0M)

In addition to the Carrville District Park discussed below, there are four other major park projects currently in the capital plan.

- North Maple Regional Park (Phase one development) includes the construction of two artificial sports fields, a driveway, parking and related site improvements planned for 2015 (\$5.4M)
- Block 40 District Park design and construction, in the Major Mackenzie Drive, Lawford Road and Chatfield Drive area, is planned for 2016 (\$3.6M)
- Block 18 District Park, in the Rutherford Road and Peter Rupert area planned for 2017 (\$6.8M)
- Block 59 District Park, in the Highway 27 and Martin Grove area, planned for 2017 (\$5.2M)

In addition to District Parks the plan includes \$22.0M for 36 other parks development projects.

Between 2016-18 about \$1.1M in additional resource requests have been recognized to support new park operating costs.

### Block 11 Carrville Community Centre, District Park and Library (\$43.8M)

The Carrville Community Centre is planned to begin construction in 2016. The Community Centre was identified in the 2013 Development Charge Background Study and in Vaughan's Active Together Master Plan. The centre is expected to have two arenas, a gymnasium, associated amenities and an adjacent district park. A community library is also planned. Project completion is expected in 2017.

Operating costs associated with this facility have been included in the 2016-18 Plan with additional resource request submissions received from Libraries (\$0.6M), Building and Facilities (\$1.3M), and Recreation and Culture (\$0.8M).

### Black Creek Renewal and Vaughan Metropolitan Centre Stormwater Management Pond (\$32.3M)

Capital works continue within the Vaughan Metropolitan Centre for the renewal of Black Creek between Highway 7 and Highway 407, including culvert improvements at Doughton Road and Interchange Way. Other works include required improvements to the City's existing storm water management pond at the northeast corner of Jane Street and Highway 7. In total, the

# Capital Budget Overview

expected project costs total over \$54M. The required works are complex and are expected to continue through to 2019. A financial strategy and design refinement is expected in 2015.

## Relocation of Fire Station 7-4 – Kleinburg (\$6.0M)

This project is for the relocation of Fire Station 74. The new station will be a fully staffed 9,300 square foot, two bay fire station with ancillary offices and crew quarters. Design and construction is expected in 2016 with project completion planned for 2017.

Staffing costs associated with the firefighters for this station are estimated at \$2.1M per year when fully implemented. One cohort of firefighters will be hired in 2016 with a second in 2017. The costs of each cohort will be phased in over two years.

## Vellore Village South Library (\$4M)

Design and Construction of the Vellore Village Community Library in Block 39 in the planned community centre is scheduled to begin in 2015. Project completion is expected in 2016.

Operating costs associated with this facility have been included in the 2016-18 Plan with an additional resource request submission received from Libraries for \$0.6M.

Other projects of interest include:

## Kleinberg Church (\$1.0M)

The City purchased the Kleinburg United Church in 2010. This project, expected to be completed in 2015, will include the necessary renovations to allow the facility to be used by local community groups.

## Fire – Training Tower (\$1.2M)

This 2015 project will allow Vaughan Fire and Rescue Service to provide training in the latest techniques of firefighting and control of emergency situations. The facility may also be rented out to other fire departments or internal and external stakeholders for their training needs.

## City Tree Planting Program (\$1.4M)

Annual funding for the City's two tree planting programs increased by \$0.4M in 2015. One program replaces about 1,400 trees per year that have died or been damaged. The second program is specifically to replace trees infected by the Emerald Ash Borer (EAB). About 500 EAB trees are replaced each year. Due to the 2013 ice storm, a backlog of over 21,000 trees currently exists. In 2015 one-time funding of \$0.8M has been added to supplement the tree planting program to help address the backlog. The Budget Task Force is expected to study options for addressing the backlog.

## New Watermains (\$17.9M)

There are five projects for the installation of new watermains in growth areas of the City. These projects are undertaken by developers and paid for by the City as development occurs.

# Capital Budget Overview

## Curb and Sidewalk Repair and Replacement (\$7.4M)

The annual curb and sidewalk repair and replacement program involves the removal and replacement of damaged sections of curbs and sidewalks Citywide. A requirement under the province's Minimum Maintenance Standards is for the City to complete a sidewalk inventory assessment each year. The information captured from this inventory supports future work plans for the program.

## Road Rehabilitation (\$37.9M)

The annual program for road rehabilitation includes the resurfacing and rehabilitation of road surfaces. This program also incorporates associated curbs and sidewalks that may be affected by these works. When appropriate, watermain replacement in the planned area is coordinated to help mitigate capital costs and disruption to citizens. The roads rehabilitation program is primarily debt financed.

## LED Streetlight Conversion (\$6.0M)

The project is to undertake further replacement of residential High Pressure Sodium (HPS) street lights with LED lighting. This project is expected to extend beyond 2019.

## Overview by Funding Source

To assist stakeholders in assessing the 2015 Capital Budget and 2016 to 2018 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:

Table 39: Capital Plan by Funding Source

(\$M)	2015	2016	2017	2018
A. Development Charge Reserves	41.5	66.4	31.6	25.4
B. Capital Reserves	19.9	15.4	14.0	10.7
<b>Other</b>	5.1	1.2	0.6	0.8
C. <b>Debt</b> Funding	4.0	6.9	43.2	12.2
D. Capital from <b>Taxation</b>	6.8	9.2	8.0	7.9
E. Municipal <b>Gas Tax</b> Funds (AMO)	15.3	7.8	7.1	7.1
<b>Total</b>	<b>92.7</b>	<b>106.8</b>	<b>104.5</b>	<b>64.1</b>

### **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 2015 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.

For projects funded from development charges, the following guidelines previously approved by Council were taken into consideration:



# Capital Budget Overview

1. Reserve balances should remain positive and not placed into a pre-financing position
2. Pre-financing should not be increased
3. Commit no more than 50% of annual revenues for reserves in a pre-financed position

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 through future collections and spending constraints was anticipated to recover to a positive balance. However, this forecast has changed as a result of collections timing and adjustments to the 2015-18 capital plan to better reflect service level requirements. The unfunded position is planned to continue as a result of the difference in service level measures. Vaughan Fire and Rescue Service is measured by response time which is greatly impacted by intensification and traffic congestion. The development charge document provides new development funding based on a historical service level per capita measure. The two measures provide very different project timing and funding needs, which will require further discussion to address the forecast trend and service requirements.

## **Other Reserves Forecasted in a Negative Position**

- 1) Public Works Development Charge Reserve – This reserve is forecasted to enter into a negative position in 2019 due to the planned Joint Public Works/Parks New West Yard. Construction of this yard is currently planned ahead of the estimated timing of the development charge collections.
- 2) Special Area Charges – These reserves relate to projects generally built by developers, which will be funded by the City once funds are collected and available. Although the reserves illustrate a negative position after commitments, these reserves will never be in a deficit cash position as payments will only occur when funds are on hand.

# Capital Budget Overview

## B. Capital Reserves – Infrastructure Reserves

Infrastructure Reserves are discretionary reserves that have been set aside by policy to fund infrastructure renewal and replacement. Asset construction, during the height of Vaughan's growth over the last 30 years are beginning to near the end of their useful lives, as such the requirements for renewal will come online just as rapidly as they were built. Annual allocations of tax funding to these reserves, based on estimated useful lives of new assets, help to spread the cost of replacement out over time to minimize tax rate increases.

The table below illustrates the reserve funding available over the next several years.

Table 40: Capital Funding by Infrastructure Reserve

By Funding Source (\$M)	2015	2016	2017	2018
Building & Facilities Reserve	3.7	1.2	0.8	0.5
Fire Equipment Reserve	1.0	3.0	0.9	0.1
Heritage Reserve	0.0	0.0	0.0	0.0
Keele Valley Landfill Reserve	1.1	0.0	0.0	0.0
Roads Infrastructure Reserve	0.6	0.0	0.1	0.0
Sewer Reserve	0.8	0.1	0.0	0.0
Water Reserve	7.6	3.4	5.4	4.6
Parks Infrastructure Reserve	1.3	3.4	3.3	1.1
Vehicle Reserve	0.9	0.7	0.6	1.4
Uplands Revenue Reserve	0.1	0.7	0.1	0.1
Information Technology Asset Replacement	1.1	1.1	1.1	1.1
Library Materials Reserve	1.5	1.7	1.8	1.8
<b>Grand Total</b>	<b>19.9</b>	<b>15.4</b>	<b>14.0</b>	<b>10.7</b>

It should be noted that infrastructure renewal is also funded from other sources discussed within this document, such as capital from taxation, debentures and gas tax. The total annual capital budget allocated to infrastructure renewal averages \$29.9M/year or approximately 33% 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 life and the economic health for future generations. As a result, a number of reports and initiatives have come forward to address this challenge, including:

# Capital Budget Overview

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 projects. These reserve balances substantially contribute to achieving the City's Discretionary Reserve Ratio Policy.

## Innovation Reserve

The creation of an Innovation Reserve was approved in 2012 to provide seed funding for innovative propositions which require upfront investment. Departments with projects that qualify submit a business case which is reviewed by the Directors' Working Group and the Senior Management Team. The business case includes the requirement for a payback schedule, indicating the efficiencies or revenue generation anticipated to result from the initiative.

There were two applications that were approved for 2015:

- i. Office of Partnerships (\$1.0M)

The executive director put forward a request for funding to create an Office of Partnerships which will be the centralized point of co-ordination and contact for the Municipal Sponsorship Program. This program is intended to assist the City in generating revenues which will take some pressures off the tax base through opportunities such as naming rights, signage, product placement, advertising on vehicular assets, website, co-branding, exclusivity agreements, supplier

# Capital Budget Overview

agreements, loyalty programs and event sponsorship. Payback to the reserve will be made using revenue generated by the program.

## ii. Fire Training Tower (\$1.3M)

Vaughan Fire and Rescue Service put forward a request for funding to construct training tower facilities at the Joint Operations Centre. Vaughan Fire and Rescue Service must have a high degree of competence in order to ensure the health and safety of its firefighters and meet service level standards. The primary function of the facility would be used to train Vaughan's firefighters in the latest techniques of firefighting and control of emergency situations. Reserve payback will be achieved through the savings realized by not renting time at a tower in another municipality, plus through revenue generated by renting the fire training tower to other users.

## C. 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 2015 Capital Budget and 2016 to 2018 Capital Plan are as follows:

Table 41: Total Debenture Funded Projects

\$M	2015	2016	2017	2018
<b>Debenture Financing</b>	4.0	6.9	43.2	12.2

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 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 potential escalation in debt costs in future years just beyond the forecast. Although debt service costs are well within the 10% policy target, they are forecasted to approach the City's policy threshold within six years if alternative funding sources are not identified for some of these large projects. Staff will continue to investigate the availability of alternate funding sources.

# Capital Budget Overview

Tax levy supported debt for 2015 thru 2018 is illustrated in the following table:

**Table 42: Tax Levy Supported Debt**

	2014	2015		2016		2017		2018	
	Outstanding Debt Principal	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest	Interest Payment	Principal & Interest
General Government	10,000,000	249,915	1,250,000	219,433	1,250,000	184,929	1,250,000	152,768	1,250,000
Roads	41,778,387	2,544,912	8,465,025	2,336,997	7,385,943	733,806	4,768,967	435,760	3,721,043
Sanitary Sewers	408,072	51,747	168,176	46,665	94,706	-	-	-	-
Waterworks	445,596	59,600	154,243	57,825	117,355	-	-	-	-
Recreation	3,214,724	103,453	453,583	94,486	453,794	69,045	454,028	44,245	364,854
<b>Total</b>	<b>55,846,778</b>	<b>3,009,628</b>	<b>10,491,027</b>	<b>2,755,405</b>	<b>9,301,797</b>	<b>987,780</b>	<b>6,472,995</b>	<b>632,773</b>	<b>5,335,898</b>

## D. Taxation Funded Capital

Each year's operating budget includes an allocation to fund capital projects that are not otherwise funded through development charges, reserves or debentures. These projects are generally of two types:

- Development charge capital project co-funding requirements, as specified in the Act, are 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.
- Non-growth related projects which have no other funding source such as new initiatives, technology replacement, new infrastructure beyond development charge service levels, etc.

The 2015 Operating Budget and 2016 to 2018 Operating Budget Plan allocates \$6.7M in 2015 to taxation funded capital projects, growing to \$6.9M in 2018. It should be noted, 2015 through 2018 taxation funded capital project requests totalled \$31.9M, which is approximately 17% greater than the funds available, \$27.3M.

## E. Gas Tax (AMO) Funds

This is a federally supported program, intended to support Ontario municipalities' investment in environmentally sustainable municipal infrastructure projects, such as water, wastewater, solid waste, local roads, bridges, tunnels, etc. It comes with the expectation that the investments will see Ontarians enjoying cleaner air, cleaner water and reduced greenhouse gas (GHG) emissions. Where possible, the City will use any remaining funds for Roads Program, which is primarily funded through debt financing, saving on interest costs. The municipality must clearly demonstrate that funding used for a project is incremental and the funding enabled a project implementation, enhanced its scope or accelerated its timing.

# Capital Budget Overview

Municipalities entered into a new Municipal Gas Tax Fund agreement in 2014. This program is administered by the Association of Municipalities of Ontario (AMO). The 2014 federal budget extends funding to 2024 and institutes changes to better meet the needs of municipalities. Changes include:

- Indexing of the fund by an estimated 2% per annum commencing in 2016
- Increasing the number of eligible project categories
- Extending the banking of unspent funds limit to five years
- Requiring the development and implementation of an Asset Management Plan prior to December 31, 2016

Staff reviewed the list of capital projects submitted and with concurrence of AMO staff have identified a number of capital projects eligible under the Municipal Gas Tax Funding Agreement.

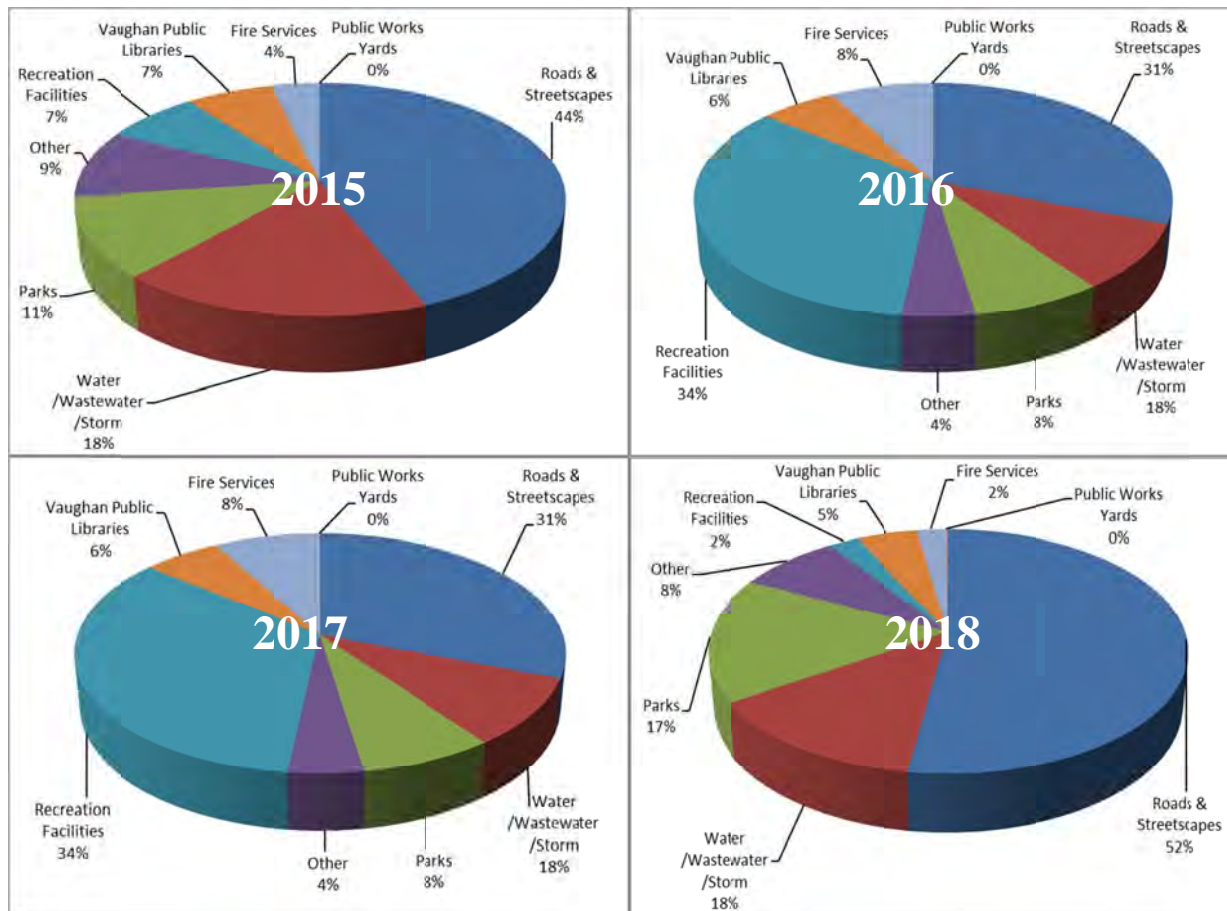
## Summary Schedules

Capital budget charts illustrating Capital Project Expenditures and Revenues for 2015 through 2018 are provided below. Expenditures are shown by type of expenditure and revenues are shown by funding source.

# Capital Budget Overview

Chart 16: Summary Capital Expenditures and Revenues

## Capital Expenditures by Project Type

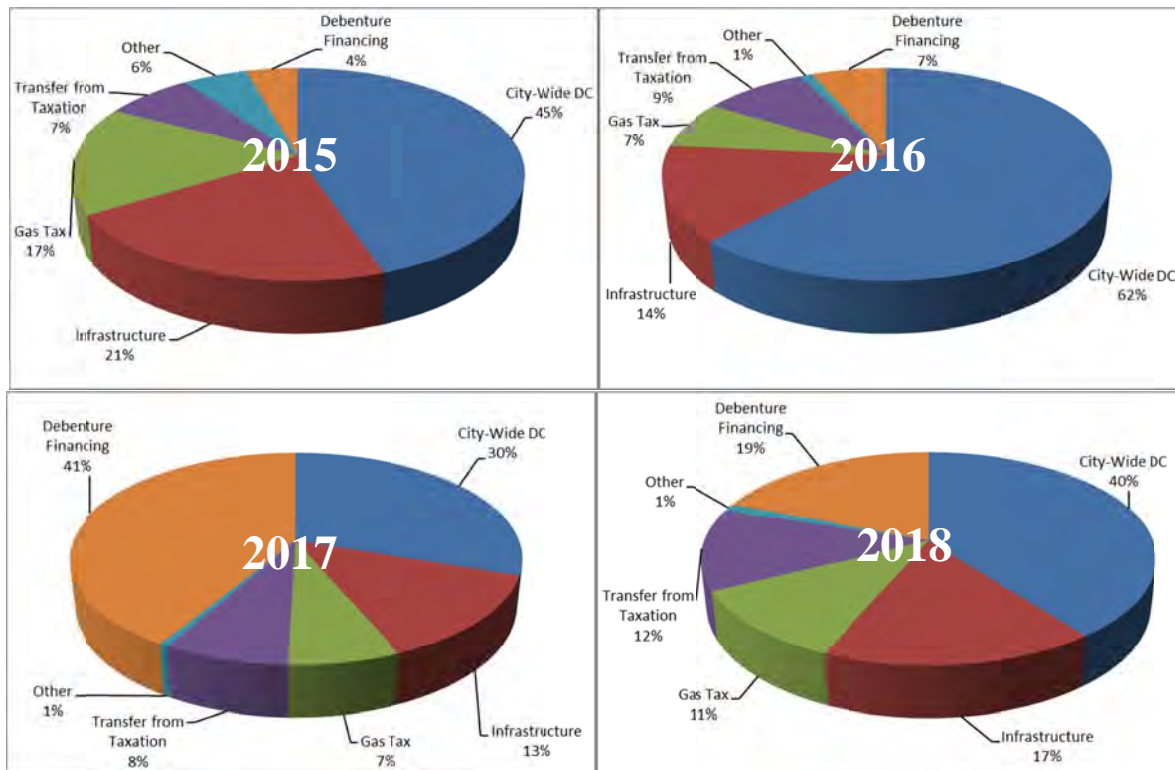


Project Type (\$M)	2015	2016	2017	2018
Roads & Streetscapes	40.7	32.9	26.9	33.5
Water/Wastewater/Storm	16.6	9.6	15.3	8.7
Parks	10.3	8.2	11.4	10.7
Other	8.7	4.5	26.1	5.1
Recreation Facilities	6.7	36.5	1.9	1.5
Vaughan Public Libraries	6.2	6.3	3.8	3.1
Fire Services	3.4	8.7	3.0	1.4
Public Works Yards	-	-	16.2	0.1
<b>Grand Total</b>	<b>92.7</b>	<b>106.8</b>	<b>104.5</b>	<b>64.1</b>



# Capital Budget Overview

## Capital Funding by Source



Funding Source (\$M)	2015	2016	2017	2018
Development Charges	41.5	66.4	31.6	25.4
Infrastructure Reserve	19.9	15.4	14.0	10.7
Gas Tax	15.3	7.8	7.1	7.1
Transfer from Taxation	6.8	9.2	8.0	7.9
Other Reserves	5.1	1.2	0.6	0.8
Debenture Financing	4.0	6.9	43.2	12.2
<b>Grand Total</b>	<b>92.7</b>	<b>106.8</b>	<b>104.5</b>	<b>64.1</b>



# Capital Budget Overview

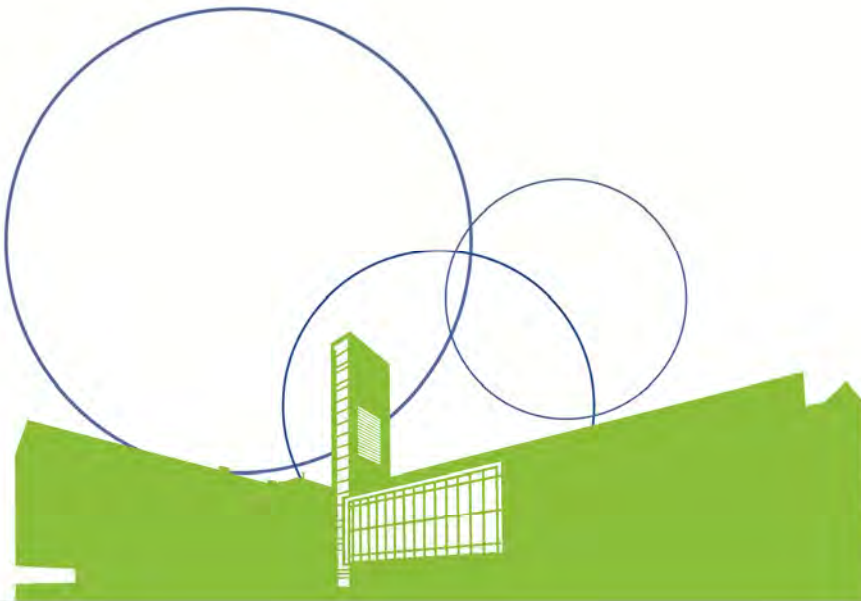
Table 43: Funding Detail by Reserve (\$M)

	2015	2016	2017	2018
<b>City-Wide DC</b>				
City Wide DC - Engineering	16.82	22.48	12.09	16.12
City Wide DC - Fire	0.65	4.84	2.08	1.36
City Wide DC - Library Buildings	3.66	3.86	0.72	1.02
City Wide DC - General Gov.	0.69	0.24	0.47	0.21
City Wide DC - Park Dev.	7.28	4.89	7.16	6.73
City Wide DC - Fleet/P.W.	0.23	0.46	9.08	-
City Wide DC - Recreation	3.29	29.59	-	-
SADC-D25 Zenway / Fogal Sanitary Sub-Trunk	4.39	-	-	-
SADC-D27 Huntington Road Sewer	4.51	-	-	-
<b>Total</b>	<b>41.50</b>	<b>66.36</b>	<b>31.59</b>	<b>25.43</b>
<b>Infrastructure</b>				
Pre-B& F Infra. Reserve	3.69	1.23	0.77	0.54
Fire Equipment Reserve	1.04	2.98	0.90	0.08
Heritage Reserve	-	0.03	-	-
Keele Valley Landfill Reserve	1.13	-	-	-
Roads Infra. Reserve	0.65	-	0.10	-
Sewer Reserve	0.79	0.11	-	-
Water Reserve	7.61	3.45	5.36	4.58
Parks Infra. Reserve	1.34	3.36	3.33	1.06
Vehicle Reserve	0.90	0.72	0.55	1.41
Uplands Revenue Reserve	0.07	0.73	0.07	0.07
Information Technology Asset Replacement	1.13	1.14	1.14	1.14
Library Materials Reserve	1.54	1.67	1.80	1.84
Tree Replace Reserve	0.05	0.05	0.05	0.05
Municipal Roads Infrastructure Grant	-	0.19	-	0.34
Investing in Ontario Grant	0.06	0.49	0.04	-
Recreation Land Reserve	0.27	0.27	0.27	0.27
<b>Total</b>	<b>20.26</b>	<b>16.41</b>	<b>14.38</b>	<b>11.38</b>
<b>Gas Tax</b>	15.33	7.76	7.10	7.07
<b>Transfer from Taxation</b>	6.84	9.19	8.03	7.89
<b>Debenture Financing</b>	4.01	6.88	43.18	12.23
<b>Other</b>				
Donations	0.03	-	-	-
Municipal Contribution	3.20	-	-	-
Other Recoveries	0.04	-	-	-
Shared Costs	0.15	-	-	-
Building Standards Reserve	0.10	0.21	0.21	0.10
Innovation Reserve	1.24	-	-	-
<b>Total</b>	<b>4.76</b>	<b>0.21</b>	<b>0.21</b>	<b>0.10</b>
<b>Total Funding</b>	<b>92.70</b>	<b>106.81</b>	<b>104.47</b>	<b>64.10</b>

# Reserves

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## 2015

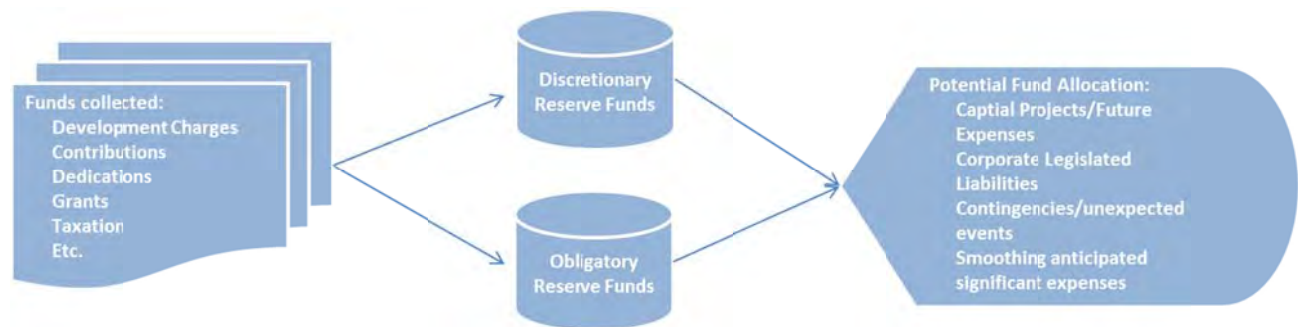


Reserve funds play a very important role in the City's finances and provide a strong indicator of the City's overall financial health. The City sets aside funds, collected through various means (development charges, contributions, dedications, taxation, etc.) for the following intended purposes:

- 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:

Illustration 18: Flow of Funds Collected



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

## Reserve Funds Classifications

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

**Discretionary Reserve Funds** – 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 and 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 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

- 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

**Obligatory Reserve Funds** – 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 and 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)

- **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 2015 through to 2018:

# Reserves Structure

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Table 44: Summary Forecast by Classification (\$M)

Description	2014	Inputs	Capital	Costs	2015	Inputs	Capital	Costs	2016
<b>Discretionary Reserves</b>									
Sustainability	48.05	0.45	0.0	14.89	33.61	0.28	0.0	12.94	20.96
Infrastructure	33.90	9.70	10.35	0.0	33.25	10.47	11.85	0.0	31.86
Corporate	31.18	0.77	2.24	1.28	28.42	0.81	0.0	0.84	28.39
Special Purpose	-7.05	-0.10	1.13	0.0	-8.28	-0.10	0.0	0.0	-8.38
<b>Obligatory Reserves</b>									
Development Charge	108.57	48.90	32.60	0.0	124.87	56.14	66.41	0.0	114.60
Area Specific	0.98	-0.04	8.90	0.0	-7.96	-0.10	0.0	0.0	-8.06
Restricted Grant	8.80	8.39	15.38	0.0	1.81	8.77	8.44	0.0	2.15
Other	79.45	0.93	0.42	3.18	76.78	0.89	0.52	3.21	73.93
Water/Wastewater	69.92	13.71	8.40	0.0	75.23	18.19	3.56	0.0	89.86
<b>Grand Total</b>	<b>373.80</b>	<b>82.71</b>	<b>79.44</b>	<b>19.35</b>	<b>357.73</b>	<b>95.36</b>	<b>90.79</b>	<b>17.00</b>	<b>345.31</b>

Description	2016	Inputs	Capital	Costs	2017	Inputs	Capital	Costs	2018
<b>Discretionary Reserves</b>									
Sustainability	20.96	0.14	0.0	9.95	11.15	0.04	0.0	7.39	3.80
Infrastructure	31.86	12.18	8.66	0.0	35.38	13.32	6.16	0.0	42.54
Corporate	28.39	0.92	0.0	0.17	29.14	0.92	0.0	1.20	28.86
Special Purpose	-8.38	-0.10	0.0	0.0	-8.49	-0.11	0.0	0.0	-8.59
<b>Obligatory Reserves</b>									
Development Charge	114.60	57.88	63.77	0.0	108.71	60.25	43.57	0.0	125.39
Area Specific	-8.06	-0.10	0.0	0.0	-8.17	-0.10	0.0	0.0	-8.27
Restricted Grant	2.15	8.79	7.14	0.0	3.80	9.23	7.41	0.0	5.63
Other	73.93	0.86	0.52	3.30	70.97	0.82	0.42	3.28	68.09
Water/Wastewater	89.86	24.25	5.36	0.0	108.75	30.64	4.58	0.0	134.80
<b>Grand Total</b>	<b>345.31</b>	<b>104.81</b>	<b>85.45</b>	<b>13.42</b>	<b>351.24</b>	<b>115.01</b>	<b>62.14</b>	<b>11.87</b>	<b>392.25</b>

# Reserves Structure

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Table 45: Detailed Reserve Forecast

Reserve Number	Description	2014	Inputs	Capital	Costs	2015	Inputs	Capital	Costs	2016
<b>Obligatory Reserves</b>										
60172	Bldg Standards Continuity	14.44	0.17	0.10	2.31	12.19	0.14	0.21	2.32	9.81
61009	Subdiv. Contrib. Royal Palm	0.12	0.00	0.00	0.00	0.12	0.00	0.00	0.00	0.12
61010	Subdivider Contributions	4.73	0.06	0.00	0.00	4.79	0.06	0.00	0.00	4.85
61011	Geodetic Bench	0.98	0.00	0.00	0.00	0.98	0.00	0.00	0.00	0.98
61012	Tree Replacement Fee	0.53	0.00	0.05	0.00	0.48	0.00	0.05	0.00	0.43
61013	Greenways - WEA	0.53	0.00	0.00	0.00	0.53	0.00	0.00	0.00	0.53
61014	Open Space - WEA	0.02	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.02
61015	Sewer Camera Inspection	1.50	0.00	0.00	0.00	1.50	0.00	0.00	0.00	1.50
61016	Catch Basin Repairs	0.08	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.08
61020	Recreation Land	55.74	0.69	0.27	0.87	55.29	0.68	0.27	0.90	54.81
61025	Gas Tax Reserve	7.17	8.39	15.33	0.00	0.23	8.77	7.76	0.00	1.25
61050	Entry Feature 427 / Hwy 7	0.14	0.00	0.00	0.00	0.14	0.00	0.00	0.00	0.15
61051	Municipal Rds & Infra Grant	0.48	0.00	0.00	0.00	0.48	0.00	0.19	0.00	0.30
61052	Investing in Ontario Grant	1.15	0.00	0.06	0.00	1.10	0.00	0.49	0.00	0.61
62010	CWDC - Engineering	44.51	26.27	16.82	0.00	53.96	30.27	22.48	0.00	61.76
62020	CWDC - Fire	-3.07	1.26	0.65	0.00	-2.47	1.43	4.84	0.00	-5.87
62040	CWDC - Library Buildings	3.29	2.03	3.66	0.00	1.66	2.31	3.86	0.00	0.11
62060	CWDC - General Government	-3.89	0.62	0.69	0.00	-3.96	0.73	0.24	0.00	-3.48
62080	CWDC - Parks Development	19.36	7.49	7.28	0.00	19.57	8.61	4.89	0.00	23.30
62090	CWDC - Public Works	6.74	1.16	0.23	0.00	7.68	1.33	0.46	0.00	8.55
62100	CWDC - Recreation	41.64	10.08	3.29	0.00	48.42	11.45	29.64	0.00	30.23
63070	D8-Rainbow Creek Drainage	3.20	0.04	0.00	0.00	3.24	0.04	0.00	0.00	3.28
63120	D13-Woodlot Acquisition	0.66	0.01	0.00	0.00	0.67	0.01	0.00	0.00	0.67
63150	D15-PD#5 W. Wdbridge Waterma	-2.52	-0.03	0.00	0.00	-2.56	-0.03	0.00	0.00	-2.59
63153	D18-PD#6 W. Major Mac. Water	-0.75	-0.01	0.00	0.00	-0.76	-0.01	0.00	0.00	-0.77
63154	D19-PD#6 E. Rutherford Water	-1.52	-0.02	0.00	0.00	-1.54	-0.02	0.00	0.00	-1.55
63155	D20-PD#7 Watermain West	1.70	0.02	0.00	0.00	1.72	0.02	0.00	0.00	1.74
63158	D23-Dufferin/Teston Sanitary	0.07	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.07
63159	D24-Ansley Grove Sanitary	0.21	0.00	0.00	0.00	0.22	0.00	0.00	0.00	0.22
63160	D25 Zenway/Fogal Sub-Trunk	0.21	-0.02	4.39	0.00	-4.21	-0.05	0.00	0.00	-4.26
63162	D27 Huntington Road Sewer	0.38	-0.02	4.51	0.00	-4.15	-0.05	0.00	0.00	-4.20
<b>Obligatory Reserves Total</b>		<b>197.80</b>	<b>58.18</b>	<b>57.31</b>	<b>3.18</b>	<b>195.50</b>	<b>65.71</b>	<b>75.37</b>	<b>3.21</b>	<b>182.62</b>
<b>Discretionary Reserves</b>										
60020	Vehicle Replacement	3.35	0.43	0.90	0.00	2.87	0.42	0.72	0.00	2.58
60030	Fire Equipment Replacement	3.53	1.36	1.04	0.00	3.85	1.43	2.98	0.00	2.31
60100	City Playhouse	0.04	0.00	0.00	0.00	0.04	0.00	0.00	0.00	0.04
60150	Heritage Fund	2.23	0.24	0.00	0.00	2.48	0.25	0.03	0.00	2.70
60170	Pre 99 -Bldgs. & Facil.	12.28	2.86	3.69	0.00	11.45	3.22	1.23	0.00	13.43
60180	Roads Infrastructure	6.24	0.50	0.65	0.00	6.10	0.61	0.00	0.00	6.70
60186	Streetscapes	1.15	0.49	0.00	0.00	1.65	0.50	0.00	0.00	2.15
60188	Parks Infrastructure	4.58	0.87	1.34	0.00	4.11	0.94	3.36	0.00	1.68
60189	Artificial Soccer Turf Reser	0.55	0.14	0.00	0.00	0.69	0.14	0.00	0.00	0.83
60211	ITM Reserve	0.06	1.09	1.13	0.00	0.02	1.12	1.14	0.00	0.00
60212	Library Material Reserve	-0.01	1.56	1.54	0.00	0.02	1.70	1.67	0.00	0.05
60195	Uplands Capital Improv. Res.	-0.11	0.15	0.07	0.00	-0.03	0.15	0.73	0.00	-0.62
60040	Insurance	4.42	0.00	0.00	0.55	3.88	0.00	0.00	0.00	3.88
60080	Suggestion Program	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.03
60121	Management By Law Reserve	0.10	0.00	0.00	0.00	0.10	0.00	0.00	0.00	0.10
60130	Election Reserve	0.63	0.46	0.00	0.15	0.95	0.46	0.00	0.15	1.26
60140	Employer Benefit Contributio	22.94	0.28	0.00	0.58	22.64	0.28	0.00	0.70	22.22
60145	WSIB Claims	0.90	0.01	0.00	0.00	0.91	0.01	0.00	0.00	0.92
60210	Innovation Reserve	2.15	0.01	2.24	0.00	-0.08	0.06	0.00	0.00	-0.02
60070	Cemetery	0.01	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.01
60090	Industrial Development	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.03
60120	Sale of Public Lands	-7.92	-0.10	0.00	0.00	-8.02	-0.10	0.00	0.00	-8.12
60125	Kleinburg Parking Reserve	0.06	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.06
60190	Keele Valley Landfill	0.55	0.00	1.13	0.00	-0.59	-0.01	0.00	0.00	-0.59
60192	City Hall Reserve	0.01	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.01
61000	Senior Citizen Bequests	0.20	0.00	0.00	0.00	0.21	0.00	0.00	0.00	0.21
60000	General Working Capital	23.69	0.27	0.00	3.40	20.56	0.23	0.00	3.89	16.90
60010	Tax Rate Stabilization Fund	1.43	0.01	0.00	1.39	0.05	0.00	0.00	0.00	0.06
60110	Engineering Reserve	7.28	0.05	0.00	6.42	0.91	-0.03	0.00	6.55	-5.67
60122	Winterization Reserve	0.67	0.01	0.00	0.00	0.68	0.01	0.00	0.00	0.69
60175	Planning Reserve	0.99	0.01	0.00	0.00	1.00	0.01	0.00	0.00	1.01
60200	Year End Expend. Reserve	4.46	0.00	0.00	0.00	4.46	0.00	0.00	0.00	4.46
61030	Debenture Payments	9.53	0.10	0.00	3.68	5.95	0.06	0.00	2.50	3.51
60050	Water	32.80	6.00	7.61	0.00	31.20	6.52	3.45	0.00	34.28
60060	Waste Water (Sewer)	37.11	7.71	0.79	0.00	44.03	11.67	0.11	0.00	55.59
<b>Discretionary Reserves Total</b>		<b>176.00</b>	<b>24.53</b>	<b>22.13</b>	<b>16.17</b>	<b>162.23</b>	<b>29.65</b>	<b>15.41</b>	<b>13.78</b>	<b>162.69</b>
<b>Grand Total</b>		<b>373.80</b>	<b>82.71</b>	<b>79.44</b>	<b>19.35</b>	<b>357.73</b>	<b>95.36</b>	<b>90.79</b>	<b>17.00</b>	<b>345.31</b>



# Reserves Structure

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Reserve Number	Description	2016	Inputs	Capital	Costs	2017	Inputs	Capital	Costs	2018
<b>Obligatory Reserves</b>										
60172	Bldg Standards Continuity	9.81	0.11	0.21	2.38	7.33	0.08	0.10	2.33	4.97
61009	Subdiv. Contrib. Royal Palm	0.12	0.00	0.00	0.00	0.12	0.00	0.00	0.00	0.13
61010	Subdivider Contributions	4.85	0.06	0.00	0.00	4.91	0.06	0.00	0.00	4.97
61011	Geodetic Bench	0.98	0.00	0.00	0.00	0.98	0.00	0.00	0.00	0.98
61012	Tree Replacement Fee	0.43	0.00	0.05	0.00	0.38	0.00	0.05	0.00	0.33
61013	Greenways - WEA	0.53	0.00	0.00	0.00	0.53	0.00	0.00	0.00	0.53
61014	Open Space - WEA	0.02	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.02
61015	Sewer Camera Inspection	1.50	0.00	0.00	0.00	1.50	0.00	0.00	0.00	1.50
61016	Catch Basin Repairs	0.08	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.08
61020	Recreation Land	54.81	0.68	0.27	0.92	54.30	0.67	0.27	0.94	53.76
61025	Gas Tax Reserve	1.25	8.79	7.10	0.00	2.94	9.23	7.07	0.00	5.10
61050	Entry Feature 427 / Hwy 7	0.15	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.15
61051	Municipal Rds & Infra Grant	0.30	0.00	0.00	0.00	0.30	0.00	0.34	0.00	-0.04
61052	Investing in Ontario Grant	0.61	0.00	0.04	0.00	0.56	0.00	0.00	0.00	0.56
62010	CWDC - Engineering	61.76	31.43	12.09	0.00	81.11	32.90	16.12	0.00	97.89
62020	CWDC - Fire	-5.87	1.46	2.08	0.00	-6.49	1.52	1.36	0.00	-6.33
62040	CWDC - Library Buildings	0.11	2.39	0.72	0.00	1.78	2.51	1.02	0.00	3.28
62060	CWDC - General Government	-3.48	0.76	0.47	0.00	-3.19	0.80	0.21	0.00	-2.60
62080	CWDC - Parks Development	23.30	8.93	7.16	0.00	25.07	9.31	6.73	0.00	27.65
62090	CWDC - Public Works	8.55	1.33	9.08	0.00	0.80	1.34	0.00	0.00	2.14
62100	CWDC - Recreation	30.23	11.58	32.18	0.00	9.63	11.87	18.14	0.00	3.36
63070	D8-Rainbow Creek Drainage	3.28	0.04	0.00	0.00	3.32	0.04	0.00	0.00	3.36
63120	D13-Woodlot Acquisition	0.67	0.01	0.00	0.00	0.68	0.01	0.00	0.00	0.69
63150	D15-PD#5 W. Wdbridge Waterma	-2.59	-0.03	0.00	0.00	-2.62	-0.03	0.00	0.00	-2.65
63153	D18-PD#6 W. Major Mac. Water	-0.77	-0.01	0.00	0.00	-0.78	-0.01	0.00	0.00	-0.79
63154	D19-PD#6 E. Rutherford Water	-1.55	-0.02	0.00	0.00	-1.57	-0.02	0.00	0.00	-1.59
63155	D20-PD#7 Watermain West	1.74	0.02	0.00	0.00	1.76	0.02	0.00	0.00	1.78
63158	D23-Dufferin/Teston Sanitary	0.07	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.08
63159	D24-Ansley Grove Sanitary	0.22	0.00	0.00	0.00	0.22	0.00	0.00	0.00	0.22
63160	D25 Zenway/Fogal Sub-Trunk	-4.26	-0.05	0.00	0.00	-4.31	-0.05	0.00	0.00	-4.37
63162	D27 Huntington Road Sewer	-4.20	-0.05	0.00	0.00	-4.26	-0.05	0.00	0.00	-4.31
<b>Obligatory Reserves Total</b>		<b>182.62</b>	<b>67.43</b>	<b>71.43</b>	<b>3.30</b>	<b>175.31</b>	<b>70.20</b>	<b>51.40</b>	<b>3.28</b>	<b>190.84</b>
<b>Discretionary Reserves</b>										
60020	Vehicle Replacement	2.58	0.42	0.55	0.00	2.45	0.41	1.43	0.00	1.43
60030	Fire Equipment Replacement	2.31	1.44	0.90	0.00	2.85	1.61	0.08	0.00	4.38
60100	City Playhouse	0.04	0.00	0.00	0.00	0.04	0.00	0.00	0.00	0.04
60150	Heritage Fund	2.70	0.25	0.00	0.00	2.95	0.28	0.00	0.00	3.23
60170	Pre 99 -Bldgs. & Facil.	13.43	4.11	0.77	0.00	16.77	4.67	0.54	0.00	20.90
60180	Roads Infrastructure	6.70	0.52	0.10	0.00	7.12	0.57	0.00	0.00	7.69
60186	Streetscapes	2.15	0.60	0.00	0.00	2.75	0.68	0.00	0.00	3.42
60188	Parks Infrastructure	1.68	1.57	3.33	0.00	-0.07	1.67	1.06	0.00	0.54
60189	Artificial Soccer Turf Reser	0.83	0.14	0.00	0.00	0.98	0.15	0.00	0.00	1.12
60211	ITM Reserve	0.00	1.15	1.14	0.00	0.01	1.27	1.14	0.00	0.15
60212	Library Material Reserve	0.05	1.83	1.80	0.00	0.08	1.87	1.84	0.00	0.11
60195	Uplands Capital Improv. Res.	-0.62	0.14	0.07	0.00	-0.54	0.14	0.07	0.00	-0.46
60040	Insurance	3.88	0.00	0.00	0.00	3.88	0.00	0.00	0.00	3.88
60080	Suggestion Program	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.03
60121	Management By Law Reserve	0.10	0.00	0.00	0.00	0.10	0.00	0.00	0.00	0.10
60130	Election Reserve	1.26	0.47	0.00	0.15	1.58	0.47	0.00	1.20	0.85
60140	Employer Benefit Contributio	22.22	0.28	0.00	0.02	22.48	0.28	0.00	0.00	22.76
60145	WSIB Claims	0.92	0.01	0.00	0.00	0.93	0.01	0.00	0.00	0.94
60210	Innovation Reserve	-0.02	0.16	0.00	0.00	0.13	0.16	0.00	0.00	0.30
60070	Cemetery	0.01	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.01
60090	Industrial Development	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.03
60120	Sale of Public Lands	-8.12	-0.10	0.00	0.00	-8.22	-0.10	0.00	0.00	-8.32
60125	Kleinburg Parking Reserve	0.06	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.06
60190	Keele Valley Landfill	-0.59	-0.01	0.00	0.00	-0.60	-0.01	0.00	0.00	-0.61
60192	City Hall Reserve	0.01	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.02
61000	Senior Citizen Bequests	0.21	0.00	0.00	0.00	0.21	0.00	0.00	0.00	0.21
60000	General Working Capital	16.90	0.20	0.00	2.41	14.69	0.18	0.00	0.27	14.60
60010	Tax Rate Stabilization Fund	0.06	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.06
60110	Engineering Reserve	-5.67	-0.11	0.00	6.61	-12.39	-0.20	0.00	6.62	-19.21
60122	Winterization Reserve	0.69	0.01	0.00	0.00	0.70	0.01	0.00	0.00	0.71
60175	Planning Reserve	1.01	0.01	0.00	0.00	1.02	0.01	0.00	0.00	1.04
60200	Year End Expend. Reserve	4.46	0.00	0.00	0.00	4.46	0.00	0.00	0.00	4.46
61030	Debenture Payments	3.51	0.04	0.00	0.94	2.61	0.03	0.00	0.50	2.14
60050	Water	34.28	7.74	5.36	0.00	36.65	8.71	4.58	0.00	40.78
60060	Waste Water (Sewer)	55.59	16.51	0.00	0.00	72.09	21.93	0.00	0.00	94.02
<b>Discretionary Reserves Total</b>		<b>162.69</b>	<b>37.38</b>	<b>14.02</b>	<b>10.12</b>	<b>175.93</b>	<b>44.81</b>	<b>10.74</b>	<b>8.59</b>	<b>201.41</b>
<b>Grand Total</b>		<b>345.31</b>	<b>104.81</b>	<b>85.45</b>	<b>13.42</b>	<b>351.24</b>	<b>115.01</b>	<b>62.14</b>	<b>11.87</b>	<b>392.25</b>

# Reserves Structure

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

## 2015 Approved Capital Projects and 2016-18 Recognized Capital Plan

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total	
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding		
2015	City Manager												
		Corporate	CO-0082-15	VMC Development Implementation Project	City-Wide	1,406,769					51,019	1,457,788	
		Corporate Total				1,406,769					51,019	1,457,788	
		Emergency Planning	EP-0079-15	Emergency Cots and Blankets	City-Wide						56,779	56,779	
			EP-0080-15	EOC Common Operating Dashboard	City-Wide						32,445	32,445	
		Emergency Planning Total									89,224	89,224	
		Fire	FR-3628-15	Fire Training Tower	City-Wide					1,236,000		1,236,000	
			FR-3583-15	Reposition Stn 74 Kleinburg Land	W1	648,550					463,250	1,111,800	
			FR-3588-15	Replace 7966 Rescue Truck	City-Wide				628,800			628,800	
			FR-3579-15	Smeal Pumper(7973) Refurbishment	City-Wide				180,250			180,250	
			FR-3595-15	Tech Rescue (7978) Refurbishment	City-Wide				109,000			109,000	
			FR-3508-13	Breathing Apparatus Replacements	City-Wide				45,100			45,100	
			FR-3614-15	Replace Chief 73 Vehicle 7987	City-Wide				45,000			45,000	
			FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	City-Wide				30,000			30,000	
		Fire Total				648,550			1,038,150	1,236,000	463,250	3,385,950	
		Recreation	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide				180,250			180,250	
		Recreation Total							180,250			180,250	
		City Manager Total					2,055,319			1,218,400	1,236,000	603,493	5,113,212
		Finance											
			Development Finance	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and	City-Wide	71,250					3,750	75,000
			Development Finance Total				71,250					3,750	75,000
			Purchasing	PU-2524-15	E-Procurement (E-Tender, E-Submission & E-Prequal Software, Bid Dr	City-Wide						331,313	331,313
			Purchasing Total									331,313	331,313
		Finance Total					71,250					335,063	406,313
		Legal & Administrative Services											
			By-Law & Compliance	BY-2518-13	Animal Shelter Lease Hold Improvements	City-Wide	39,300					75,100	114,400
			By-Law & Compliance Total				39,300					75,100	114,400
			Real Estate	RL-0005-13	Land Acquisition Fees	City-Wide					267,800		267,800
			Real Estate Total								267,800		267,800
		Legal & Administrative Services Total					39,300					267,800	382,200
		Libraries											
			Libraries	LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	W3	2,649,717					351,583	3,001,300
				LI-4537-13	Capital Resource Purchases	City-Wide			1,535,800				1,535,800
				LI-4521-15	Carrville BL 11 Land	W4	350,100					38,900	389,000
				LI-4540-15	Vellore Village South BL39 - Resource Materials	W3	337,500					37,500	375,000
				LI-4522-15	Carrville BL11 - Consulting Design/Construction	W4	318,300					35,400	353,700
			LI-4504-13	Library Technology Upgrade	City-Wide						140,000	140,000	
			LI-4547-13	Bathurst Clark Resource Library - Main Bathroom Renovations	W5			50,000				50,000	
		Libraries Total				3,655,617		1,585,800			603,383	5,844,800	
	Libraries Total					3,655,617			1,585,800		603,383	5,844,800	
	Planning												

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
		Building Standards	<b>BS-1006-15</b>	Zoning Bylaw Review	City-Wide	139,050				103,000	272,950	515,000
		<b>Building Standards Total</b>				<b>139,050</b>				<b>103,000</b>	<b>272,950</b>	<b>515,000</b>
		Development Planning	<b>DP-9545-15</b>	Vaughan Healthcare Centre Precinct Streetscape Phase 1	W1	1,628,080						1,628,080
			<b>DP-9544-15</b>	Streetscape for Concord West by York Region - Highway 7 and Keele	W4	211,898	394,128				208,968	814,994
			<b>DP-9542-15</b>	Islington Avenue Streetscape Phase 1	W1	140,061	260,003				138,630	538,694
			<b>DP-9543-15</b>	Centre Street Design and Construction Phase 1	W5	124,423	230,806				123,322	478,551
			<b>DP-9525-15</b>	Vaughan Mills Urban Design Streetscape & Open Space Master Plan	W4	117,000					13,000	130,000
			<b>DP-9536-15</b>	Building Pedestrian Level Wind Study Impact-Software	City-Wide	45,000					5,000	50,000
			<b>DP-9529-13</b>	Design Review Panel Administration	City-Wide	20,394					206	20,600
		<b>Development Planning Total</b>				<b>2,286,856</b>	<b>884,937</b>				<b>489,126</b>	<b>3,660,919</b>
		Parks Development	<b>PK-6305-15</b>	North Maple Regional Park Phase I Construction	W1	3,939,750			900,014	150,000	437,750	5,427,514
			<b>PK-6455-15</b>	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	W4	1,387,993					154,221	1,542,214
			<b>PK-6357-15</b>	Agostino Park - Expansion Design & Construction	W4	472,835					52,537	525,372
			<b>PK-6521-15</b>	MS1 Block 19 Neighbourhood Park Design and Construction	W4	361,924					40,214	402,138
			<b>PK-6525-15</b>	City Hall-Tennis Courts Redevelopment	W1				298,612			298,612
			<b>PK-6497-15</b>	KA-S5 Block 51- Public Square- Design and Construction	W2	260,236					28,915	289,151
			<b>PK-6500-15</b>	WP13 Block 52 Neighbour Park-Design and Construction	W2	214,551					23,839	238,390
			<b>PK-6522-15</b>	MS2 Block 19 Neighbourhood Park Design and Construction	W4	207,675					23,075	230,750
			<b>PK-6504-15</b>	Hefhill Pk-Tennis Court Redevelopment	W5				180,741	25,000		205,741
			<b>PK-6496-15</b>	CC17-P3 Block 17 Parkette-Design and Construction	W4	89,072					9,896	98,968
			<b>PK-6474-15</b>	Keffer Marsh - Bridge Replacement	W4			89,726				89,726
			<b>PK-6523-15</b>	Off Leash Dog Park-Community Consultation	City-Wide	23,175					2,575	25,750
			<b>PK-6527-15</b>	Hwy 27 & Milani Blvd Soccer Field	W2					25,000		25,000
		<b>Parks Development Total</b>				<b>6,957,211</b>		<b>89,726</b>	<b>1,379,367</b>	<b>200,000</b>	<b>773,022</b>	<b>9,399,326</b>
		<b>Planning Total</b>				<b>9,383,117</b>	<b>884,937</b>	<b>89,726</b>	<b>1,379,367</b>	<b>303,000</b>	<b>1,535,098</b>	<b>13,575,245</b>
		<b>Public Works</b>										
		Capital Delivery	<b>CD-1920-15</b>	2015 Road Rehabilitation and Watermain Replacement - Phase 3	W2			1,390,000	2,518,900			3,908,900
			<b>EN-1913-14</b>	2015 Pavement Management Program - Phase 2	W1,W5			3,569,000				3,569,000
			<b>EN-1912-14</b>	2015 Pavement Management Program - Phase 1	W2,W3,W4		863,211	2,544,659				3,407,870
			<b>EN-1915-14</b>	2015 Road Rehabilitation and Watermain Replacement - Phase 2	W3		510,084		2,174,570			2,684,654
			<b>EN-1914-14</b>	2015 Road Rehabilitation and Watermain Replacement - Phase 1	W1		805,888		743,897			1,549,785

Year	Commission	Department	Project #	Project Title	R Ward	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	W5			1,500,400				1,500,400
			EN-1886-12	Bridge Rehabilitation - Humber Bridge Trail	W1			1,500,000				1,500,000
			EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	W2		543,800		692,200			1,236,000
			CD-2019-15	2017 Watermain Replacement	City-Wide				634,500			634,500
			EN-1950-13	Clarence Street Slope Stabilization - Phase 2	W2			500,000				500,000
			CD-2011-15	Traffic Signal Improvements on Clark Avenue	W5				441,900			441,900
			CD-2018-15	2017 Road Rehabilitation	City-Wide			339,900				339,900
			CD-2016-15	2016 Watermain Replacement	City-Wide				317,300			317,300
			CD-2006-15	Major Mackenzie Drive Streetscape - Phase 1b City Hall Campus	W1	82,480			234,760			317,240
			CD-2015-15	2016 Road Rehabilitation	City-Wide			275,350				275,350
			CD-2012-15	Active Transportation Facility on McNaughton Road - Keele Street t	W4			253,000				253,000
			CD-2010-15	Traffic Signal Installation - Colossus Drive and Famous Avenue	W4	247,750						247,750
			CD-2009-15	Traffic Signal Installation - McNaughton Road and Troon Avenue / R	W4	232,300						232,300
			CD-1959-15	Traffic Signal Installation - Chrislea Road and Northview Boulevar	W3	232,300						232,300
			CD-2003-15	Culvert Replacement on King-Vaughan Road	W1				215,270			215,270
			CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescen	W1				113,300			113,300
			CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and	W4				113,300			113,300
			CD-2004-15	Guide Rail Replacement on Albion Vaughan Road	W1				101,970			101,970
			CD-1923-15	Municipal Structure Inspection and Reporting in 2015	City-Wide				101,970			101,970
			CD-1982-15	Sidewalk on Old Weston Road - Steeles Avenue West to Weston Road	W3					55,000		55,000
			CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengat	W2			55,000				55,000
			<b>Capital Delivery Total</b>			<b>794,830</b>	<b>2,722,983</b>	<b>11,927,309</b>	<b>8,403,837</b>	<b>55,000</b>		<b>23,903,959</b>
		Development Engineering	DE-7161-15	Street "A" - Highway 427 Crossing (Block 59)	W2	3,800,000				3,200,000		7,000,000
			DE-7157-15	Huntington Road Trade Valley to Rutherford - Sanitary Sub-Trunk	W2	4,511,500						4,511,500
			DE-7150-15	Zenway / Fogul Sanitary Sub-Trunk	W2	4,391,000						4,391,000
			DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	2,020,825						2,020,825
			DE-7138-15	Block 55 PD-KN Watermain Servicing	W1	2,000,000						2,000,000
			DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	W2	1,700,000						1,700,000
			DE-7145-15	Huntington Road Watermain (Rutherford Rd. to Trade Valley Dr.)	W1	1,250,100						1,250,100

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total	
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding		
			DE-7156-15	New Community Areas Transportation Study (Block 27 and 41)	W1,W3,W4	515,000						515,000	
			DE-7125-15	OPA 620 (Steeles West) East - West Collector Road	W4	400,000						400,000	
			DE-7098-15	Pedestrian and Bicycle Network Implementation Program	City-Wide	305,910						305,910	
			DE-7146-15	VMC Maplecrete Road Watermain Crossing at Highway 7	W4	155,200						155,200	
			DE-7160-15	Vaughan Metropolitan Centre (VMC) - Utility Servicing Master Plan	W4	154,000						154,000	
			1332-0-00	Bass Pro Mills Interchange	W4	133,900						133,900	
			DE-7149-15	Major Mackenzie PD6 West Watermain	City-Wide	123,600						123,600	
			DE-7144-15	Woodbridge Core Area - Functional Servicing Strategy	City-Wide	120,000						120,000	
			DE-7158-15	Concord GO Secondary Plan Feasibility Study (Minor Collector Conne	W4,W5	103,000						103,000	
			DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	City-Wide	77,250						77,250	
			DE-7108-15	School Travel Planning Measures	City-Wide	51,500						51,500	
	Development Engineering Total					21,812,785			3,200,000		25,012,785		
	Environmental Services	EV-2078-15	SCADA System Implementation	City-Wide					412,000		412,000		
		EV-2063-15	ICI Water Meter Replacement Program	City-Wide					206,000		206,000		
		EV-2076-15	Sample Stations	City-Wide					154,500		154,500		
		EV-2081-15	Overhaul of Vaughan Landfill Methane Station	W1						69,200	69,200		
		Environmental Services Total							772,500	69,200	841,700		
	Roads, Parks & Forestry	RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide				1,700,000			1,700,000		
		RP-2058-15	LED Streetlight Conversion	City-Wide				1,500,000			1,500,000		
		RP-6755-15	Ice Storm Tree Replacement Strategy	City-Wide						796,216	796,216		
		RP-6700-15	Tree Planting Program-Regular	City-Wide					48,882	562,148	611,030		
		RP-6746-15	Fence Repair & Replacement Program	City-Wide				418,000			418,000		
		RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide						413,655	413,655		
		RP-6758-15	Railway Crossing Improvements – CPR crossing at Huntington Road	W1			402,215				402,215		
		RP-6739-15	Tree Replacement Program-EAB	City-Wide						365,959	365,959		
		RP-2013-15	Street Light Pole Replacement Program	City-Wide						309,000	309,000		
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide					237,930		237,930		
		RP-6742-15	Park Benches-Variou Locations	City-Wide					74,200		74,200		
		RP-6743-15	Park Picnic Table-Variou Locations	City-Wide					74,200		74,200		
		RP-6747-15	Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	W2					56,650		56,650		
		RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide						52,874	52,874		
		Roads, Parks & Forestry Total					402,215	3,200,000	860,980	48,882	2,499,852	7,011,929	
		Public Works Total						22,607,615	3,125,198	15,127,309	10,037,317	3,303,882	2,569,052
Strategic & Corporate Initiatives													
	Access Vaughan	AV-9532-15	Access Vaughan Phase II - Step E	City-Wide						50,500	50,500		
Access Vaughan Total										50,500	50,500		

Year	Commission	Department	Project #	Project Title	R Ward	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
		Building & Facilities	<b>BF-8378-15</b>	Carrville Community Centre and District Park	W4	3,421,283					451,075	3,872,358
			<b>BF-8479-15</b>	Kleinburg United Church Renovation	W1				980,200			980,200
			<b>BF-8473-15</b>	Bathurst Clark Library - Parking Lot Redesign & Resurface	W5				401,700			401,700
			<b>BF-8470-15</b>	All Facilities - Designated Substance Audits (approx. 85 facilitie	City-Wide				337,050			337,050
			<b>BF-8463-15</b>	Al Palladini CC Refrigeration Plant Equipment Replacement	W2				334,750			334,750
			<b>BF-8476-15</b>	Building upgrades to meet AODA Requirements	City-Wide				309,000			309,000
			<b>BF-8480-15</b>	City Hall & JOC - Master Plan Study for Internal Space Utilization	W1					283,300		283,300
			<b>BF-8462-15</b>	Father Ermano Bulfon CC Outdoor Rink- Refrigeration Plant Equipment	W2				149,350			149,350
			<b>BF-8487-15</b>	Building Condition Audits	City-Wide			110,000				110,000
			<b>BF-8436-13</b>	Security Camera & Equipment Replacements	City-Wide				87,550			87,550
			<b>BF-8425-15</b>	Al Palladini Community Centre Painting East and West Arenas	W2				84,460			84,460
			<b>BF-8430-15</b>	Garnet A Williams Community Centre - Boiler Replacements	W5				82,400			82,400
			<b>BF-8433-15</b>	Al Palladini Community Centre - Boiler Replacements	W2				82,400			82,400
			<b>BF-8432-15</b>	Rosemount Community Centre - Boiler System Upgrades	W5				82,400			82,400
			<b>BF-8434-15</b>	Maple Community Centre - Boiler Replacements	W1				82,400			82,400
			<b>BF-8367-13</b>	Uplands Golf & Ski Centre, Buildings General Capital	W5				67,000			67,000
			<b>BF-8475-15</b>	Father Ermano Bulfon CC Outdoor Rink - Replace Doors, Modify Concr	W2				61,800			61,800
			<b>BF-8429-15</b>	Dufferin Clark Community Centre - Boiler Replacements	W5				61,800			61,800
			<b>BF-8474-15</b>	Dufferin Clark C.C. - Replace roof shingles	W5				61,800			61,800
			<b>BF-8428-15</b>	JOC - Rooftop Replacements	W1				61,800			61,800
			<b>BF-8472-15</b>	Garnet A. Williams C.C. - Upgrade option study	W5				56,650			56,650
			<b>BF-8407-15</b>	Al Palladini Community Centre - East Side - Island - Concrete Curb	W2				52,406			52,406
			<b>BF-8435-15</b>	Woodbridge Pool & Arena - Rooftop Replacements	W2				51,500			51,500
			<b>BF-8408-15</b>	Al Palladini Community Centre - Patio Deck Concrete Replacement	W2				39,829			39,829
			<b>BF-8499-15</b>	Condenser Fan Silencer Package	W2					25,750		25,750
		<b>Building &amp; Facilities Total</b>				<b>3,421,283</b>		<b>110,000</b>	<b>3,528,245</b>		<b>760,125</b>	<b>7,819,653</b>
		Environmental Sustainability	<b>ES-2521-15</b>	Community Sustainability and Environmental Master Plan Renewal	City-Wide	44,035					4,890	48,925
		<b>Environmental Sustainability Total</b>				<b>44,035</b>					<b>4,890</b>	<b>48,925</b>

Year	Commission	Department	Project #	Project Title	R Ward	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
		Fleet	FL-5422-15	PW-RDS-Replace Unit #1209 with tandem roll off dump truck	City-Wide				283,250			283,250
			FL-5452-15	PKS-Buy out sidewalk plow lease	City-Wide	76,000					36,900	112,900
			FL-5315-15	PKS-Replace Units #1374,1375 with a 16' large area mower	City-Wide				82,400			82,400
			FL-5352-15	PKS-Replace Unit #1607 with 16' large area mower	City-Wide				82,400			82,400
			FL-5303-15	B&F-Replace Unit#1320 with 3/4 ton cargo van	City-Wide				57,600			57,600
			FL-5513-15	PW-WATER - Additional Quad cab pickup	City-Wide				51,500			51,500
			FL-5514-15	PW - WATER - Additional Quad Cab Pickup	City-Wide				51,500			51,500
			FL-5354-15	PKS-Replace Unit #1707,1708,1714 with zero turn mowers	City-Wide				40,200			40,200
			FL-5320-15	PKS- Replace Unit #1146 with a 3/4 ton crew cab pickup	City-Wide				36,100			36,100
			FL-5335-15	PKS - Replace Unit #1287 with 3/4 ton crew cab pickup	City-Wide				36,100			36,100
			FL-5396-15	PKS-Replace Unit #1656 with 3/4 ton crew cab pickup	City-Wide				36,100			36,100
			FL-5511-15	DEV/TRANS/ENG - Additional Quad Cab pickup	City-Wide	28,300					3,144	31,444
			FL-5510-15	DEV/TRANS/ENG - Additional Quad Cab pickup	City-Wide	28,300					3,144	31,444
			FL-5505-15	PW-RDS- Additional Small Equipment	City-Wide	28,299					3,144	31,443
			FL-5504-15	PW-RDS - Additional Material handling arm & lifting forks for Cat	City-Wide	28,299					3,144	31,443
			FL-5157-15	BYLAW- Replace Unit #1160 with Quad Cab 4x4 Pickup	City-Wide				30,900			30,900
			FL-5515-15	BYLAW - Replace Unit #2049 with 1/2 ton Quad cab pickup	City-Wide				12,350	18,550		30,900
			FL-5201-15	BYLAW-Replace Unit #1276 with 1/2 ton Quad Cab 4x4 pickup	City-Wide				30,900			30,900
			FL-5169-15	BYLAW-Replace Unit #1207 with 1/2 Quad Cab 4x4 pickup	City-Wide				30,900			30,900
			FL-5487-15	BYLAW-Replace Unit #1509 with compact sedan	City-Wide				30,900			30,900
			FL-5249-15	PKS-FORESTRY-Replace Unit #1346 with 1/2 ton Quad Cab 4x4 pickup	City-Wide				30,100			30,100
			FL-5158-15	BLDG STNDARDS-Replace Unit #1332 with 1/2 ton Quad Cab 4x2 pickup	City-Wide				27,800			27,800
			FL-5205-15	ENG DEV TRANSP-Replace Unit #1270 with 1/2 ton Quad Cab pickup	City-Wide				27,800			27,800
			FL-5232-15	ENG SERVICES-Replace Unit #1366 with 1/2 ton Quad Cab 4x2 pickup	City-Wide				27,800			27,800
			FL-5508-15	PW-RDS - Additional Hydraulic plate packer attachment for backhoe	City-Wide	18,866					2,096	20,962
			FL-5512-15	B&F - Unit #6113 - Buy out of leased van	City-Wide	18,540					2,060	20,600
		<b>Fleet Total</b>				<b>226,604</b>			<b>1,006,600</b>	<b>18,550</b>	<b>53,632</b>	<b>1,305,386</b>



						Funding Source							
Year	Commission	Department	Project #	Project Title	RWard	City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	Grand Total	
		Information Technology Managemen	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide				390,900			390,900	
			IT-3019-13	Central Computing Infrastructure Renewal	City-Wide				388,800			388,800	
			IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide				350,000			350,000	
			IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide					154,500		154,500	
		Information Technology Management Total								1,129,700		154,500	1,284,200
		Strategic Planning	SP-0010-15	Update to Vaughan Vision Strategic Plan	City-Wide							94,245	94,245
		Strategic Planning Total										94,245	94,245
Strategic & Corporate Initiatives Total						3,691,922		110,000	5,664,545	18,550	1,117,892	10,602,909	
2015 Total						41,504,140	4,010,135	15,327,035	19,885,429	5,129,232	6,839,081	92,695,052	

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
2016	City Manager	Fire	FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	W1	4,062,794					850,206	4,913,000
			FR-3610-16	Replace Aerial 7968 - Smeal 32m	W5				800,000			800,000
			FR-3586-16	Replace 7972 Pumper	City-Wide				699,400			699,400
			FR-3617-16	Station #74 Engine Purchase	W1	675,000						675,000
			FR-3611-16	Replace 7971 Pumper	City-Wide				625,000			625,000
			FR-3593-16	Replace HAZ MAT 7942	City-Wide				545,000			545,000
			FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	City-Wide				189,000			189,000
			FR-3573-16	Command Vehicle	City-Wide	60,000						60,000
			FR-3508-13	Breathing Apparatus Replacements	City-Wide				45,100			45,100
			FR-3590-16	Replace 7988 Training Vehicle	City-Wide				43,600			43,600
			FR-3578-16	Fire Prevention Vehicle	City-Wide	40,000						40,000
			FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	City-Wide				30,000			30,000
		Fire Total					4,837,794			2,977,100	850,206	8,665,100
	Recreation	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide				231,750			231,750	
	Recreation Total							231,750			231,750	
	City Manager Total						4,837,794		3,208,850	850,206	8,896,850	
	Legal & Administrative Services											
		Real Estate	RL-0005-13	Land Acquisition Fees	City-Wide					267,800		267,800
	Real Estate Total								267,800		267,800	
	Legal & Administrative Services Total									267,800		267,800
Libraries												
	Libraries	LI-4522-15	Carrville BL11 - Consulting Design/Construction	W4	2,809,900					372,800	3,182,700	
		LI-4537-13	Capital Resource Purchases	City-Wide				1,668,300			1,668,300	
		LI-4516-16	Carrville Block 11- Resource Material	W4	337,500					37,500	375,000	
		LI-4540-15	Vellore Village South BL39 - Resource Materials	W3	337,500					37,500	375,000	
		LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	W3	236,300					26,200	262,500	
		LI-4542-16	Vellore Village South BL39 - Communications and Hardware	W3	141,800					15,700	157,500	
		LI-4504-13	Library Technology Upgrade	City-Wide						140,000	140,000	
		LI-4548-16	AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton R	W2						120,000	120,000	
Libraries Total					3,863,000			1,668,300	749,700	6,281,000		
Libraries Total						3,863,000		1,668,300	749,700	6,281,000		
Planning												
Planning	Building Standards	BS-1006-15	Zoning Bylaw Review	City-Wide	243,767				206,000	682,375	1,132,142	
	Building Standards Total				243,767				206,000	682,375	1,132,142	
	Parks Development	PK-6365-16	UV1-D4 - Block 40 District Park Construction	W3	3,208,185					356,466	3,564,651	
		PK-6370-16	Uplands Golf & Ski Centre - Irrigation/Snow Making Water System	W5				663,732			663,732	
		PK-6401-16	61W-N2 - Block 61 Neighbourhood Park Design and Construction	W1	468,847					52,094	520,941	
		PK-6373-16	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	W2			460,000				460,000	

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			<b>PK-6344-13</b>	York Hill Park - Tennis Court Reconstruction	W5				362,848			362,848
			<b>PK-6501-16</b>	Vaughan Crest Pk-Tennis Court Reconstruction	W5				349,700			349,700
			<b>PK-6389-16</b>	Glen Shields Park - Tennis Court Reconstruction	W5				284,872			284,872
			<b>PK-6409-16</b>	Glen Shields Park - Activity Centre Improvements	W5				243,415			243,415
			<b>PK-6489-16</b>	Oak Bank Pond - Boardwalk Reconstruction	W5				237,930			237,930
			<b>PK-6438-16</b>	Marco Park - Tennis Court Reconstruction	W3				224,463			224,463
			<b>PK-6393-16</b>	West Maple Creek Park - Playground Replacement & Safety Surfacing	W1				204,102			204,102
			<b>PK-6421-16</b>	Princeton Gate Park - Playground Replacement & Safety Surfacing	W1				158,404			158,404
			<b>PK-6461-16</b>	Marco Park - Playground Replacement & Safety Surfacing	W3				138,872			138,872
			<b>PK-6380-16</b>	9v9 and 11v11 Soccer Field Upgrades	City-Wide				136,514			136,514
			<b>PK-6302-16</b>	Off Leash Free Dog Park	City-Wide						136,500	136,500
			<b>PK-6515-16</b>	Uplands Golf and Ski Centre-Bridge Replacement	W5				133,241			133,241
			<b>PK-6405-16</b>	Don and Humber River System Trail Signage	W1,W2,W4,W5			108,905				108,905
			<b>PK-6384-16</b>	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	W5			91,650				91,650
			<b>PK-6513-16</b>	Tudor Park-Ball Diamond Fencing	W4				84,409			84,409
			<b>PK-6517-16</b>	McNaughton Park-Soccer Field Fencing Extension	W1						76,756	76,756
			<b>PK-6466-16</b>	Woodbridge Highlands Park - Basketball Court Reconstruction	W2				74,244			74,244
			<b>PK-6464-16</b>	Rosedale North Park - Basketball Court Reconstruction	W5				73,321			73,321
			<b>PK-6465-16</b>	Dufferin District Park - Basketball Court Reconstruction	W5				72,965			72,965
			<b>PK-6478-16</b>	Maple Airport - Playground Surfacing and Accessible Swings	W1				70,422			70,422
			<b>PK-6514-16</b>	Maple Reservoir Park-Parking Lot Improvements	W1				63,590			63,590
			<b>PK-6505-16</b>	Ramsey Armitage Park-Playground Curb/Safety Surfacing	W1				50,138			50,138
			<b>Parks Development Total</b>			<b>3,677,032</b>		<b>660,555</b>	<b>3,627,182</b>		<b>621,816</b>	<b>8,586,585</b>
			<b>Planning Total</b>			<b>3,920,799</b>		<b>660,555</b>	<b>3,627,182</b>	<b>206,000</b>	<b>1,304,191</b>	<b>9,718,727</b>
		<b>Public Works</b>										
		Capital Delivery	<b>CD-2015-15</b>	2016 Road Rehabilitation	City-Wide		5,180,300	2,782,000				7,962,300
			<b>CD-2016-15</b>	2016 Watermain Replacement	City-Wide				2,673,900			2,673,900
			<b>EN-1993-14</b>	Bridge Rehabilitation - Willis Road	W2		1,356,323			338,682		1,695,005
			<b>CD-2007-16</b>	Sidewalk and Street Lighting on Major Mackenzie Drive by York Regi	W1,W2	1,472,900						1,472,900
			<b>EN-1972-13</b>	Active Transportation Facility and Streetlighting on Dufferin Stre	W1	576,800						576,800

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			CD-2002-16	2018 Watermain Replacement	City-Wide				566,500			566,500
			EN-1960-13	Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	W3	515,000						515,000
			EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - King	W1			500,000				500,000
			CD-2001-16	2018 Road Rehabilitation	City-Wide		345,600					345,600
			EN-1994-14	Bridge Rehabilitation - Nort Johnson District Park	W2					336,600		336,600
			CD-2008-16	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Gr	W2	241,400						241,400
			CD-1986-16	Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-	W4			228,800				228,800
			CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengat	W2			165,000				165,000
			CD-1957-16	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe A	W2	123,600						123,600
			CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and	W4				113,300			113,300
			CD-1984-16	Sidewalk and Street Lighting on Keele Street - Langstaff Road to R	W1,W4	84,975						84,975
			CD-1979-16	Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	W5	56,650						56,650
			CD-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave	W2,W3	56,650						56,650
			CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	W1	56,650						56,650
			CD-1907-16	Creation of CAD Standards	City-Wide						51,500	51,500
			CD-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Dri	W3	45,320						45,320
			CD-1930-16	Sidewalk on Keele Street - McNaughton Road to Teston Road	W4	37,080						37,080
			CD-1931-16	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	W1	20,600						20,600
			<b>Capital Delivery Total</b>			<b>3,287,625</b>	<b>6,882,223</b>	<b>3,675,800</b>	<b>3,353,700</b>	<b>675,282</b>	<b>51,500</b>	<b>17,926,130</b>
		Development Engineering	DE-7137-16	Block 61 Valley Corridor Crossings	W1	4,242,400						4,242,400
			DT-7120-13	Black Creek Renewal	W4	4,000,000						4,000,000
			DE-7134-16	Huntington Road Construction - Langstaff Road to Rutherford Road	W2	2,429,000						2,429,000
			DE-7138-15	Block 55 PD-KN Watermain Servicing	W1	2,104,900						2,104,900
			DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	2,020,825						2,020,825
			DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	City-Wide	786,100						786,100
			DE-7141-16	Transportation Master Plan Update	City-Wide	786,100						786,100
			DE-7142-16	Water / Wastewater Master Plan Update	City-Wide	786,100						786,100
			DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	W4	500,000						500,000
			DE-7124-16	Block 61 CP Railway Pedestrian Crossing	W1	482,600						482,600
			DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design	W4	428,480						428,480

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total			
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding				
			DE-7113-16	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	W1	247,200						247,200			
			DE-7098-15	Pedestrian and Bicycle Network Implementation Program	City-Wide	246,170						246,170			
			DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	City-Wide	77,250						77,250			
			DE-7108-15	School Travel Planning Measures	City-Wide	51,500						51,500			
			Development Engineering Total					19,188,625					19,188,625		
			Environmental Services	EV-2063-15	ICI Water Meter Replacement Program	City-Wide				206,000			206,000		
			Environmental Services Total							206,000			206,000		
			Roads, Parks & Forestry	RP-2035-15	Curb and Sidewalk Repair & Replacement	City-Wide				1,800,000				1,800,000	
				RP-2058-15	LED Streetlight Conversion	City-Wide				1,500,000				1,500,000	
				RP-6700-15	Tree Planting Program-Regular	City-Wide						48,882	562,148	611,030	
				RP-6757-15	Tree Planting - Regular - Additional Costs	City-Wide							413,655	413,655	
				RP-6739-15	Tree Replacement Program-EAB	City-Wide							365,959	365,959	
				RP-2013-15	Street Light Pole Replacement Program	City-Wide							309,000	309,000	
				RP-6754-15	Parks Concrete Walkway Repairs/Replacements	City-Wide					216,300			216,300	
				RP-6753-16	CTS Mobile Handheld Program	City-Wide							157,220	157,220	
				RP-6746-15	Fence Repair & Replacement Program	City-Wide					140,400			140,400	
				RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide							52,873	52,873	
				Roads, Parks & Forestry Total							3,300,000	356,700	48,882	1,860,855	5,566,437
				Public Works Total					22,476,250	6,882,223	6,975,800	3,916,400	724,164	1,912,355	42,887,192
			Strategic & Corporate Initiatives												
			Building & Facilities	BF-8378-15	Carrville Community Centre and District Park	W4	30,803,696						4,061,022	34,864,718	
				BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide					309,000			309,000	
				BF-8478-16	Garnet A. Williams C.C. - Building Automation System Replacement	W5					136,000			136,000	
				BF-8404-16	Woodbridge Arena - Replace Arena Boards	W2					118,750			118,750	
				BF-8487-15	Building Condition Audits	City-Wide				110,000				110,000	
				BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide							107,100	107,100	
				BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	W1					90,846			90,846	
				BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centr	W2					77,250			77,250	
				BF-8297-16	JOC - Retrofit Fire Department Training Area Washrooms	W1					73,600			73,600	
				BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5					67,000			67,000	
BF-8481-16	Fire Station 7-3 - Ex. Fuel Tank Removal	W2						61,800			61,800				
BF-8496-16	Maple Community Center Arena Header Replacement	W1						51,500			51,500				
BF-8329-16	Al Palladini Community Centre Arena Benches Capping	W2						46,400			46,400				

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total	
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding		
			BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	W3				37,900			37,900	
			BF-8431-16	Michael Cranny House - HVAC Upgrades	W1				25,750			25,750	
			BF-8358-16	Promenade Park - Electrical Cabinet Replacement	W5				20,600			20,600	
			BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	W2				20,600			20,600	
			Building & Facilities Total				30,803,696		110,000	1,136,996		4,168,122	36,218,814
		Fleet	FL-5421-16	PW-RDS-Replace Unit #1344 with Regenerative street sweeper	City-Wide				288,400				288,400
			FL-5500-16	PW-RDS- Additional tandem roll off dump truck with plow/wing .	City-Wide	254,925					28,325		283,250
			FL-5353-16	PKS-Replace Unit #1608 with 16' large area mower	City-Wide				82,400				82,400
			FL-5361-16	PKS-Replace Unit #1565,1566 with 16' large area mower	City-Wide				82,400				82,400
			FL-5503-16	BYLAW - Additional Animal Control Vehicle	City-Wide	66,117					7,346		73,463
			FL-5506-16	BYLAW - Additional Animal Control Vehicle	City-Wide	66,117					7,346		73,463
			FL-5478-16	PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab pickup	City-Wide				43,300				43,300
			FL-5298-16	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide	27,540		7,500			3,060		38,100
			FL-5299-16	BYLAW- Additional 1/2 ton eco-diesel pickup	City-Wide	27,540		7,500			3,060		38,100
			FL-5468-16	PW-WATER--Replace Unit #1563 with 3/4 ton cargo van	City-Wide				36,100				36,100
			FL-5243-16	PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van	City-Wide				36,100				36,100
			FL-5242-16	PW-WATER-Replace Unit #1554 with 3/4 ton cargo van	City-Wide				36,100				36,100
			FL-5211-16	PW-RDS-Replace Unit #1370 with 1/2 ton Quad Cab 4x4 pickup	City-Wide				30,900				30,900
			FL-5300-16	ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup	City-Wide				27,800				27,800
			FL-5488-16	BYLAW-Replace Unit #1684 with compact sedan	City-Wide				25,800				25,800
			FL-5489-16	BYLAW-Replace Unit #1685 with compact sedan	City-Wide				25,800				25,800
			FL-5501-16	BYLAW - Additional enduro-motorcycles	City-Wide	18,866					2,096		20,962
			Fleet Total				461,105		15,000	715,100		51,233	1,242,438
		Information Technology Management	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide				391,400				391,400
			IT-3019-13	Central Computing Infrastructure Renewal	City-Wide				389,300				389,300
			IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide				360,000				360,000
			IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide						154,500		154,500
			Information Technology Management Total							1,140,700		154,500	1,295,200
		Strategic & Corporate Initiatives Total				31,264,801		125,000	2,992,796		4,373,855	38,756,452	
		2016 Total						66,362,644	6,882,223	7,761,355	15,413,528	1,197,964	9,190,307

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total	
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding		
2017	City Manager	Emergency Planning	EP-0071-17	Primary and Alternate Emergency Operations Centres	City-Wide				68,200		128,910	197,110	
		Emergency Planning Total							68,200		128,910	197,110	
		Fire	FR-3606-17	Station 76 Aerial Purchase	W4	1,300,000							1,300,000
			FR-3587-17	Replace 7955 Aerial 55 FT	City-Wide				703,000				703,000
			FR-3609-17	Expand Crew Quarters Station 76	W4	360,000							360,000
			FR-3626-17	Station #74 Furniture and Equipment	W1	170,000							170,000
			FR-3618-17	Station #74 Equipment for Firefighter Purchase	W1	125,000							125,000
			FR-3619-17	Engine #74 Equipment Purchase	W1	120,000							120,000
			FR-3508-13	Breathing Apparatus Replacements	City-Wide				45,100				45,100
			FR-3616-17	Fire Prevention Vehicle Replacement	City-Wide				45,000				45,000
			FR-3615-17	Fire Prevention Vehicle Replacement	City-Wide				45,000				45,000
			FR-3589-17	Replace 7981 Training Van	City-Wide				33,600				33,600
			FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	City-Wide				30,000				30,000
			Fire Total					2,075,000			901,700		2,976,700
		Recreation	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide				231,750				231,750
			RE-9519-17	Vaughan Art Gallery Site Study	City-Wide						51,500		51,500
			RE-9527-17	Events Strategy	City-Wide						50,000		50,000
		Recreation Total								231,750		101,500	333,250
		City Manager Total					2,075,000			1,201,650		230,410	3,507,060
		Finance	Development Finance	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and	City-Wide	213,750					11,250	225,000
			Development Finance Total					213,750				11,250	225,000
			Financial Services	FI-0073-17	New Property Tax System	City-Wide						154,500	154,500
			Financial Services Total									154,500	154,500
			Finance Total					213,750					165,750
		Legal & Administrative Services	Real Estate	RL-0005-13	Land Acquisition Fees	City-Wide						267,800	267,800
			Real Estate Total									267,800	267,800
			Legal & Administrative Services Total									267,800	267,800
Libraries	Libraries	LI-4537-13	Capital Resource Purchases	City-Wide				1,803,700			1,803,700		
		LI-4512-17	Maple Library Renovations	W1						946,700	946,700		
		LI-4516-16	Carrville Block 11- Resource Material	W4	337,500					37,500	375,000		
		LI-4518-17	Carrville BL11 - Furniture and Equipment	W4	236,250					26,250	262,500		
		LI-4524-17	Carrville Community Library - Communications and Hardware	W4	141,750					15,750	157,500		
		LI-4504-13	Library Technology Upgrade	City-Wide						140,000	140,000		
		LI-4550-17	Library Branch Signage	City-Wide						105,000	105,000		
		Libraries Total					715,500			1,803,700	1,271,200	3,790,400	
Libraries Total					715,500			1,803,700	1,271,200	3,790,400			
Planning	Building Standards	BS-1006-15	Zoning Bylaw Review	City-Wide	243,767					206,000	682,375	1,132,142	
	Building Standards Total					243,767				206,000	682,375	1,132,142	
	Development Planning	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Sp	W5	162,000					18,000	180,000		
	Development Planning Total					162,000				18,000	180,000		

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
		Parks Development	PK-6498-17	WVEA59-D1 Block 59 District Park-Design and Construction	W2	4,670,416					518,935	5,189,351
			PK-6456-17	61W-N4 - Block 61 Neighbourhood Park Design and Construction	W1	830,349					92,261	922,610
			PK-6287-17	UV2-D1 - Block 18 District Park Development	W4	619,852					68,873	688,725
			PK-6441-17	York Hill District Park - Hardscape and Walkway Replacement	W5			406,002				406,002
			PK-6360-17	Vellore Village Community Centre - Soccer Field Redevelopment	W3				389,340			389,340
			PK-6112-17	LeParc Park - Tennis Court Reconstruction	W4				321,000			321,000
			PK-6345-17	Conley South Park - Tennis Court Reconstruction	W5				280,531			280,531
			PK-6404-17	Glen Shields Park - Pathway Lighting	W5			269,675				269,675
			PK-6329-17	Civic Centre - Public Square Design	W1						262,700	262,700
			PK-6472-17	Rosedale Park North - Tennis Court Reconstruction	W5				245,292			245,292
			PK-6437-17	Giovanni Caboto Park - Tennis Court Reconstruction	W3				224,463			224,463
			PK-6418-17	Vaughan Mills Park - Playground Replacement & Safety Surfacing	W2				201,602			201,602
			PK-6477-17	Wade Gate Park - Tennis Court Reconstruction	W5				192,037			192,037
			PK-6408-17	Concord Thornhill Regional Park - Playground Rubber Surfacing Repl	W5				151,438			151,438
			PK-6433-17	Active Together Master Plan 5 year update	City-Wide	124,729					13,859	138,588
			PK-6460-17	Robert Watson Park - Playground Replacement & Safety Surfacing	W3				129,840			129,840
			PK-6459-17	Maple Lions Park - Playground Replacement & Safety Surfacing	W1				129,286			129,286
			PK-6420-17	Fossil Hill Park - Playground Replacement & Safety Surfacing	W3				122,643			122,643
			PK-6419-17	Almont Park - Playground Replacement & Safety Surfacing	W2				118,984			118,984
			PK-6462-17	Vellore Heritage Square - Playground Replacement & Safety Surfacing	W3				100,837			100,837
			PK-6443-17	Maple Community Centre - Ball Diamond Irrigation	W1				97,881			97,881
			PK-6468-17	Joseph Aaron Park - Basketball Court Reconstruction	W5				95,601			95,601
			PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	W5			91,650				91,650
			PK-6340-17	Frank Robson Park - Ball Diamond Irrigation System	W1						86,469	86,469
			PK-6467-17	Comdel Park - Basketball Court Reconstruction	W3				85,770			85,770
			PK-6323-17	Marita Payne Park - Basketball Court Reconstruction	W5				72,965			72,965



Year	Commission	Department	Project #	Project Title	R Ward	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			<b>PK-6351-17</b>	Jersey Creek Park - Playground Equipment (Swing)	W3				36,460			36,460
			<b>Parks Development Total</b>			<b>6,245,346</b>		<b>767,327</b>	<b>2,995,971</b>		<b>1,043,097</b>	<b>11,051,741</b>
			<b>Planning Total</b>			<b>6,651,113</b>		<b>767,327</b>	<b>2,995,971</b>	<b>206,000</b>	<b>1,743,472</b>	<b>12,363,883</b>
		<b>Public Works</b>										
		Capital Delivery	<b>CD-2018-15</b>	2017 Road Rehabilitation	City-Wide		6,548,500	2,818,200				9,366,700
			<b>CD-2019-15</b>	2017 Watermain Replacement	City-Wide				5,155,200			5,155,200
			<b>CD-1978-16</b>	Active Transportation Facility on Pine Valley Drive - Steeles Ave	W2,W3	770,440						770,440
			<b>CD-1984-16</b>	Sidewalk and Street Lighting on Keele Street - Langstaff Road to R	W1,W4	594,825						594,825
			<b>CD-1980-16</b>	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Dri	W3	362,560						362,560
			<b>CD-1991-17</b>	Traffic Signal Installation - Interchange Way and Interchange Way	W4	232,300						232,300
			<b>CD-2005-16</b>	Street Lighting on Teston Road - Hwy 400 to Weston Road	W1	186,945						186,945
			<b>CD-1996-17</b>	Municipal Structure Inspection and Reporting in 2017	City-Wide				101,970			101,970
			<b>CD-1985-17</b>	Sidewalk on Doney Crescent - Keele Street to Cul-de-sac	W4					44,000		44,000
			<b>CD-1949-17</b>	Pedestrian Link Feasibility Study	W2						35,535	35,535
			<b>Capital Delivery Total</b>			<b>2,147,070</b>	<b>6,548,500</b>	<b>2,818,200</b>	<b>5,257,170</b>	<b>44,000</b>	<b>35,535</b>	<b>16,850,475</b>
		Development Engineering	<b>DT-7121-13</b>	Vaughan Metropolitan Centre NE Storm Water Management Pond	W4	1,213,805	4,568,500					5,782,305
			<b>DT-7120-13</b>	Black Creek Renewal	W4		5,000,000					5,000,000
			<b>DE-7124-16</b>	Block 61 CP Railway Pedestrian Crossing	W1	3,217,300						3,217,300
			<b>DE-7138-15</b>	Block 55 PD-KN Watermain Servicing	W1	2,104,900						2,104,900
			<b>DE-7123-15</b>	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	2,020,825						2,020,825
			<b>DE-7151-15</b>	Huntington Road Reconstruction, Highway 7 to Langstaff Road	W2	729,000						729,000
			<b>DE-7098-15</b>	Pedestrian and Bicycle Network Implementation Program	City-Wide	250,000						250,000
			<b>DE-7104-15</b>	TMP Education, Promotion, Outreach and Monitoring	City-Wide	77,250						77,250
			<b>DE-7108-15</b>	School Travel Planning Measures	City-Wide	51,500						51,500
			<b>Development Engineering Total</b>			<b>9,664,580</b>	<b>9,568,500</b>					<b>19,233,080</b>
		Environmental Services	<b>EV-2063-15</b>	ICI Water Meter Replacement Program	City-Wide				206,000			206,000
			<b>Environmental Services Total</b>						<b>206,000</b>			<b>206,000</b>
		Roads, Parks & Forestry	<b>RP-1972-17</b>	Public Works and Parks Operations Yard Expansion and Upgrade Strat	W2	10,118,606	6,090,951					16,209,557
			<b>RP-2035-15</b>	Curb and Sidewalk Repair & Replacement	City-Wide			1,900,000				1,900,000
			<b>RP-2058-15</b>	LED Streetlight Conversion	City-Wide			1,500,000				1,500,000
			<b>RP-6700-15</b>	Tree Planting Program-Regular	City-Wide					48,882	562,148	611,030
			<b>RP-6757-15</b>	Tree Planting - Regular - Additional Costs	City-Wide						413,655	413,655
			<b>RP-6739-15</b>	Tree Replacement Program-EAB	City-Wide						365,959	365,959
			<b>RP-2013-15</b>	Street Light Pole Replacement Program	City-Wide						309,000	309,000

Year	Commission	Department	Project #	Project Title	R Ward	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			<b>RP-6754-15</b>	Parks Concrete Walkway Repairs/Replacements	City-Wide				216,300			216,300
			<b>RP-6759-17</b>	Pedestrian Crossing Enhancement Program – Pavement Marking	City-Wide						206,000	206,000
			<b>RP-6741-17</b>	Maple Community Centre-Landscape & Traffic Safety Improvements	W1						180,250	180,250
			<b>RP-6760-17</b>	Pedestrian Connectivity Study	W5						117,420	117,420
			<b>RP-6746-15</b>	Fence Repair & Replacement Program	City-Wide				114,963			114,963
			<b>RP-6751-17</b>	Sports Field Safety Fencing for Spectators at Vaughan Grove Sport	W2						91,927	91,927
			<b>RP-6745-17</b>	Nashville Cemetery-Road Extension	W1						57,700	57,700
			<b>RP-6756-15</b>	2015 Traffic Signs Reflectivity Inspection and Testing	City-Wide						52,873	52,873
			<b>Roads, Parks &amp; Forestry Total</b>			<b>10,118,606</b>	<b>6,090,951</b>	<b>3,400,000</b>	<b>331,263</b>	<b>48,882</b>	<b>2,356,932</b>	<b>22,346,634</b>
			<b>Public Works Total</b>			<b>21,930,256</b>	<b>22,207,951</b>	<b>6,218,200</b>	<b>5,794,433</b>	<b>92,882</b>	<b>2,392,467</b>	<b>58,636,189</b>
			<b>Strategic &amp; Corporate Initiatives</b>									
		Building & Facilities	<b>BF-8387-17</b>	City Hall Public Square/Underground Parking Structure/Outdoor Rink	W1		20,970,800					20,970,800
			<b>BF-8482-17</b>	Vellore Village C.C. - Renovations	W1						502,700	502,700
			<b>BF-8483-17</b>	Maple C.C. - Renovations	W1						368,800	368,800
			<b>BF-8485-17</b>	Dufferin Clark C.C. - Renovations	W5						368,800	368,800
			<b>BF-8476-15</b>	Building upgrades to meet AODA Requirements	City-Wide				309,000			309,000
			<b>BF-8405-17</b>	Garnet Williams - Renovate Pool Changerooms	W5				157,220			157,220
			<b>BF-8487-15</b>	Building Condition Audits	City-Wide			110,000				110,000
			<b>BF-8477-16</b>	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide						107,100	107,100
			<b>BF-8471-17</b>	Merino Centennial Centre - Parking Lot Expansion	W1						88,400	88,400
			<b>BF-8486-17</b>	New Sidewalk from Rutherford Rd south along Pierre Berton Resource	W2						87,000	87,000
			<b>BF-8484-17</b>	North Thornhill C.C. - Modify gym divider	W5						74,200	74,200
			<b>BF-8367-13</b>	Uplands Golf & Ski Centre, Buildings General Capital	W5				67,000			67,000
			<b>BF-8410-17</b>	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC,	City-Wide						66,950	66,950
			<b>Building &amp; Facilities Total</b>				<b>20,970,800</b>	<b>110,000</b>	<b>533,220</b>		<b>1,663,950</b>	<b>23,277,970</b>
		Fleet	<b>FL-5426-17</b>	PW-RDS-Replace Unit #1373 with Regenerative street sweeper	City-Wide				288,400			288,400
			<b>FL-5278-17</b>	PKS- Additional dual stream compactor refuse truck	City-Wide						133,900	133,900
			<b>FL-5431-17</b>	PW-RDS-Replace Unit #1702 with service body sign truck with slidin	City-Wide				100,400			100,400
			<b>FL-5221-17</b>	PKS- Additional sand sifters	City-Wide						72,100	72,100
			<b>FL-5215-17</b>	PKS-Additional 2 ton 4x4 crew cab dump truck	City-Wide						67,000	67,000
			<b>FL-5436-17</b>	B&F-Replace Unit #1670 with 3/4 ton cargo van	City-Wide				61,800			61,800
			<b>FL-5333-17</b>	PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	City-Wide				27,800		28,900	56,700

						Funding Source									
Year	Commission	Department	Project #	Project Title	RWard	City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	Grand Total			
2017			FL-5466-17	PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	City-Wide				36,100			36,100			
			FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	City-Wide				36,100			36,100			
			Fleet Total								550,600		301,900	852,500	
			Human Resources	HR-9533-14	Attendance Management Automation	City-Wide							103,000	103,000	
			Human Resources Total										103,000	103,000	
			Information Technology Managemen	IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide				391,400				391,400	
				IT-3019-13	Central Computing Infrastructure Renewal	City-Wide				389,300				389,300	
				IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide				360,000				360,000	
				IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide						154,500		154,500	
			Information Technology Management Total								1,140,700		154,500	1,295,200	
			Strategic & Corporate Initiatives Total							20,970,800	110,000	2,224,520	2,223,350	25,528,670	
			2017 Total						31,585,619	43,178,751	7,095,527	14,020,274	566,682	8,026,649	104,473,502

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
2018	City Manager	Fire	FR-3581-18	Purchase Land for New Station 7-11	W1	1,111,800						1,111,800
			FR-3608-18	Station 76 Equipment for Firefighter Purchase	W4	125,000					125,000	
			FR-3607-18	Aerial 76 Equipment Purchase	W4	120,000					120,000	
			FR-3508-13	Breathing Apparatus Replacements	City-Wide			45,100		45,100		
			FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	City-Wide			30,000		30,000		
			Fire Total		1,356,800		75,100		1,431,900			
		Recreation	RE-9503-13	Fitness Centre Equipment Replacement	City-Wide			231,750		231,750		
			Recreation Total					231,750		231,750		
		City Manager Total				1,356,800		306,850		1,663,650		
	Finance	Financial Planning & Analytics	BU-0007-18	Questica Teambudget Development	City-Wide					86,520	86,520	
		Financial Planning & Analytics Total							86,520	86,520		
		Finance Total							86,520	86,520		
	Legal & Administrative Services	Clerks	CL-2520-18	City Archives Outreach Equipment	City-Wide					22,660	22,660	
		Clerks Total							22,660	22,660		
		Real Estate	RL-0005-13	Land Acquisition Fees	City-Wide				267,800	267,800		
		Real Estate Total							267,800	267,800		
		Legal & Administrative Services Total							267,800	22,660	290,460	
	Libraries	Libraries	LI-4537-13	Capital Resource Purchases	City-Wide				1,839,800		1,839,800	
			LI-4526-17	Vellore Village North Community Library - Land	W3	350,100				38,900	389,000	
			LI-4546-13	Vellore Villiage North Community Library - Resource Materials	W3	347,625				38,625	386,250	
			LI-4525-17	Vellore Village North Community Library	W3	318,300				35,300	353,600	
			LI-4504-13	Library Technology Upgrade	City-Wide				140,000	140,000		
		Libraries Total					1,016,025		1,839,800	252,825	3,108,650	
	Libraries Total					1,016,025		1,839,800	252,825	3,108,650		
	Planning	Building Standards	BS-1006-15	Zoning Bylaw Review	City-Wide	207,717				103,000	310,717	
			Building Standards Total					207,717		103,000	310,717	
		Parks Development	PK-6287-17	UV2-D1 - Block 18 District Park Development	W4	5,512,653				612,516	6,125,169	
			PK-6499-18	CC11-N1(Carrville District Centre) Neighbourhood Park Design	W4	1,076,240				119,582	1,195,822	
			PK-6442-18	Concord Thornhill Regional Park - Washroom and Change Room	W5				730,000	730,000		
			PK-6349-18	Vaughan Grove Sports Park - OSA Sports Lighting	W2				473,208	473,208		
			PK-6502-18	Promenade Green Park-Tennis Court Redevelopment	W5			378,275		378,275		
			PK-6422-18	Pedestrian and Bicycle Master Plan (off road system) Design and Co	City-Wide			368,000		368,000		
			PK-6108-18	Riverside Park - Tennis Court Design & Construction	W5				159,908	159,908		
			PK-6347-18	LP-N6 Block 12 Linear Park- Design and Construction	W4	138,967			15,440	154,407		

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			<b>PK-6476-18</b>	Matthew Park - Shade Structure	W3						134,487	134,487
			<b>PK-6296-18</b>	Bathurst Estate Park - Tennis Lighting	W5						107,197	107,197
			<b>PK-6384-16</b>	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	W5			91,650				91,650
			<b>PK-6321-18</b>	Alexandra Elisa Park - Basketball Court Reconstruction	W2				84,194			84,194
			<b>PK-6279-18</b>	Reeves Park - Basketball Court Reconstruction	W1				76,258			76,258
			<b>PK-6416-18</b>	Memorial Hill - Cultural Landscape Revitalization Study	W2						73,439	73,439
			<b>PK-6471-18</b>	Worth Park - Basketball Court Reconstruction	W5				54,877			54,877
			<b>PK-6275-18</b>	Rimwood Park - Fencing	W1						46,453	46,453
			<b>PK-6470-18</b>	Winding Lane Park - Basketball Court Reconstruction	W5				42,370			42,370
			<b>PK-6369-18</b>	Rosemount Community Centre/City Playhouse - Ball Diamond Fence	W5						32,064	32,064
			<b>PK-6440-18</b>	York Hill District Park - Basketball Court Reconstruction	W5				10,512			10,512
			<b>Parks Development Total</b>			<b>6,727,860</b>		<b>459,650</b>	<b>646,486</b>		<b>2,504,294</b>	<b>10,338,290</b>
						<b>6,935,577</b>		<b>459,650</b>	<b>646,486</b>	<b>103,000</b>	<b>2,504,294</b>	<b>10,649,007</b>
		<b>Planning Total</b>										
		<b>Public Works</b>										
		Capital Delivery	<b>CD-2001-16</b>	2018 Road Rehabilitation	City-Wide		6,995,600	3,000,000				9,995,600
			<b>CD-2002-16</b>	2018 Watermain Replacement	City-Wide				4,584,200			4,584,200
			<b>CD-1883-18</b>	Right Turning Lane - Willis Road and Pine Valley Drive	W3					340,000	103,000	443,000
			<b>CD-1962-18</b>	Hydro-Geological Study for Anthony Lane	W5						154,500	154,500
			<b>CD-1853-18</b>	Lay-by Parking on Vellore Woods Boulevard	W3						154,500	154,500
			<b>CD-1938-18</b>	Streetscape Maple Area - Phase 3	W1						154,500	154,500
			<b>CD-1930-16</b>	Sidewalk on Keele Street - McNaughton Road to Teston Road	W4	148,320						148,320
			<b>CD-1939-18</b>	Streetscape Maple Area - Phase 2	W1						139,050	139,050
			<b>CD-1931-16</b>	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	W1	82,400						82,400
			<b>Capital Delivery Total</b>			<b>230,720</b>	<b>6,995,600</b>	<b>3,000,000</b>	<b>4,584,200</b>	<b>340,000</b>	<b>705,550</b>	<b>15,856,070</b>
		Development Engineering	<b>DT-7120-13</b>	Black Creek Renewal	W4	11,764,755	5,235,245					17,000,000
			<b>DE-7138-15</b>	Block 55 PD-KN Watermain Servicing	W1	2,104,900						2,104,900
			<b>DE-7123-15</b>	Kleinburg - Nashville PD6 Major Mackenzie Watermain	W1	2,020,825						2,020,825
			<b>Development Engineering Total</b>			<b>15,890,480</b>	<b>5,235,245</b>					<b>21,125,725</b>
		Roads, Parks & Forestry	<b>RP-2035-15</b>	Curb and Sidewalk Repair & Replacement	City-Wide			2,000,000				2,000,000
			<b>RP-2058-15</b>	LED Streetlight Conversion	City-Wide			1,500,000				1,500,000
			<b>RP-6700-15</b>	Tree Planting Program-Regular	City-Wide					48,882	562,148	611,030
			<b>RP-6757-15</b>	Tree Planting - Regular - Additional Costs	City-Wide						413,655	413,655
			<b>RP-6739-15</b>	Tree Replacement Program-EAB	City-Wide						365,959	365,959
			<b>RP-2013-15</b>	Street Light Pole Replacement Program	City-Wide						309,000	309,000
			<b>RP-6754-15</b>	Parks Concrete Walkway Repairs/Replacements	City-Wide				299,600			299,600

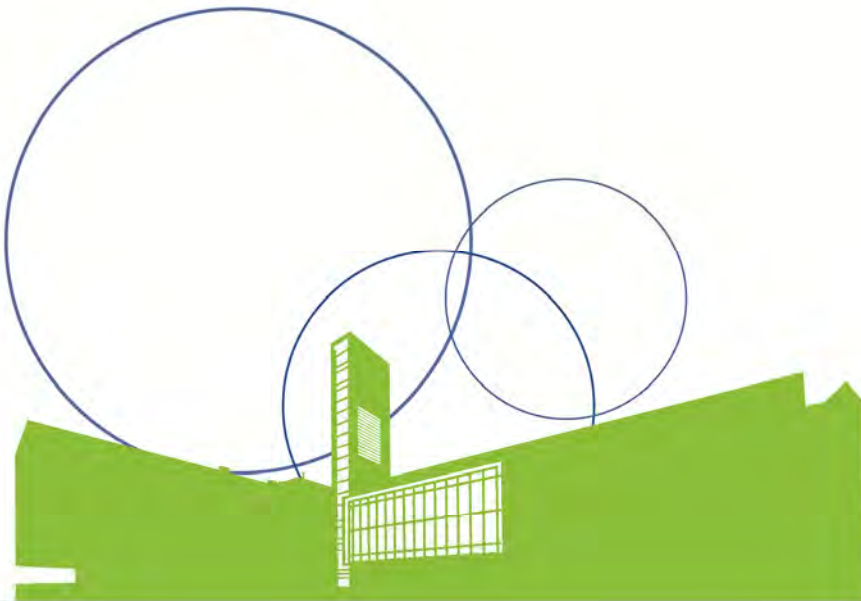
Year	Commission	Department	Project #	Project Title	R Ward	Funding Source						Grand Total
						City Wide Development Charges	Debtenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding	
			RP-6746-15	Fence Repair & Replacement Program	City-Wide				114,963			114,963
			RP-6761-18	Melville Avenue Operational Review	W1						33,990	33,990
		<b>Roads, Parks &amp; Forestry Total</b>						<b>3,500,000</b>	<b>414,563</b>	<b>48,882</b>	<b>1,684,752</b>	<b>5,648,197</b>
		<b>Public Works Total</b>				<b>16,121,200</b>	<b>12,230,845</b>	<b>6,500,000</b>	<b>4,998,763</b>	<b>388,882</b>	<b>2,390,302</b>	<b>42,629,992</b>
		<b>Strategic &amp; Corporate Initiatives</b>										
		Building & Facilities	BF-8094-18	Al Palladini Community Centre Pool Change Rooms Redesign and Add Y	W2						1,081,500	1,081,500
			BF-8476-15	Building upgrades to meet AODA Requirements	City-Wide				309,000			309,000
			BF-8487-15	Building Condition Audits	City-Wide			110,000				110,000
			BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	City-Wide						107,100	107,100
			BF-8271-18	East District Parks Yard Parking Lot Modifications	W4						102,000	102,000
			BF-8419-18	Installation of Wall Matting at 8 Different Recreation Facilities	City-Wide						77,250	77,250
			BF-8350-18	Security Camera Installations Various Parks	City-Wide						74,500	74,500
			BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	W5				67,000			67,000
			BF-8437-18	Sound Attenuations Partitions in Building Standards and Purchasing	W1						56,650	56,650
			BF-8331-18	Al Palladini Community Centre Construct a Storage Room	W2						30,900	30,900
		<b>Building &amp; Facilities Total</b>						<b>110,000</b>	<b>376,000</b>		<b>1,529,900</b>	<b>2,015,900</b>
		Fleet	FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck	City-Wide				309,000			309,000
			FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck	City-Wide				309,000			309,000
			FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	City-Wide				226,600			226,600
			FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	City-Wide				87,600		25,700	113,300
			FL-5313-18	B&F- Replace Unit #1070 with ice resurfacer	City-Wide				103,000			103,000
			FL-5311-18	B&F- Replace Unit #1055 with ice resurfacer	City-Wide				103,000			103,000
			FL-5306-18	B&F- Replace Unit #974 with ice resurfacer	City-Wide				103,000			103,000
			FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	City-Wide				51,500			51,500
			FL-5295-18	PW-RDS- Additional steamer/generator	City-Wide						51,500	51,500
			FL-5290-18	PW-RDS-Additional Small Equipment	City-Wide						36,100	36,100
			FL-5292-18	PW-RDS- Additional concrete grinder	City-Wide						36,100	36,100
			FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper	City-Wide						36,050	36,050
			FL-5200-18	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	City-Wide				30,900			30,900
			FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	City-Wide				30,900			30,900

Year	Commission	Department	Project #	Project Title	RWard	Funding Source						Grand Total			
						City Wide Development Charges	Debenture Financing	Gas Tax Funding	Infrastructure Reserves	Other	Taxation Funding				
			FL-5192-18	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	City-Wide				30,900			30,900			
			FL-5168-18	Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2	City-Wide				27,800			27,800			
			FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank	City-Wide					25,800		25,800			
			FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856	City-Wide					20,600		20,600			
			FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857	City-Wide					20,600		20,600			
			FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	City-Wide					20,600		20,600			
			FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858	City-Wide					20,600		20,600			
			Fleet Total							1,413,200		293,650	1,706,850		
			Information Technology Managemen	IT-2502-14	Electronic Document Management System	City-Wide						655,000	655,000		
				IT-3017-13	Enterprise Telephone System Assets Renewal	City-Wide					391,400		391,400		
				IT-3019-13	Central Computing Infrastructure Renewal	City-Wide					389,300		389,300		
				IT-3016-13	Personal Computer (PC) Assets Renewal	City-Wide					360,000		360,000		
				IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	City-Wide						154,500	154,500		
					Information Technology Management Total							1,140,700	809,500	1,950,200	
			Strategic & Corporate Initiatives Total							110,000	2,929,900	2,633,050	5,672,950		
			2018 Total						25,429,602	12,230,845	7,069,650	10,721,799	759,682	7,889,651	64,101,229

# **Water & Wastewater/ Stormwater Budgets and Consumption Rates**

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## **2015**





# Water and Wastewater/Stormwater<sup>206</sup>

## Budgets and Consumption Rates

The Water and Wastewater/Stormwater Budget was adopted by Council in conjunction with the Operating and Capital Budgets on April 1, 2015.

The primary source of revenue for water and wastewater/stormwater operations is consumption rates, totalling \$117.0M for 2015. 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 \$5.6M to the water reserve and wastewater services will generate \$7.2M to the wastewater reserve thereby providing funds to support and move towards a financially sustainable water and wastewater system as required by the Safe Drinking Water Act (SDWA) and Sustainable Water and Sewage Systems Act (SWSSA).

### **Annual Residential Impact**

The City's 2015 water and wastewater combined rate is the lowest in the Region of York.

For 2015, the combined rate increase for Water and Wastewater/Stormwater is \$0.3053 per cubic meter or 9.9%. This results in a new rate of \$3.391 per cubic meter. The Region's share of the rate is 64.2% versus 35.8% for the City.

**Table 46: Combined Water and Wastewater/Stormwater Rate Increase**

	<b>% of Rate</b>	<b>% Increase</b>
Region	64.2%	6.4%
City	35.8%	3.5%
<b>Total</b>	<b>100%</b>	<b>9.9%</b>

For 2015, the City's share of the combined water/wastewater rate increase is 3.54% (or 35.8%) and the Region of York's share for water purchases and wastewater services is 6.35% (or 64.2%) resulting in a combined rate increase of 9.90%. Based on the rate increase for water and wastewater the impact to the ratepayer that consumes 300 cubic metres will be approximately \$91.59 or \$7.63 per month.

### **Background – Analysis and Options**

Water, and Wastewater/Stormwater are regulated services and must meet legislated requirements of the Safe Drinking Water Act and the Sustainable Water and Sewage Systems Act.

### **The Safe Drinking Water 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

# Water and Wastewater/Stormwater<sup>207</sup>

## Budgets and Consumption Rates

in place certain financial reporting requirements and the need for municipalities to develop financially sustainable water treatment and distribution systems. The Act's purpose is to protect human health through the control and regulation of drinking water systems and drinking water testing.

It should be noted that the City currently has a strong balance sheet and has a financially viable and sustainable drinking water financial plan that meets the needs of Ontario regulation 453/07 as noted in the "Six Year Water Financial Plan (2014-2019)" presented to Council on December 2, 2013.

### **The Sustainable Water and Sewage Systems Act**

The Sustainable Water and Sewage Systems Act legislates municipalities to assess the costs of providing water and sewage utilities and prepare a method to finance the full cost of providing these services

From a financial planning perspective the city must plan and budget for three separate time horizons, upcoming budget year, six year financial plan and a long term (multi-decade) plan.

The upcoming budget year plan must cover the Region's water and wastewater service purchases, the City's operational costs and contributions to reserves. The six year financial plan is regulated by legislation and considers future operating and capital programs. The long term plan must also consider long term financial needs with respect to repairing and replacing infrastructure.

Financial planning consists of identifying expenses, revenue and generating water and wastewater/stormwater rates.

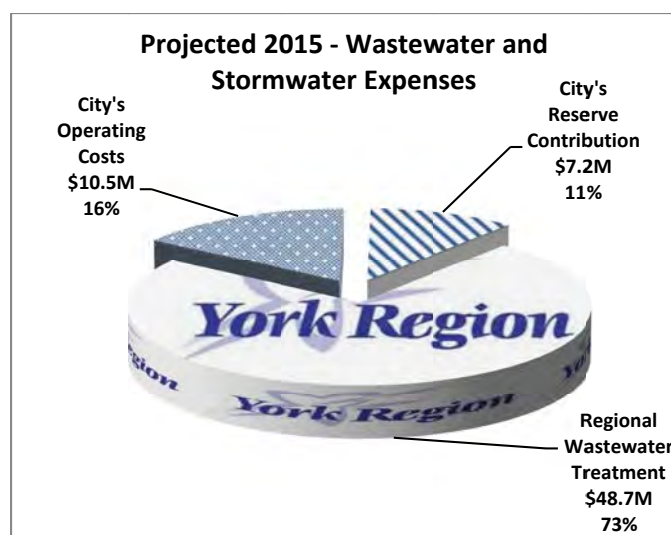
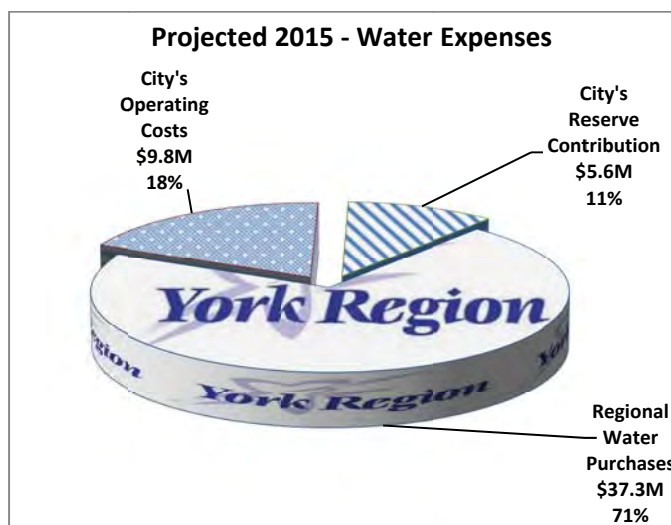
The 2015 budget was developed by identifying expenses (Region purchases, City operating costs and contributions to reserves), examining revenue (through the analysis of water consumption patterns and projected revenue associated with the sales) and rate generation. This report follows this format.

### **Water and Wastewater/Stormwater Cost Impacts**

The following graphs depict the three major cost components that are explained below: the purchased cost of water from the Region, the City's operating costs and contribution to repair and replace the water and wastewater/stormwater systems.

# Water and Wastewater/Stormwater<sup>208</sup> Budgets and Consumption Rates

Chart 17: Water and Wastewater/Stormwater Cost Components



**The purchase of potable water and wastewater services from the Region represents, by far, the largest budget expense.**

## Water

The City purchases bulk water from the Region for distribution to the City's residents and businesses. These bulk water purchase costs represent approximately 71% of the City's costs annually and therefore are a critical rate driver. The 2015 rate increase for water provided by the Region is 7.45%. The anticipated annual increase in the Region's bulk water costs for the period of 2016-18 is 9% annually. The Region's forecasted rate has been incorporated into the City's forecasted rate.

# Water and Wastewater/Stormwater<sup>209</sup>

## Budgets and Consumption Rates

Included in the bulk water purchased from the Region is the non-revenue water consumption. The 2015 budget for non-revenue water is at 13% maintaining the same level as in the past few years. The non-revenue water (NRW) can be broken down as: apparent losses – customer meter degradation, real losses – leakage on mains, service connections, and unbilled consumption – fire suppression, main flushing and maintenance, etc. To attempt to 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 underground infrastructure.

As mentioned previously, the Safe Drinking Water Act requires all municipalities to develop a consolidated six year financial plan which is sustainable and financially viable. The City of Vaughan ensures that we meet this obligation with each budget cycle. As more infrastructure is assumed water operating costs increase. Also, inflationary increases from existing operational contracts and agreements are factored into the budget. Increases in maintenance, administration, additional staffing resources and other expenditures reflect inflation, union agreements and changes in operational requirements. One ARR has been added to the 2015 budget: Supervisor, Water Operations will provide direction and leadership ensuring effective management of field staff and contractors.

### Wastewater

The City pays the Region to convey and treat the City's Wastewater. These conveyance and treatment costs represent approximately 73% of the City's costs annually and therefore is a critical rate driver. The 2015 rate increase for wastewater provided by the Region is 12%. The anticipated annual increase in the Region's wastewater service costs for the period of 2016 to 2018 is 9% annually. The Region's forecasted rate has been incorporated into the City's forecasted rate.

**The City's cost for these Regional services will be subject to further adjustments arising from the Region's 2015 rate review.**

The Region of York has advised the City of Vaughan that it will be conducting a rate review which will determine rates for future years. Pending the results of this rate review, the Region has supplied the City with a flat rate of 9% for both water and wastewater rates to be used in the City's forecast. The results of this study will have a substantial impact on the City's future rates and the forecasted rates in the budget are subject to change.

Taking into account the significant impact that the studies noted above will have on future rates, staff may not be able to fully assess the impacts and develop a strategy going forward until at least 2016. Since the results of the studies above are not yet known, the budgets have been built based on current information.

# Water and Wastewater/Stormwater<sup>210</sup>

## Budgets and Consumption Rates

### Wastewater/Stormwater

The Wastewater/Stormwater budget is also governed by legislature – the Sustainable Water and Sewage Systems Act. The City of Vaughan is devising a method to finance the full cost of providing wastewater/stormwater services by emulating the Water six year plan.

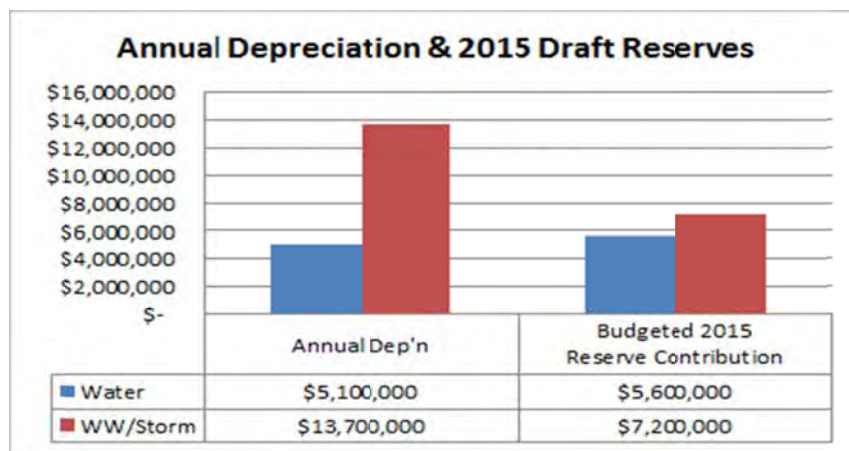
As with water, inflationary increases from contracts and agreements, maintenance and administration were also factored into the budget. A new inspection program for storm and sanitary sewer pipes will provide condition data for asset management purposes and reduce risk. One ARR has been added to 2015: Supervisor, Wastewater/Stormwater Operations will provide direction and leadership ensuring effective management of field staff and contractors.

**Prudent financial planning requires ongoing contribution to Water and Wastewater Reserves to fund repair and replacement of the water and wastewater infrastructure.**

Using annual depreciation as a basis for reserve funding is a best practice according to the National Guide to Sustainable Municipal Infrastructure. “It is best practice to use the funds generated from depreciation charges on infrastructure investments to finance past, current or future infrastructure investments.”<sup>1</sup>

The following chart illustrates annual depreciation of water and wastewater assets.

Chart 18: Annual Depreciation of Water and Wastewater/Stormwater Assets



### Water

The City of Vaughan has invested \$420M (replacement value, Corporate Asset Management Strategy, 2014) into its water infrastructure. The water infrastructure is depreciating by \$5.1M per year. To cover the annual depreciation, the City needs to continue to contribute at least \$5.1M to the water reserves. The 2015 budget contributes \$5.6M to the reserves in 2015. This will not only cover the annual depreciation but start to address future capital needs.

<sup>1</sup> Water and Sewer Rates: Full Cost Recovery, National Guide to Sustainable Municipal Infrastructure

# Water and Wastewater/Stormwater<sup>211</sup>

## Budgets and Consumption Rates

To meet the requirements of the Safe Drinking Water Act, the forecasted six year financial plan has also been addressed through the forecasted 2016 to 2018 water rates (four year plan, as required by the 2015 budget process). The forecasted 2016 to 2018 contribution increase rate of approximately 7.5% annually will provide \$6.1M, \$7.3M and \$8.2M, respectively to the reserves.

### Wastewater

The City of Vaughan has invested \$553M (replacement value, Corporate Asset Management Strategy, 2014) into its wastewater infrastructure. The wastewater infrastructure is depreciating by \$13.7M per year. To cover the annual depreciation, the City needs to contribute at least \$13.7M to the wastewater reserves. The 2015 budget contributes \$7.2M to the reserves in 2015. This will not cover the annual depreciation for 2015, however the 2016 to 2018 forecast will start to meet annual depreciation of wastewater assets.

To meet the requirements of the Sustainable Water and Sewage Systems Act, the forecasted six year financial plan has also been addressed through the forecasted 2016 to 2018 wastewater rates (four year plan, as required by the 2015 budget process). The forecasted 2016 to 2018 rates of approximately 12% annually will provide \$11M, \$15.7M and \$20.9M, respectively to the reserves. The wastewater rate will meet annual depreciation costs in 2017 and start to build the reserve to meet future wastewater infrastructure needs.

In summary, the planned 2015 water reserve contribution will exceed annual water depreciation value. The wastewater reserve contribution will not meet this in 2015, however, the projected contribution rate increases will ensure annual wastewater depreciation is exceeded by 2017. Exceeding the annual depreciation charges is vital to ensuring the City meets its long term financial requirements and recover past contributions which should have occurred.

Long term financial planning requires that the City address accumulated depreciation and asset management requirements.

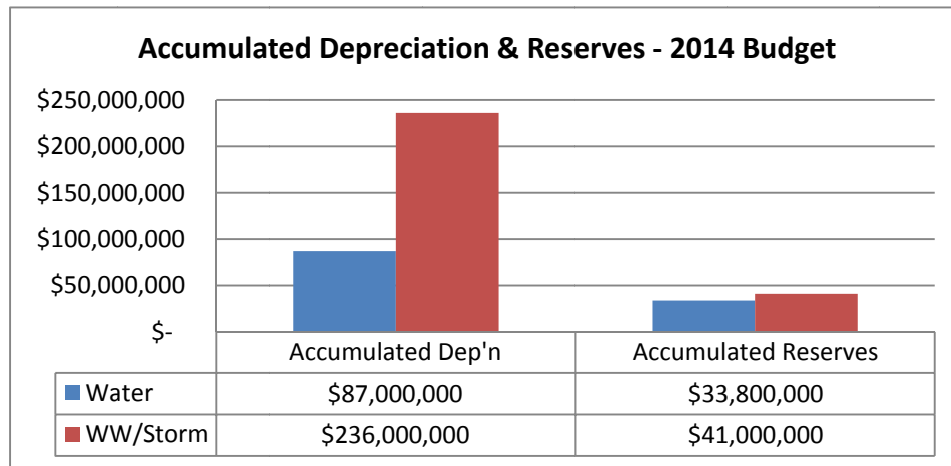
The following table illustrates the City's water and wastewater assets accumulated depreciation and the reserves which are used to replace future water and wastewater infrastructure needs. Accumulated depreciation is the total depreciation of the City's assets since they were built. Another aspect of prudent financial planning is to save enough money in the City's reserves to cover the value of the accumulated depreciation.

The following chart clearly depicts a reserve deficit for both water and wastewater/stormwater infrastructure.

# Water and Wastewater/Stormwater<sup>212</sup>

## Budgets and Consumption Rates

Chart 19: Water and Wastewater/Stormwater Infrastructure Reserve Deficit

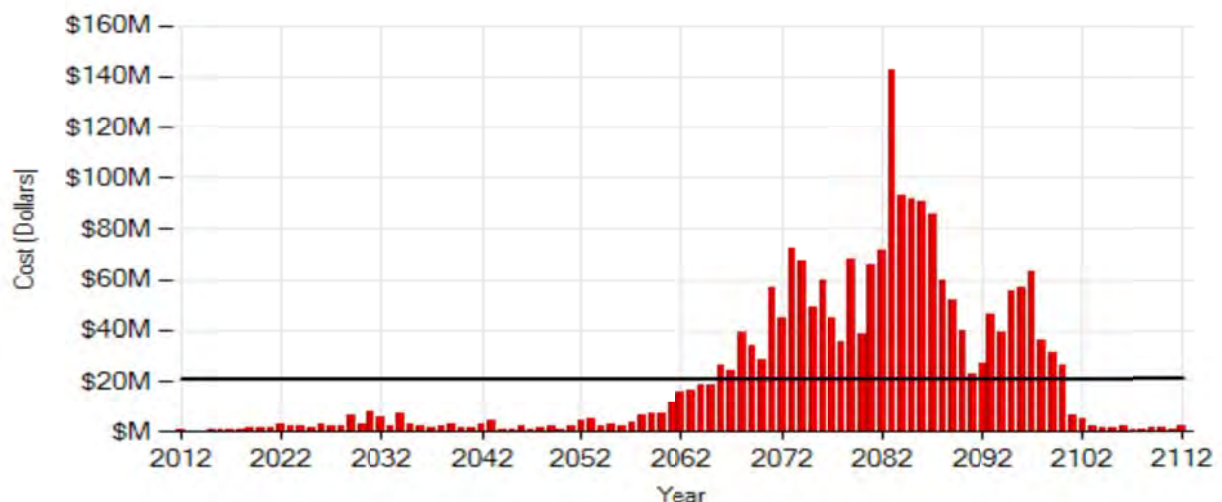


**Contributing at a rate which will cover the City's accumulated depreciation will also move the City towards meeting long term asset management requirements**

### Water

The Corporate Asset Management Strategy (2014) identified water infrastructure needs starting in 2030, with approximately \$10M identified, with significant water infrastructure needs identified in the 2070's and 2080's at approximately \$70M and \$140M, respectively as shown in the graph below:

Chart 20: Future Investment, Water Services, (2012\$)



### Wastewater/Stormwater

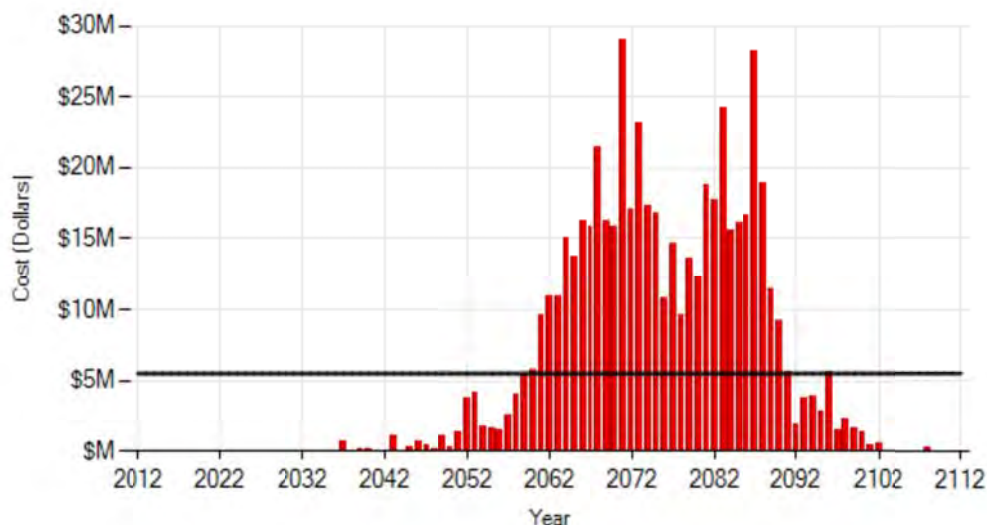
The Corporate Asset Management Strategy (2014) identified wastewater infrastructure needs starting in 2060, with approximately \$5M identified, with significant wastewater infrastructure needs identified in the 2070's and 2080's at approximately \$29M and \$28M, respectively as shown in the graph below:



# Water and Wastewater/Stormwater<sup>213</sup>

## Budgets and Consumption Rates

Chart 21: Future Investment, Wastewater Services, (2012\$)



The city is continuing to update its asset data and will be formulating an integrated asset management funding strategy and the water and wastewater/stormwater plans will be refined accordingly. Stormwater data will be incorporated in the current infrastructure funding study.

At the projected reserve contribution rates the City's long-term financial needs would be fully addressed in a 30 to 50 year horizon. City staff continues to study alternate reserve and investment scenarios, and new revenue/funding opportunities and these will be the subject of future reports to Council.



**The Corporation of the City of Vaughan**  
**2015 Operating Budget**  
**Water Reserve Fund**

	2015 Budget	% of Sales	2014 Budget	% of Sales
<b>Water Revenues</b>				
Residential Billings	30,871,725		31,387,680	
Commercial Billings	20,504,350		19,079,840	
Other	226,425		335,540	
	<b>\$51,602,500</b>		<b>\$50,803,060</b>	
<b>Water Purchases</b>				
Metered Water Purchases	32,481,717		31,378,540	
Non-Revenue Water	4,853,590	13.0%	4,700,000	13.0%
	<b>\$37,335,307</b>		<b>\$36,078,540</b>	
<b>GROSS MARGIN</b>	<b>\$14,267,193</b>	<b>27.6%</b>	<b>\$14,724,520</b>	<b>29.0%</b>
<b>Other Revenues</b>				
Installation and Service Fees	606,120		576,250	
Interest	500,000		440,000	
	<b>\$1,106,120</b>	<b>2.1%</b>	<b>\$1,016,250</b>	<b>2.0%</b>
<b>Expenses</b>				
Maintenance and Installation Cost	5,929,985		5,007,935	
General Administration	2,233,459		2,057,865	
Joint Service Costs	593,842		759,855	
Debenture Payments	213,845		214,550	
Administration Overhead	486,460		1,651,120	
Insurance Allocation	312,070		300,915	
	<b>\$9,769,661</b>	<b>18.9%</b>	<b>\$9,992,240</b>	<b>19.7%</b>
<b>LIFECYCLE CONTRIBUTION - RESERVE</b>	<b>\$5,603,652</b>	<b>10.9%</b>	<b>\$5,748,530</b>	<b>11.3%</b>

**Statement of Continuity - Water Reserve**

Description	2015 Budget	2014 Budget
Reserve Balance - Beginning - Actual	\$33,845,544	\$32,255,064
Reserve contribution from Water Operations	5,603,652	5,748,530
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(7,606,667)	(4,158,050)
- Committed		
Revenue Fund Transfer - Yearly Budget		
<b>Reserve Balance - Ending - Committed / Actual</b>	<b>\$31,842,529</b>	<b>\$33,845,544</b>

## 2015 Operating Budget

### Wastewater Reserve Fund

Description	2015 Budget	% of Sales	2014 Budget	% of Sales
<b>Wastewater Revenues</b>				
Residential Billings	38,606,530		36,211,940	
Commercial Billings	26,714,220		22,502,440	
Other	171,000		0	
	<b>\$65,491,750</b>		<b>\$58,714,380</b>	
<b>Wastewater Expenses</b>				
Regional Treatment Charges	<b>\$48,704,975</b>		<b>\$45,230,670</b>	
<b>GROSS MARGIN</b>	<b>\$16,786,775</b>	<b>25.6%</b>	<b>\$13,483,710</b>	<b>23.0%</b>
<b>Other Revenues</b>				
Local Improvements	240,500		233,780	
Sundry	3,800		3,000	
Installation and Service Fees	161,000		161,000	
Interest	550,000		514,430	
	<b>\$955,300</b>	<b>1.5%</b>	<b>\$912,210</b>	<b>1.6%</b>
<b>Expenses</b>				
Maintenance and Installation Cost	3,993,741		3,773,935	
General Administration	1,385,217		664,910	
Storm Sewer Maintenance	3,507,308		1,772,615	
Joint Service Costs	697,118		506,570	
Debenture Payments	219,927		222,895	
Administration Overhead	383,993		1,100,745	
Insurance Allocation	351,909		325,985	
	<b>\$10,539,213</b>	<b>16.1%</b>	<b>\$8,367,655</b>	<b>14.3%</b>
<b>LIFECYCLE CONTRIBUTION - RESERVE</b>	<b>\$7,202,862</b>	<b>11.0%</b>	<b>\$6,028,265</b>	<b>10.3%</b>

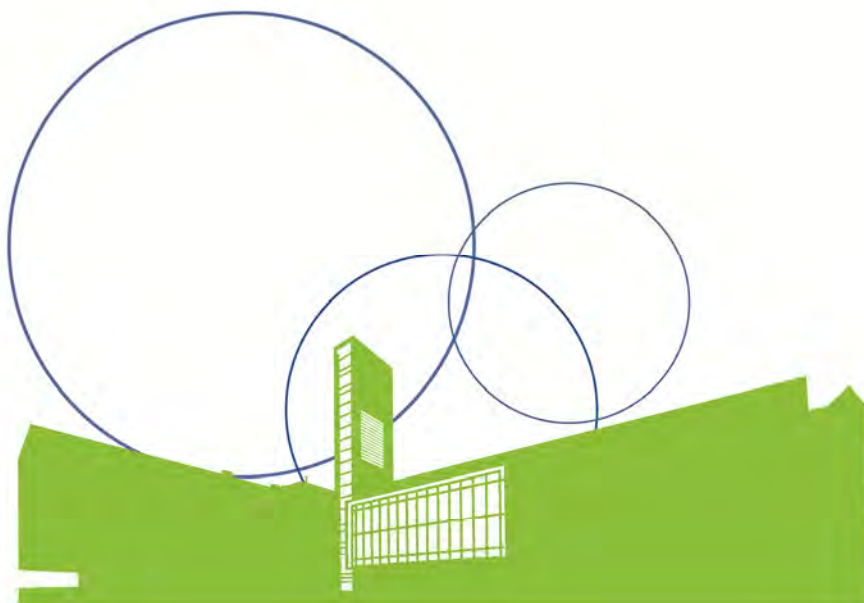
### Statement of Continuity - Wastewater Reserve

Description	2015 Budget	2014 Budget
Reserve Balance - Beginning - Actual	\$41,014,075	\$35,265,810
Reserve contribution from Wastewater Operations	7,202,862	6,028,265
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(792,070)	(280,000)
- Committed		
Revenue Fund Transfer - Yearly Budget		
<b>Reserve Balance - Ending - Committed / Actual</b>	<b>\$47,424,867</b>	<b>\$41,014,075</b>

# Tax Rate Table

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## 2015



## C I T Y O F V A U G H A N

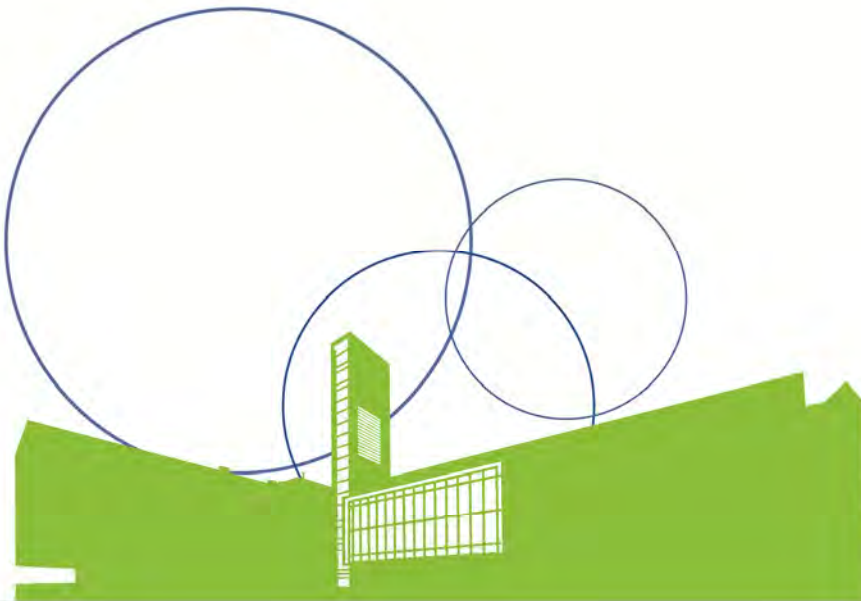
## 2015 TAX RATES

ASSESSMENT CATEGORY	TAX CODES	TAX RATES					
		Municipal GENERAL	Municipal HOSPITAL	Municipal TOTAL	Regional	Education	TOTAL
<b>Residential</b> Taxable Full Taxable: Shared Payment-In-Lieu	<b>RT</b> <b>RH</b>	0.00226267 0.00226267	0.00009554 0.00009554	0.00235821 0.00235821	0.00406421 0.00406421	0.00195000 0.00195000	<b>0.00837242</b> <b>0.00837242</b>
<b>Multi Residential</b> Taxable Full	<b>MT</b>	0.00226267	0.00009554	0.00235821	0.00406421	0.00195000	<b>0.00837242</b>
<b>Commercial</b> 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	<b>CT,DT,ST</b> <b>CH</b> <b>CU,DU,SU</b> <b>XT</b> <b>XU</b> <b>YT</b> <b>YU</b> <b>ZT</b> <b>ZU</b> <b>CX</b> <b>C1</b> <b>GT</b>	0.00252785 0.00252785 0.00176950 0.00252785 0.00176950 0.00252785 0.00176950 0.00252785 0.00176950 0.00176950 0.00056567 0.00252785	0.00010674 0.00010674 0.00007470 0.00010674 0.00007470 0.00010674 0.00007470 0.00010674 0.00007470 0.00007470 0.00002389 0.00010674	0.00263459 0.00263459 0.00184420 0.00263459 0.00184420 0.00263459 0.00184420 0.00263459 0.00184420 0.00184420 0.00058955 0.00263459	0.00454054 0.00454054 0.00317837 0.00454054 0.00317837 0.00454054 0.00317837 0.00454054 0.00317837 0.00317837 0.00101605 0.00454054	0.01019142 0.01019142 0.00713399 0.01019142 0.00713399 0.01019142 0.00713399 0.01019142 0.00713399 0.00713399 0.00048750 0.01019142	<b>0.01736655</b> <b>0.01736655</b> <b>0.01215656</b> <b>0.01736655</b> <b>0.01215656</b> <b>0.01736655</b> <b>0.01215656</b> <b>0.01736655</b> <b>0.01215656</b> <b>0.01215656</b> <b>0.00209310</b> <b>0.01736655</b>
<b>Industrial</b> 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	<b>IT,LT</b> <b>IH</b> <b>IU,LU</b> <b>IK</b> <b>IX</b> <b>II</b> <b>JT</b> <b>JU</b> <b>KT</b>	0.00296952 0.00296952 0.00193019 0.00193019 0.00193019 0.00056567 0.00296952 0.00193019 0.00296952	0.00012538 0.00012538 0.00008151 0.00008151 0.00008151 0.00002389 0.00012538 0.00008151 0.00012538	0.00309490 0.00309490 0.00201170 0.00201170 0.00201170 0.00058955 0.00309490 0.00201170 0.00309490	0.00533387 0.00533387 0.00346701 0.00346701 0.00346701 0.00101605 0.00533387 0.00346701 0.00533387	0.01190000 0.01190000 0.00773500 0.00773500 0.00773500 0.00048750 0.01190000 0.00773500 0.01190000	<b>0.02032877</b> <b>0.02032877</b> <b>0.01321371</b> <b>0.01321371</b> <b>0.01321371</b> <b>0.00209310</b> <b>0.02032877</b> <b>0.01321371</b> <b>0.02032877</b>
<b>Pipeline</b> Taxable Full	<b>PT</b>	0.00207939	0.00008780	0.00216719	0.00373501	0.01458488	<b>0.02048708</b>
<b>Farm</b> Taxable Full	<b>FT</b>	0.00056567	0.00002388	0.00058955	0.00101605	0.00048750	<b>0.00209310</b>
<b>Managed Forest</b> Taxable Full	<b>TT</b>	0.00056567	0.00002388	0.00058955	0.00101605	0.00048750	<b>0.00209310</b>

# Appendix

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## 2015



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## Appendix

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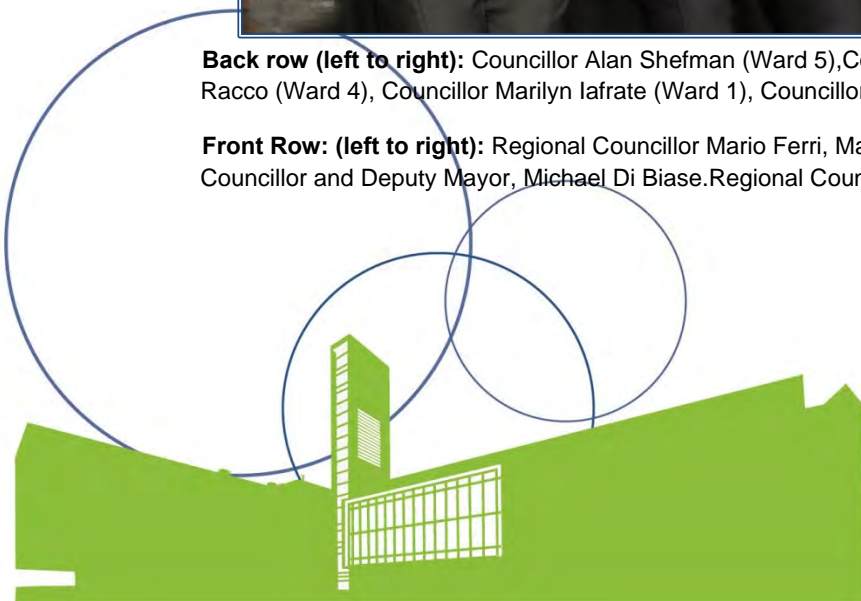
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# Members of Council



**Back row (left to right):** Councillor Alan Shefman (Ward 5), Councillor Tony Carella (Ward 2), Councillor Sandra Yeung Racco (Ward 4), Councillor Marilyn Iafrate (Ward 1), Councillor Rosanna DeFrancesca (Ward 3),

**Front Row: (left to right):** Regional Councillor Mario Ferri, Mayor, The Honourable Maurizio Bevilacqua, Regional Councillor and Deputy Mayor, Michael Di Biase, Regional Councillor Gino Rosati,





# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

			2014	2014	2015	% of Total	\$		2016		2017		2018	
Business Unit	Exp Category	Account	Actuals	Budget	Budget	Budget	Variance	% Variance	Forecast	Variance	Forecast	Variance	Forecast	Variance
010003 - Mayor Bevilacqua														
	Labour Costs													
		Staffing Costs (incl Benefits)	155,495	208,151	209,011	75.5%	860	0.4%	209,821	810	210,621	800	211,411	790
	Other Expenses													
		Communications	1,617	3,500	3,500	1.3%	0	0.0%	3,500	0	3,500	0	3,500	0
		Community Advertising & Promotion	0	29,541	29,541	10.7%	0	0.0%	29,541	0	29,541	0	29,541	0
		General Mtce & Repairs	196	2,900	4,000	1.4%	1,100	37.9%	4,000	0	4,000	0	4,000	0
		Meals & Travel	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Equipment & Furniture	0	3,000	6,000	2.2%	3,000	100.0%	6,000	0	6,000	0	6,000	0
		Office Supplies& Expenses	2,105	7,300	7,300	2.6%	0	0.0%	7,300	0	7,300	0	7,300	0
		Operating Leases	10,772	9,645	9,645	3.5%	0	0.0%	9,645	0	9,645	0	9,645	0
		Other	0	2,186	3,628	1.3%	1,442	66.0%	9,422	5,794	15,337	5,915	23,405	8,068
		Staff Development & Training	326	600	600	0.2%	0	0.0%	600	0	600	0	600	0
		Utilities & Fuel	2,634	3,500	3,500	1.3%	0	0.0%	3,500	0	3,500	0	3,500	0
		Total Other Expenses	17,651	62,172	67,714	24.5%	5,542	8.9%	73,508	5,794	79,423	5,915	87,491	8,068
	Total Expenses		173,146	270,323	276,725	100.0%	6,402	2.4%	283,329	6,604	290,044	6,715	298,902	8,858
Total 010003 - Mayor Bevilacqua			173,146	270,323	276,725		6,402	2.4%	283,329	6,604	290,044	6,715	298,902	8,858

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010004 - Reg. Councillor Rosati														
	Labour Costs													
		Staffing Costs (incl Benefits)	119,357	153,196	144,378	81.5%	(8,818)	(5.8)%	144,778	400	145,158	380	145,538	380
	Other Expenses													
		Communications	947	2,500	3,000	1.7%	500	20.0%	2,500	(500)	2,500	0	2,500	0
		Community Advertising & Promotion	0	13,500	16,500	9.3%	3,000	22.2%	17,500	1,000	17,500	0	17,500	0
		Meals & Travel	9,216	9,216	9,216	5.2%	0	0.0%	9,216	0	9,216	0	9,216	0
		Office Equipment & Furniture	175	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	1,513	2,200	3,100	1.7%	900	40.9%	3,100	0	3,100	0	3,100	0
		Other	0	710	15	0.0%	(695)	(97.9)%	3,419	3,404	7,404	3,985	12,840	5,436
		Staff Development & Training	56	1,047	1,047	0.6%	0	0.0%	1,047	0	1,047	0	1,047	0
		<b>Total Other Expenses</b>	<b>11,907</b>	<b>29,173</b>	<b>32,878</b>	<b>18.5%</b>	<b>3,705</b>	<b>12.7%</b>	<b>36,782</b>	<b>3,904</b>	<b>40,767</b>	<b>3,985</b>	<b>46,203</b>	<b>5,436</b>
	<b>Total Expenses</b>		<b>131,264</b>	<b>182,369</b>	<b>177,256</b>	<b>100.0%</b>	<b>(5,113)</b>	<b>(2.8)%</b>	<b>181,560</b>	<b>4,304</b>	<b>185,925</b>	<b>4,365</b>	<b>191,741</b>	<b>5,816</b>
<b>Total 010004 - Reg. Councillor Rosati</b>			<b>131,264</b>	<b>182,369</b>	<b>177,256</b>		<b>(5,113)</b>	<b>(2.8)%</b>	<b>181,560</b>	<b>4,304</b>	<b>185,925</b>	<b>4,365</b>	<b>191,741</b>	<b>5,816</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010005 - Reg. Councillor Di Biase														
	Labour Costs													
		Staffing Costs (incl Benefits)	135,172	143,566	151,227	80.1%	7,661	5.3%	151,737	510	152,237	500	152,737	500
	Other Expenses													
		Communications	2,222	4,000	4,000	2.1%	0	0.0%	4,000	0	4,000	0	4,000	0
		Community Advertising & Promotion	1,585	11,000	11,000	5.8%	0	0.0%	11,000	0	11,000	0	11,000	0
		Meals & Travel	9,216	9,216	11,416	6.1%	2,200	23.9%	11,416	0	11,416	0	11,416	0
		Office Equipment & Furniture	278	1,000	2,500	1.3%	1,500	150.0%	2,500	0	2,500	0	2,500	0
		Office Supplies & Expenses	1,934	6,450	5,700	3.0%	(750)	(11.6)%	5,700	0	5,700	0	5,700	0
		Other	0	1,583	1,548	0.8%	(35)	(2.2)%	5,452	3,904	9,437	3,985	14,873	5,436
		Staff Development & Training	0	500	1,300	0.7%	800	160.0%	1,300	0	1,300	0	1,300	0
		<b>Total Other Expenses</b>	<b>15,235</b>	<b>33,749</b>	<b>37,464</b>	<b>19.9%</b>	<b>3,715</b>	<b>11.0%</b>	<b>41,368</b>	<b>3,904</b>	<b>45,353</b>	<b>3,985</b>	<b>50,789</b>	<b>5,436</b>
	<b>Total Expenses</b>		<b>150,407</b>	<b>177,315</b>	<b>188,691</b>	<b>100.0%</b>	<b>11,376</b>	<b>6.4%</b>	<b>193,105</b>	<b>4,414</b>	<b>197,590</b>	<b>4,485</b>	<b>203,526</b>	<b>5,936</b>
<b>Total 010005 - Reg. Councillor Di Biase</b>			<b>150,407</b>	<b>177,315</b>	<b>188,691</b>		<b>11,376</b>	<b>6.4%</b>	<b>193,105</b>	<b>4,414</b>	<b>197,590</b>	<b>4,485</b>	<b>203,526</b>	<b>5,936</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010006 - Reg. Councillor Ferri														
	Labour Costs													
		Staffing Costs (incl Benefits)	8,548	10,516	127,503	70.4%	116,987	1,112.5%	127,953	450	128,453	500	128,933	480
	Other Expenses													
		Communications	0	208	2,500	1.4%	2,292	1,101.9%	2,500	0	2,500	0	2,500	0
		Community Advertising & Promotion	0	1,946	26,500	14.6%	24,554	1,261.8%	26,500	0	26,500	0	26,500	0
		Meals & Travel	768	1,101	13,216	7.3%	12,115	1,100.4%	13,216	0	13,216	0	13,216	0
		Office Equipment & Furniture	0	206	2,469	1.4%	2,263	1,098.5%	2,469	0	2,469	0	2,469	0
		Office Supplies & Expenses	499	400	4,800	2.6%	4,400	1,100.0%	4,800	0	4,800	0	4,800	0
		Other	0	8	708	0.4%	700	8,750.0%	4,652	3,944	8,637	3,985	14,073	5,436
		Professional Fees	0	42	500	0.3%	458	1,090.5%	500	0	500	0	500	0
		Staff Development & Training	0	250	3,000	1.7%	2,750	1,100.0%	3,000	0	3,000	0	3,000	0
		<b>Total Other Expenses</b>	<b>1,267</b>	<b>4,161</b>	<b>53,693</b>	<b>29.6%</b>	<b>49,532</b>	<b>1,190.4%</b>	<b>57,637</b>	<b>3,944</b>	<b>61,622</b>	<b>3,985</b>	<b>67,058</b>	<b>5,436</b>
	<b>Total Expenses</b>		<b>9,815</b>	<b>14,677</b>	<b>181,196</b>	<b>100.0%</b>	<b>166,519</b>	<b>1,134.6%</b>	<b>185,590</b>	<b>4,394</b>	<b>190,075</b>	<b>4,485</b>	<b>195,991</b>	<b>5,916</b>
<b>Total 010006 - Reg. Councillor Ferri</b>			<b>9,815</b>	<b>14,677</b>	<b>181,196</b>		<b>166,519</b>	<b>1,134.6%</b>	<b>185,590</b>	<b>4,394</b>	<b>190,075</b>	<b>4,485</b>	<b>195,991</b>	<b>5,916</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010009 - Councillor lafrate														
	Labour Costs													
		Staffing Costs (incl Benefits)	117,106	121,544	121,552	81.9%	8	0.0%	122,042	490	122,542	500	123,022	480
	Other Expenses													
		Communications	2,153	2,960	3,560	2.4%	600	20.3%	3,560	0	3,560	0	3,560	0
		Community Advertising & Promotion	8,699	9,300	7,150	4.8%	(2,150)	(23.1)%	7,150	0	7,150	0	7,150	0
		Meals & Travel	9,216	9,216	10,216	6.9%	1,000	10.9%	10,216	0	10,216	0	10,216	0
		Office Equipment & Furniture	36	0	1,100	0.7%	1,100	0.0%	1,100	0	1,100	0	1,100	0
		Office Supplies & Expenses	1,730	2,517	4,617	3.1%	2,100	83.4%	4,617	0	4,617	0	4,617	0
		Other	0	0	83	0.1%	83	0.0%	3,282	3,199	6,598	3,316	10,047	3,449
		Staff Development & Training	56	200	200	0.1%	0	0.0%	200	0	200	0	200	0
		<b>Total Other Expenses</b>	<b>21,890</b>	<b>24,193</b>	<b>26,926</b>	<b>18.1%</b>	<b>2,733</b>	<b>11.3%</b>	<b>30,125</b>	<b>3,199</b>	<b>33,441</b>	<b>3,316</b>	<b>36,890</b>	<b>3,449</b>
	<b>Total Expenses</b>		<b>138,996</b>	<b>145,737</b>	<b>148,478</b>	<b>100.0%</b>	<b>2,741</b>	<b>1.9%</b>	<b>152,167</b>	<b>3,689</b>	<b>155,983</b>	<b>3,816</b>	<b>159,912</b>	<b>3,929</b>
<b>Total 010009 - Councillor lafrate</b>			<b>138,996</b>	<b>145,737</b>	<b>148,478</b>		<b>2,741</b>	<b>1.9%</b>	<b>152,167</b>	<b>3,689</b>	<b>155,983</b>	<b>3,816</b>	<b>159,912</b>	<b>3,929</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010010 - Councillor Carella														
	Labour Costs													
		Staffing Costs (incl Benefits)	109,132	109,773	111,666	80.2%	1,893	1.7%	112,126	460	112,586	460	113,036	450
	Other Expenses													
		Communications	2,217	2,140	2,140	1.5%	0	0.0%	2,140	0	2,140	0	2,140	0
		Community Advertising & Promotion	9,016	13,350	12,350	8.9%	(1,000)	(7.5)%	12,350	0	12,350	0	12,350	0
		Meals & Travel	9,894	9,416	9,416	6.8%	0	0.0%	9,416	0	9,416	0	9,416	0
		Office Equipment & Furniture	114	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	1,260	1,900	2,900	2.1%	1,000	52.6%	2,900	0	2,900	0	2,900	0
		Other	0	757	477	0.3%	(280)	(37.0)%	2,248	1,771	4,039	1,791	6,852	2,813
		Staff Development & Training	931	300	300	0.2%	0	0.0%	300	0	300	0	300	0
		<b>Total Other Expenses</b>	<b>23,432</b>	<b>27,863</b>	<b>27,583</b>	<b>19.8%</b>	<b>(280)</b>	<b>(1.0)%</b>	<b>29,354</b>	<b>1,771</b>	<b>31,145</b>	<b>1,791</b>	<b>33,958</b>	<b>2,813</b>
	<b>Total Expenses</b>		<b>132,564</b>	<b>137,636</b>	<b>139,249</b>	<b>100.0%</b>	<b>1,613</b>	<b>1.2%</b>	<b>141,480</b>	<b>2,231</b>	<b>143,731</b>	<b>2,251</b>	<b>146,994</b>	<b>3,263</b>
<b>Total 010010 - Councillor Carella</b>			<b>132,564</b>	<b>137,636</b>	<b>139,249</b>		<b>1,613</b>	<b>1.2%</b>	<b>141,480</b>	<b>2,231</b>	<b>143,731</b>	<b>2,251</b>	<b>146,994</b>	<b>3,263</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010011 - Councillor Shefman														
	Revenue													
		Ward Sponsorships	500	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>500</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Labour Costs													
		Staffing Costs (incl Benefits)	114,145	121,871	122,325	83.4%	454	0.4%	122,805	480	123,275	470	123,745	470
	Other Expenses													
		Communications	2,445	3,300	3,300	2.2%	0	0.0%	3,300	0	3,300	0	3,300	0
		Community Advertising & Promotion	9,296	10,500	10,600	7.2%	100	1.0%	10,600	0	10,600	0	10,600	0
		Meals & Travel	671	4,200	4,200	2.9%	0	0.0%	4,200	0	4,200	0	4,200	0
		Office Equipment & Furniture	90	1,000	1,000	0.7%	0	0.0%	1,000	0	1,000	0	1,000	0
		Office Supplies & Expenses	218	1,500	1,500	1.0%	0	0.0%	1,500	0	1,500	0	1,500	0
		Other	0	288	1,093	0.7%	805	279.5%	2,743	1,650	4,380	1,637	7,580	3,200
		Staff Development & Training	841	1,950	2,650	1.8%	700	35.9%	2,650	0	2,650	0	2,650	0
		<b>Total Other Expenses</b>	<b>13,562</b>	<b>22,738</b>	<b>24,343</b>	<b>16.6%</b>	<b>1,605</b>	<b>7.1%</b>	<b>25,993</b>	<b>1,650</b>	<b>27,630</b>	<b>1,637</b>	<b>30,830</b>	<b>3,200</b>
		<b>Total Expenses</b>	<b>127,707</b>	<b>144,609</b>	<b>146,668</b>	<b>100.0%</b>	<b>2,059</b>	<b>1.4%</b>	<b>148,798</b>	<b>2,130</b>	<b>150,905</b>	<b>2,107</b>	<b>154,575</b>	<b>3,670</b>
<b>Total 010011 - Councillor Shefman</b>			<b>127,207</b>	<b>144,609</b>	<b>146,668</b>		<b>2,059</b>	<b>1.4%</b>	<b>148,798</b>	<b>2,130</b>	<b>150,905</b>	<b>2,107</b>	<b>154,575</b>	<b>3,670</b>

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010012 - Councillor Yeung Racco														
	Labour Costs													
		Staffing Costs (incl Benefits)	94,273	113,394	115,091	79.9%	1,697	1.5%	115,581	490	116,081	500	116,561	480
	Other Expenses													
		Communications	2,295	3,550	3,550	2.5%	0	0.0%	3,550	0	3,550	0	3,550	0
		Community Advertising & Promotion	520	7,400	7,600	5.3%	200	2.7%	7,600	0	7,600	0	7,600	0
		Meals & Travel	7,850	13,116	13,116	9.1%	0	0.0%	13,116	0	13,116	0	13,116	0
		Office Equipment & Furniture	524	500	500	0.3%	0	0.0%	500	0	500	0	500	0
		Office Supplies & Expenses	1,545	2,750	2,750	1.9%	0	0.0%	2,750	0	2,750	0	2,750	0
		Other	81	277	199	0.1%	(78)	(28.2)%	2,465	2,266	4,784	2,319	7,842	3,058
		Staff Development & Training	300	1,250	1,300	0.9%	50	4.0%	1,300	0	1,300	0	1,300	0
		<b>Total Other Expenses</b>	<b>13,114</b>	<b>28,843</b>	<b>29,015</b>	<b>20.1%</b>	<b>172</b>	<b>0.6%</b>	<b>31,281</b>	<b>2,266</b>	<b>33,600</b>	<b>2,319</b>	<b>36,658</b>	<b>3,058</b>
	<b>Total Expenses</b>		<b>107,386</b>	<b>142,237</b>	<b>144,106</b>	<b>100.0%</b>	<b>1,869</b>	<b>1.3%</b>	<b>146,862</b>	<b>2,756</b>	<b>149,681</b>	<b>2,819</b>	<b>153,219</b>	<b>3,538</b>
<b>Total 010012 - Councillor Yeung Racco</b>			<b>107,386</b>	<b>142,237</b>	<b>144,106</b>		<b>1,869</b>	<b>1.3%</b>	<b>146,862</b>	<b>2,756</b>	<b>149,681</b>	<b>2,819</b>	<b>153,219</b>	<b>3,538</b>



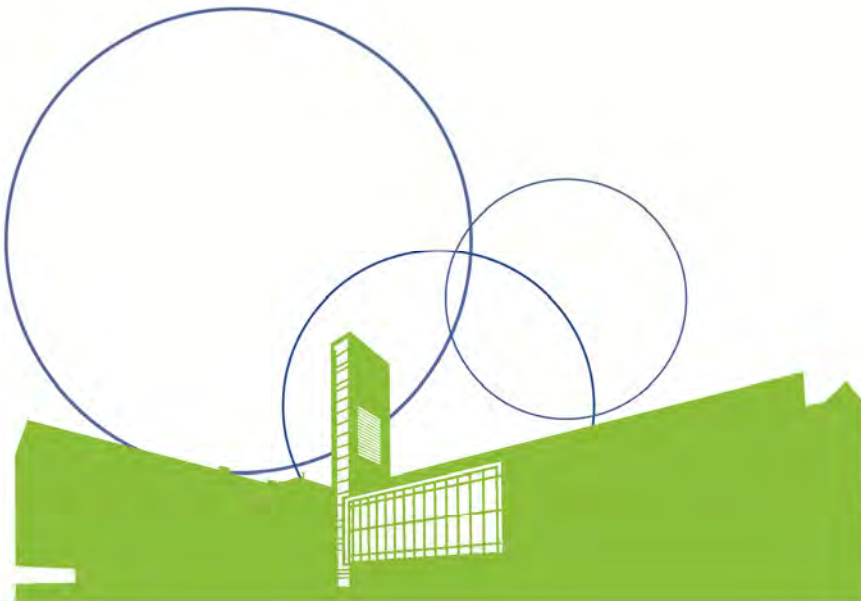
# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Business Unit	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
010013 - Councillor DeFrancesca														
	Labour Costs													
		Staffing Costs (incl Benefits)	112,208	121,583	121,300	80.8%	(283)	(0.2)%	121,790	490	122,290	500	122,770	480
	Other Expenses													
		Communications	1,913	2,435	2,435	1.6%	0	0.0%	2,435	0	2,435	0	2,435	0
		Community Advertising & Promotion	8,047	11,750	11,750	7.8%	0	0.0%	11,750	0	11,750	0	11,750	0
		Meals & Travel	9,994	10,116	10,716	7.1%	600	5.9%	10,716	0	10,716	0	10,716	0
		Office Equipment & Furniture	847	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Office Supplies & Expenses	20	1,000	1,000	0.7%	0	0.0%	1,000	0	1,000	0	1,000	0
		Other	0	100	1,872	1.2%	1,772	1,772.0%	4,461	2,589	7,114	2,653	10,572	3,458
		Staff Development & Training	841	900	1,000	0.7%	100	11.1%	1,000	0	1,000	0	1,000	0
		<b>Total Other Expenses</b>	<b>21,662</b>	<b>26,301</b>	<b>28,773</b>	<b>19.2%</b>	<b>2,472</b>	<b>9.4%</b>	<b>31,362</b>	<b>2,589</b>	<b>34,015</b>	<b>2,653</b>	<b>37,473</b>	<b>3,458</b>
	<b>Total Expenses</b>		<b>133,870</b>	<b>147,884</b>	<b>150,073</b>	<b>100.0%</b>	<b>2,189</b>	<b>1.5%</b>	<b>153,152</b>	<b>3,079</b>	<b>156,305</b>	<b>3,153</b>	<b>160,243</b>	<b>3,938</b>
<b>Total 010013 - Councillor DeFrancesca</b>			<b>133,870</b>	<b>147,884</b>	<b>150,073</b>		<b>2,189</b>	<b>1.5%</b>	<b>153,152</b>	<b>3,079</b>	<b>156,305</b>	<b>3,153</b>	<b>160,243</b>	<b>3,938</b>

# Integrity Commissioner

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# 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.

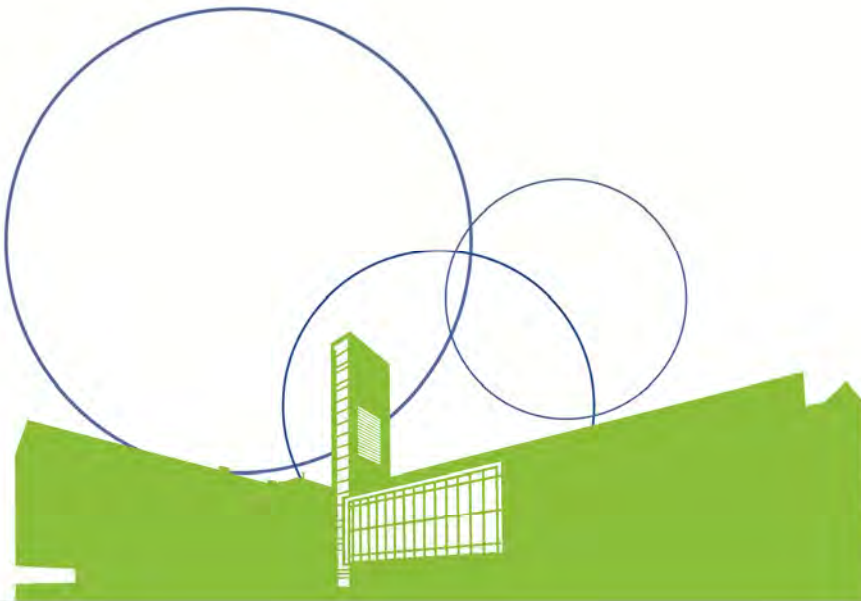
# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Integrity Commissioner														
	Labour Costs													
		Staffing Costs (incl Benefits)	114,479	150,200	150,614	75.3%	414	0.3%	150,752	138	150,752	0	150,888	136
	Other Expenses													
		Communications	951	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	3,144	7,660	7,246	3.6%	(414)	(5.4)%	7,108	(138)	7,108	0	6,972	(136)
		Operating Leases	20,641	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	626	4,750	4,750	2.4%	0	0.0%	4,750	0	4,750	0	4,750	0
		<b>Total Other Expenses</b>	<b>25,362</b>	<b>49,800</b>	<b>49,386</b>	<b>24.7%</b>	<b>(414)</b>	<b>(0.8)%</b>	<b>49,248</b>	<b>(138)</b>	<b>49,248</b>	<b>0</b>	<b>49,112</b>	<b>(136)</b>
	<b>Total Expenses</b>		<b>139,840</b>	<b>200,000</b>	<b>200,000</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>Total Integrity Commissioner</b>			<b>139,840</b>	<b>200,000</b>	<b>200,000</b>		<b>0</b>	<b>0.0%</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>

# Internal Audit

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FINAL  
2015-2018  
Business Plan

Internal Audit



# Internal Audit

## 2015-2018 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 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					
	2013	2014 Base	2015	2016	2017	2018
Full Time	2	3	0*	0	0	0
Part Time	0	0	0	0	0	0
Overtime						

\* No additional FTEs required for 2015 but will be applying for \$50,000 for professional services to support specific projects [i.e. IT Audits]



# Internal Audit

## 2015-2018 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.*

Since August 2012, Internal Audit has taken the initial steps to meet the requirements of a full service model. The key initiative has been to develop a better communication protocol with management and staff and increase the knowledge and awareness of risk management in the City. In addition, and as part of Public Service Renewal, staffing was realigned to more fully support the full service internal audit model. In October 2013, an Audit Project Manager was recruited. With the current Director of Internal Audit eligible for retirement within 18 months, continuity of the current service model is now sustainable for the future. An additional position was added in 2014 (Internal Audit Coordinator) and the department is expected to be fully staffed by the end of June 2014.

The main exposure currently for the function is the absence of resources to support information technology audits. Although an additional full person is not needed at this time for 2015, access to professional service funding would help in meeting the current need. Additional funding will be considered as a proposal for the 2015 internal audit budget.

**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 currently has a staff of three (two positions filled and a vacancy), a budget of approximately \$480K, of which 91% is attributed to salaries and benefits. 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.

Given the size of the City, Internal Audit is reasonably staffed. However, with 91% of the budget allocated for staff, there is little room for discretionary spending for professional services or specific project support.

Additional funding will be considered as a proposal for the 2015 internal audit budget.





# Internal Audit

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Provide high quality internal audit services through a combination of assurance and advisory services	Develop a four year Term of Council Risk Based Audit Work Plan, based on a combination of advisory services, incorporating feedback from senior management.	Q4	
	Further build audit awareness activities that will help support a more proactive approach towards risk management and control improvement	Q3	
Promote and Uphold Professional Standards	Develop an Audit Project Management System that will conform to IIA Standards of professional practice	Q4	
Support a Culture of Continuous Learning	Develop Internal Audit competency framework in line with the City's overall competency framework	Q4	
	Establish an Internal Audit Staff Development Program	Q3	
<b>2015 Initiatives</b>			
Provide high quality internal audit services through a combination of assurance and advisory services	Contribute to overall improvement of controls and risk management	Q1-Q4	
	Support and influence the development of both an ethics framework and fraud awareness framework	Q3	
Promote and Uphold Professional Standards	Establish a formalized quality assurance and improvement program	Q4	
Support a Culture of Continuous Learning	Increase the use of enabling technology to improve audit efficiency	Q2	
	Continue to communicate the internal audit role in the City	Q3	



# Internal Audit

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2016 Initiatives			
Provide high quality internal audit services through a combination of assurance and advisory services	Contribute to overall improvement of controls and risk management	Q1-Q4	
	Develop a process for accessing ethics and other “soft” controls in each audit engagement	Q2	
Promote and Uphold Professional Standards	Prepare the City’s Internal Audit department for an external quality assurance review	Q3	
Support a Culture of Continuous Learning	Continue to use the competency framework to assess staff development needs	Q1-Q4	
2017 Initiatives			
Provide high quality internal audit services through a combination of assurance and advisory services	Continue to contribute to overall improvement of controls and risk management	Q1-Q4	
	Develop a process to evaluate the effectiveness of the City’s risk management process	Q4	
Promote and Uphold Professional Standards	As new professional standards are introduced from the Institute of Internal Auditors (IIA), ensure they are incorporated in the Internal Audit Departments operating processes	Q3	
Support a Culture of Continuous Learning	Continue to operate a development program that will ensure the Internal Audit Department is current with the skills necessary to remain relevant for the City	Q1-Q4	
	Update the competency framework to properly link to emerging staff development needs	Q3	
2018 Initiatives			
Provide high quality internal audit services through a combination of assurance and advisory services	Continue to contribute to the overall improvement of controls and risk management	Q1-Q4	
	Align the development of the new Risk Based Audit Work Plan with corporate strategic direction and the needs of the new Council	Q4	



# Internal Audit

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Promote and Uphold Professional Standards	Further develop the quality assurance and improvement program to integrate continuous monitoring into the audit process to help ensure compliance to the IIA standards	Q3	
Support a Culture of Continuous Learning	Further develop education sessions on risk management and control to management and staff in the City as a means to promote Internal Audit's role in supporting overall continuous learning	Q1-Q4	

# Internal Audit

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Completion of Risk Based Audit Work Plan						90% of revised audit plan
<b>EFFECTIVENESS: How well do we do it?</b>						
Relationship with management supports the partnering aspects of an effective Internal Audit Department (Survey Results)				63% Satisfaction Rate	85% Satisfaction Rate	85% Satisfaction Rate
Overall Satisfaction with the quality of the Internal Audit staff (Survey Results)				26% Satisfaction Rate	80% Satisfaction Rate	85% Satisfaction Rate
<b>SERVICE QUALITY: Is anyone better off?</b>						
Management and Council view of value added by Internal Audit Department (Survey Results)				26% Satisfaction Rate	67% Satisfaction Rate	70% Satisfaction Rate
Overall Satisfaction with the Internal Audit Department (Survey Results)				34% Satisfaction Rate	67% Satisfaction Rate	70% Satisfaction Rate



# Internal Audit

## 2015-2018 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 true value of an internal audit function is best measured by the services it provides to its clients. For the City of Vaughan the principal clients are Council and management.

Client survey results improved in 2013 indicating that internal audit is moving towards its goal in partnering with management and providing value to the City. It must, however, be recognized that a number of recipients did not respond to all of the survey questions. This may have been the result of new Directors that joined the organization in 2013 who may not have been exposed to or received service from Internal Audit. Internal Audit must continue to expand its profile and further promote the value it can offer the City through good governance, risk management and control.

We will continue to monitor client survey and other measurement results with the expectation that results will reflect continuous improvement. For 2014, satisfaction rates are expected be maintained or improved. The value added measure is considered to be of significant importance and work will be focused on trending this measure upwards over the next couple of years.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**City Manager Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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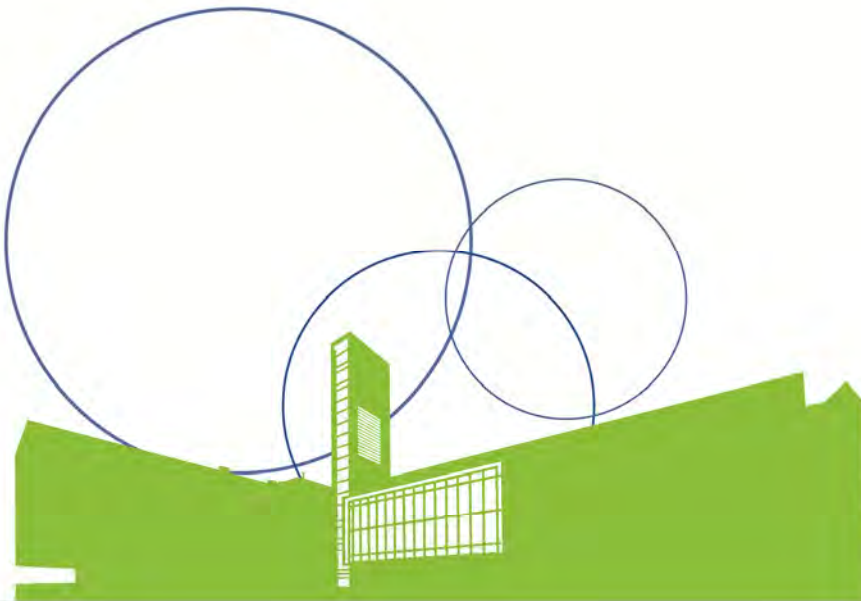
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Internal Audit</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	383,439	434,258	461,094	83.7%	26,836	6.2%	476,328	15,234	488,161	11,833	493,019	4,858
	<b>Other Expenses</b>													
		Communications	401	2,000	500	0.1%	(1,500)	(75.0)%	500	0	500	0	500	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	636	1,200	900	0.2%	(300)	(25.0)%	900	0	900	0	900	0
		Office Equipment & Furniture	5,390	8,435	1,535	0.3%	(6,900)	(81.8)%	1,535	0	1,535	0	1,535	0
		Office Supplies & Expenses	3,166	3,450	1,950	0.4%	(1,500)	(43.5)%	1,950	0	1,950	0	1,950	0
		Other	3,032	750	250	0.0%	(500)	(66.7)%	250	0	250	0	250	0
		Professional Fees	1,922	9,000	60,700	11.0%	51,700	574.4%	60,700	0	60,700	0	60,700	0
		Reserve Transfers	0	(50,000)	0	0.0%	50,000	(100.0)%	0	0	0	0	0	0
		Staff Development & Training	12,058	20,550	23,750	4.3%	3,200	15.6%	23,750	0	23,750	0	23,750	0
		<b>Total Other Expenses</b>	<b>26,607</b>	<b>(4,615)</b>	<b>89,585</b>	<b>16.3%</b>	<b>94,200</b>	<b>(2,041.2)%</b>	<b>89,585</b>	<b>0</b>	<b>89,585</b>	<b>0</b>	<b>89,585</b>	<b>0</b>
	<b>Total Expenses</b>		<b>410,045</b>	<b>429,643</b>	<b>550,679</b>	<b>100.0%</b>	<b>121,036</b>	<b>28.2%</b>	<b>565,913</b>	<b>15,234</b>	<b>577,746</b>	<b>11,833</b>	<b>582,604</b>	<b>4,858</b>
<b>Total Internal Audit</b>			<b>410,045</b>	<b>429,643</b>	<b>550,679</b>	<b>100.0%</b>	<b>121,036</b>	<b>28.2%</b>	<b>565,913</b>	<b>15,234</b>	<b>577,746</b>	<b>11,833</b>	<b>582,604</b>	<b>4,858</b>

### 2015 ARRs

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
City Auditor															
Professional Services and Risk Management Support								50,000		50,000					

# Office of the City Manager

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# Office of the City Manager



**Barbara Cribbett**  
Interim City Manager

## **Message from the Interim City Manager**

The City of Vaughan continues to demonstrate its commitment to putting citizens first with the 2015 budget. We place a high value on the quality of services we provide, and are focused on responsible growth and financial sustainability. I am extremely proud of this responsible and realistic plan that strikes a balance between the services residents need, city-building initiatives and low tax rates.

The budget reflects strong financial leadership and discipline which ensure our residents receive value for their tax dollars. We have seen continued progress on a number of key projects including the Vaughan Metropolitan Centre, the Toronto-York Spadina Subway Extension, the new Civic Centre Resource Library and the Vaughan Healthcare Centre Precinct. All of these projects contribute to the City's future as a major urban centre.

I am pleased to share the 2015 Budget Book with our residents and businesses. It provides an overview of the City's operating budget, water and wastewater services budgets and capital budget. It includes information on the City's strategic plan, financial policies, departmental business plans and our community's growth. There is also a range of projects that will continue to enhance the quality of life for our residents – two artificial sports fields at North Maple Regional Park, the new Civic Centre Resource Library, a fire training tower, and resources to support community parks and infrastructure repair and renewal projects.

As Interim City Manager, I am incredibly proud of staff whose hard work and dedication contributed to achieving our goal of keeping the tax rate low. I would like to recognize the incredible efforts of City staff, in particular the Finance Commission, for their contributions and dedication to service excellence. I would also like to thank all Members of Council for their thoughtful consideration and support of the 2015 Budget and 2016-2018 Plan.

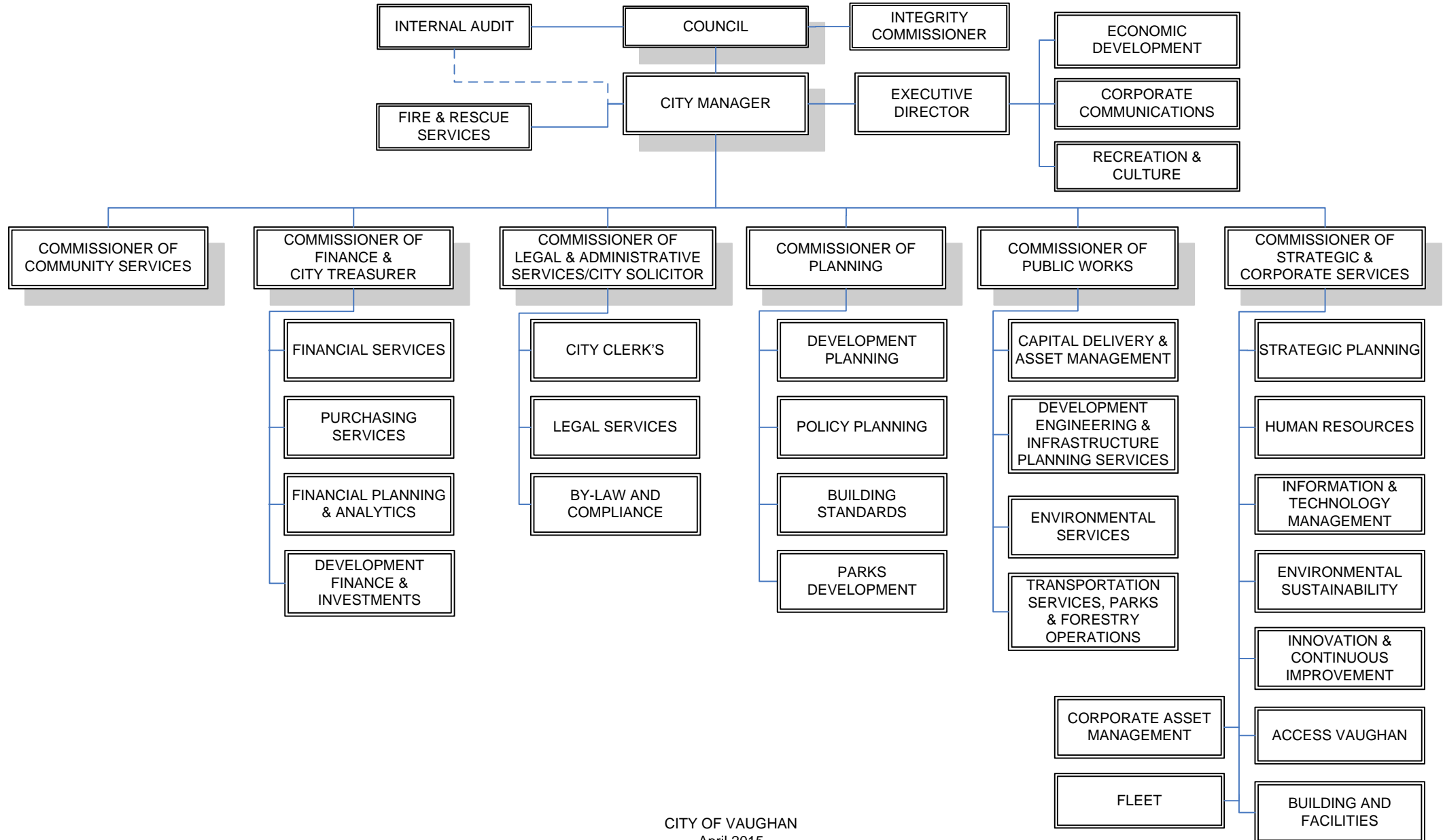
Barbara Cribbett  
Interim City Manager



# CORPORATION OF THE CITY OF VAUGHAN

## INTERIM STRUCTURE OF OPERATIONS

### CIVIC ADMINISTRATION



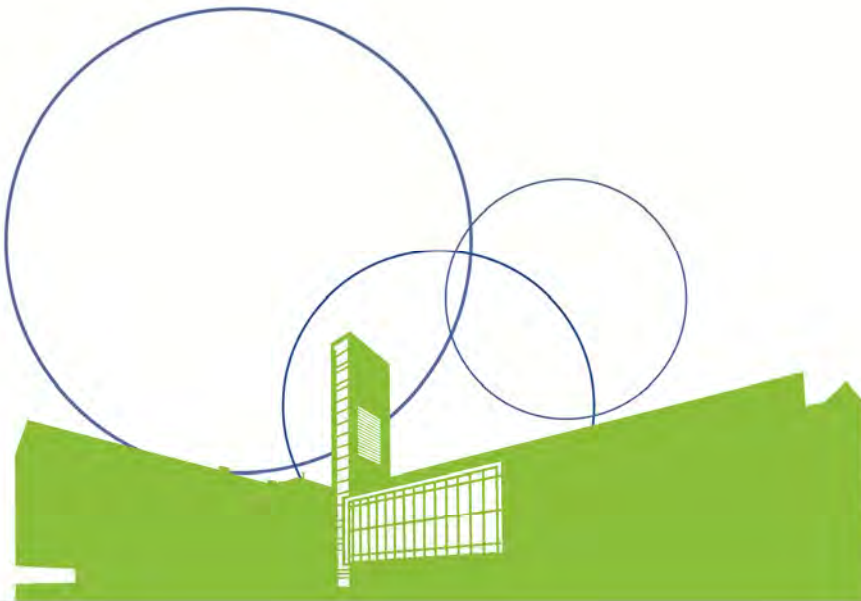
# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
City Manager														
	Labour Costs													
		Staffing Costs (incl Benefits)	596,840	724,496	580,844	86.9%	(143,652)	(19.8)%	587,007	6,163	590,312	3,305	593,871	3,559
	Other Expenses													
		Communications	1,659	3,620	2,320	0.3%	(1,300)	(35.9)%	2,320	0	2,320	0	2,320	0
		General Mtce & Repairs	51	0	200	0.0%	200	0.0%	200	0	200	0	200	0
		Joint Services & Department Transfers	0	100	0	0.0%	(100)	(100.0)%	0	0	0	0	0	0
		Meals & Travel	9,423	7,600	7,600	1.1%	0	0.0%	7,600	0	7,600	0	7,600	0
		Office Equipment & Furniture	0	8,000	5,244	0.8%	(2,756)	(34.5)%	5,244	0	5,244	0	5,244	0
		Office Supplies & Expenses	8,006	11,574	10,040	1.5%	(1,534)	(13.3)%	10,040	0	10,040	0	10,040	0
		Operating Leases	7,976	9,396	9,396	1.4%	0	0.0%	9,396	0	9,396	0	9,396	0
		Other	2,250	2,000	1,500	0.2%	(500)	(25.0)%	1,500	0	1,500	0	1,500	0
		Professional Fees	33,347	35,000	36,850	5.5%	1,850	5.3%	36,850	0	36,850	0	36,850	0
		Service Contracts and Materials	55	0	100	0.0%	100	0.0%	100	0	100	0	100	0
		Staff Development & Training	5,570	11,270	10,270	1.5%	(1,000)	(8.9)%	10,270	0	10,270	0	10,270	0
		Utilities & Fuel	2,675	5,060	4,100	0.6%	(960)	(19.0)%	4,100	0	4,100	0	4,100	0
		<b>Total Other Expenses</b>	<b>71,012</b>	<b>93,620</b>	<b>87,620</b>	<b>13.1%</b>	<b>(6,000)</b>	<b>(6.4)%</b>	<b>87,620</b>	<b>0</b>	<b>87,620</b>	<b>0</b>	<b>87,620</b>	<b>0</b>
	<b>Total Expenses</b>		<b>667,852</b>	<b>818,116</b>	<b>668,464</b>	<b>100.0%</b>	<b>(149,652)</b>	<b>(18.3)%</b>	<b>674,627</b>	<b>6,163</b>	<b>677,932</b>	<b>3,305</b>	<b>681,491</b>	<b>3,559</b>
<b>Total City Manager</b>			<b>667,852</b>	<b>818,116</b>	<b>668,464</b>	<b>100.0%</b>	<b>(149,652)</b>	<b>(18.3)%</b>	<b>674,627</b>	<b>6,163</b>	<b>677,932</b>	<b>3,305</b>	<b>681,491</b>	<b>3,559</b>

# Executive Director

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# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

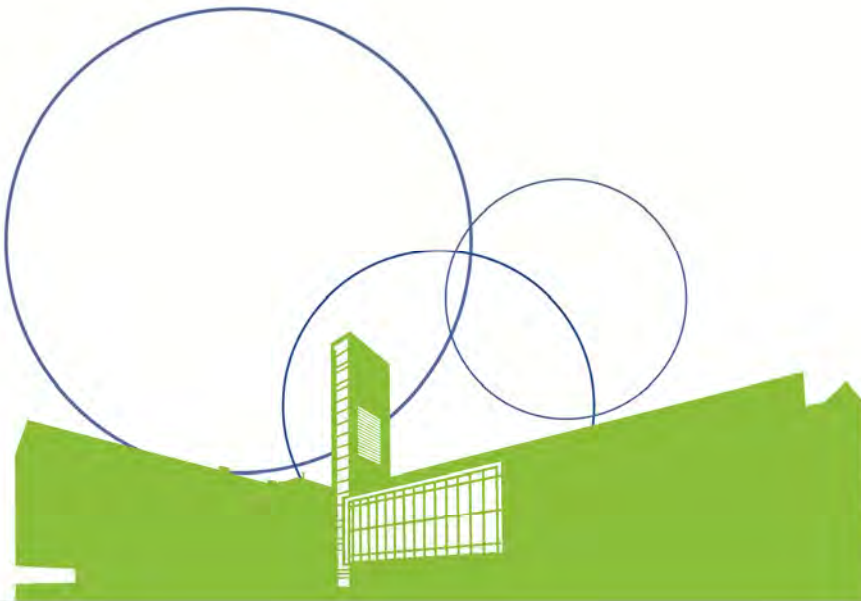
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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Executive Director</b>														
	<b>Revenue</b>													
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	169,000	169,000	323,000	154,000
		Trsf. fm Res & Res Funds	0	0	320,489	100.0%	320,489	0.0%	336,910	16,421	185,015	(151,895)	48,832	(136,183)
		<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>320,489</b>	<b>100.0%</b>	<b>320,489</b>	<b>0.0%</b>	<b>336,910</b>	<b>16,421</b>	<b>354,015</b>	<b>17,105</b>	<b>371,832</b>	<b>17,817</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	295,262	220,278	545,035	81.4%	324,757	147.4%	568,394	23,359	591,795	23,401	616,256	24,461
	<b>Other Expenses</b>													
		Communications	2,099	1,300	3,050	0.5%	1,750	134.6%	3,050	0	3,050	0	3,050	0
		Community Advertising & Promotion	817	2,500	84,100	12.6%	81,600	3,264.0%	99,100	15,000	99,100	0	99,100	0
		Meals & Travel	998	800	2,400	0.4%	1,600	200.0%	2,400	0	2,400	0	2,400	0
		Office Equipment & Furniture	2,066	1,000	15,500	2.3%	14,500	1,450.0%	500	(15,000)	500	0	500	0
		Office Supplies & Expenses	1,431	1,510	2,660	0.4%	1,150	76.2%	2,660	0	2,660	0	2,660	0
		Other	603	1,500	500	0.1%	(1,000)	(66.7)%	500	0	500	0	500	0
		Professional Fees	0	0	7,134	1.1%	7,134	0.0%	7,134	0	7,134	0	7,134	0
		Reserve Transfers	(33,000)	(33,000)	0	0.0%	33,000	(100.0)%	0	0	0	0	0	0
		Staff Development & Training	4,069	6,100	9,500	1.4%	3,400	55.7%	9,500	0	9,500	0	9,500	0
		<b>Total Other Expenses</b>	<b>(20,916)</b>	<b>(18,290)</b>	<b>124,844</b>	<b>18.6%</b>	<b>143,134</b>	<b>(782.6)%</b>	<b>124,844</b>	<b>0</b>	<b>124,844</b>	<b>0</b>	<b>124,844</b>	<b>0</b>
	<b>Total Expenses</b>		<b>274,346</b>	<b>201,988</b>	<b>669,879</b>	<b>100.0%</b>	<b>467,891</b>	<b>231.6%</b>	<b>693,238</b>	<b>23,359</b>	<b>716,639</b>	<b>23,401</b>	<b>741,100</b>	<b>24,461</b>
<b>Total Executive Director</b>			<b>274,346</b>	<b>201,988</b>	<b>349,390</b>		<b>147,402</b>	<b>73.0%</b>	<b>356,328</b>	<b>6,938</b>	<b>362,624</b>	<b>6,296</b>	<b>369,268</b>	<b>6,644</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Executive Director</i>															
Administrative and Project Assistant to Executive Director	FT	1.00						1.00		4,908		5,153		5,411	

# Economic and Business Development

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# Economic Development

## 2015-2018 Business Plan

### 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 Greater Toronto Area (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.

In order to achieve this Economic Development strategy and the related goals identified within the strategy the Economic Development Department is focusing on the following:

- Support the development of Vaughan's new downtown the **Vaughan Metropolitan Centre (VMC)** and the creation of a **Community Improvement Plan (CIP)** for the VMC and other intensification areas.
- Attraction of new business investment into the new employment lands located within the **Vaughan Enterprise Zone (VEZ)**, **Vaughan Mills Secondary Plan Area** and **400 North Employment Lands**.
- Implementation of a targeted **International Business Development Program**.
- Attraction of a **Post-Secondary Educational Institution(s)**.
- Development of the **Vaughan Health Centre Precinct** and **Mackenzie Vaughan Hospital**.
- Supporting the creation of an **Innovation Park at the Kortright Centre** in partnership with the Toronto and Region Conservation Authority, York Region.
- Supporting the revitalization of **Kleinburg Main Street** in partnership with the Kleinburg Business Improvement Association (KBIA).
- Creation of a **Cultural Framework** and **Public Art Policy** focused initially around the VMC and other intensification areas.

#### **Core Activities:** *Describe your regular business functions and responsibilities.*

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.



# Economic Development

## 2015-2018 Business Plan

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

In the 10-Year Economic Development Strategy titled “Building a Gateway to Tomorrow’s Economy” four goals were 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.

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 strategically move the department closer to achieving the goals and objectives, while actively engaging the business community and other key stakeholder groups.
- Establishment of a results oriented International Business Development program focused on Italy, Israel, China, and the United States (US).
- Enhanced access to resources and strategic linkages regionally, nationally, and internationally for Vaughan businesses.
- Heightened brand awareness at a local, national and international scale.
- Increased support for small and medium-sized businesses across all the key convergence sectors.

**Link to Vaughan Vision 2020:** *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

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.



# Economic Development

## 2015-2018 Business Plan

### Staffing Profile:

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	6	8	0.5			
Part Time	0.69	0				
Overtime	0	0				

## Service Profile

### Current Service State:

#### *Strengths*

- Strong economic drivers positioning the City for significant and rapid economic growth such as the VMC, extension of Highway 427, development of a new hospital, extension of the TTC Spadina Subway to the VMC, among many other drivers.
- Significant supply of developable lands.
- Entrepreneurial mindset with close to 80 percent of businesses operating in Vaughan falling within the Small and Medium Enterprise (SME) category.
- Highly diversified industry sectors, many of which are positioned for continued growth.
- Strong regional transportation routes and systems, including a subway connecting Vaughan to Toronto.
- Rapidly growing population, with strong, multicultural presences.
- Net importer of jobs, attracting employees from across the GTA.
- 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 GTA.
- Strong support from Council with a common vision for economic growth and commitment to supporting businesses.
- Increasing number of partnership opportunities with academic, industries, associations, and government agencies are growing.

#### *Weaknesses/Pressures/Constraints/Threats*

- Conversion of employment lands to retail or residential uses – encroachment issues also impacts on employment uses.
- Budgetary pressures – program funding has remained flat for the past several years.
- Availability of employment lands for purchase, rising cost of lands and development charges. City of Toronto has been able to attract some industries due to the lack of development charges.
- Outstanding studies (e.g., Community Improvement Plan, Cultural Framework and Public Art Policy).
- Infrastructure availability in VEZ and new employment areas (e.g., timing issues, limited resources, etc.).
- Worldwide economic uncertainties (e.g., strength of the Canadian dollar, state of the US economy, etc.).
- Office market vacancies in the 905 and other parts of the GTA are quite high, and impacting on the competitiveness of the VMC as an office node.
- Continuing decline of manufacturing affecting the quality of jobs. Rise in distribution functions is creating traffic issues and conflicts with residential populations.
- Increased competition from the jurisdictions across the US and in Quebec, particularly as these locations offer businesses very lucrative financial incentives.
- Ability to report on outcomes from international business development initiatives is hindered by need to protect confidentiality of participants.
- Currently all International Business Development activities abroad are treated as significant missions, which does not allow for ongoing and consistent contact that is needed many times at a staff or individual business level in order to move initiatives forward in a timely and cost effective manner.



## 2015-2018 Business Plan

### **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, Corporate Communications, and Recreation & Culture.
- To strengthen economic partnerships with strategic partners at a public and private sector level.
- To grow international business development interests in key markets, with a focus on Italy, China and Israel. As well as, some select markets within the United States. Inquiries from foreign markets are increasingly better positioned for outcomes (e.g., degree of seriousness, ability to enter market, etc.).
- To become the key economic driver of the GTA over the next twenty years.
- To make Vaughan the gateway for goods, business and investment travelling to and from the GTA.
- Opportunities to leverage efforts from York Region Economic Strategy to promote and market the Centres and Corridors, including the VMC.
- Upon completion of the CIP, the City will have access to a set of financial tools to assist with the attraction of office and mixed use development.
- Completion of outstanding OMB appeals to West Vaughan Employment Area and VMC Secondary Plan will allow the City to move forward on completing the block plans and servicing plans for key employment areas, opening up additional employment lands for development.

### **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 in the final phase of a renewal and restructuring of roles and responsibilities, changes made 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 increased resource pressures until all positions are filled and team is fully oriented.
- 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 levels 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.

# Economic Development

## 2015-2018 Business Plan

### Work Plan

#### Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
<b>VMC Marketing Campaign &amp; Investment Attraction Program – Development and Implementation</b>  (Goal #1)	<ul style="list-style-type: none"> <li>Stakeholder engagement and buy into the VMC Marketing Campaign/Media Plan.</li> <li>Development and production of supporting marketing materials.</li> <li>Launch of the targeted marketing and communications campaign, designed to competitively position the City on a local and international scale. Including the establishment of a target list of prospective investors and market the VMC through direct marketing tools and tactics.</li> <li>Ongoing monitoring of VMC landowners independent marketing campaigns and where possible formation of strategic partnerships.</li> <li>Engage in a direct marketing campaign, targeting specific companies and strategic partners that align with the vision for the VMC.</li> </ul>	2014 (Q3-Q4)  2015 (Q1)  2015 (Q1 – Q2)   2015 – 2018   2015 (Q2) – 2018	<ul style="list-style-type: none"> <li>Executive Director</li> <li>VMC Sub-Committee</li> <li>Planning Dept.</li> <li>Corp. Comm. Dept.</li> <li>VMC Landowners</li> <li>VIVA</li> <li>Metrolinx</li> <li>Consultants (Media Placement)</li> </ul>

# Economic Development

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>Office Attraction – Community Improvement Plan (CIP)</b>  (Goal #1)	<ul style="list-style-type: none"> <li>Issue an RFP and hire a consulting firm with expertise in the creation of a CIP Strategy.</li> <li>Create a CIP Strategy in an effort to incent office development in the VMC.</li> <li>CIP Strategy implementation and marketing plan roll-out.</li> <li>CIP promotional campaign making the market aware of the City of Vaughan's new competitive advantage.</li> </ul>	2014 (Q2 – Q3)  2014 – 2015  2015 – 2018	<ul style="list-style-type: none"> <li>Mayor and Council</li> <li>Executive Director</li> <li>Planning Dept.</li> <li>Finance Dept.</li> <li>Corp. Comm. Dept.</li> <li>VMC Landowners</li> <li>Altus Group</li> <li>Outside Consultants</li> <li>Business Community</li> <li>Real Estate Community</li> </ul>
<b>Cultural Framework and City-Wide Public Art Policy – Strategy Development &amp; Work Plan Creation</b>  (Goal #4)	<ul style="list-style-type: none"> <li>Formation of a working group.</li> <li>Issue an RFP and hire a consulting firm to support the development of a Cultural Framework and City Wide Public Art Policy, which focuses initially on the VMC.</li> <li>Development of the strategy and supporting final council report.</li> <li>Implementation of report recommendations.</li> <li>Identify opportunities for creating a “buzz” and “excitement” for the VMC at all stages of development.</li> <li>Implementation of the work plan development within the Cultural Framework strategy.</li> <li>Directly target prospective business investors who fall within the “creative economy” category and encourage them to locate within the VMC.</li> </ul>	2014 (Q2)  2014 (Q2 – Q3)  2014 – 2016 (Q1)  2016 – 2018  2016 – 2018	<ul style="list-style-type: none"> <li>Executive Director</li> <li>Recreation and Culture Dept.</li> <li>Planning Dept.</li> <li>Finance Dept.</li> <li>Corp. Comm. Dept.</li> <li>Stakeholder groups aligned with arts and culture</li> <li>Third Party Consultants</li> </ul>

## 2015-2018 Business Plan

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# Economic Development

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<ul style="list-style-type: none"> <li>Conduct a Business Mission/Targeted Development Mission to the following countries:               <ul style="list-style-type: none"> <li>Italy (<i>Business mission</i>)</li> <li>United States (<i>Lead generation mission – meeting with companies looking to expand into Canada and strategic partners</i>)</li> </ul> </li> </ul>	2015	
<b>Vaughan International Commercialization Centre &amp; Supporting Virtual Business Incubator Programs/Services</b>  (Goal #2 & 3)	<ul style="list-style-type: none"> <li>Develop and deliver a series of programs created to support entrepreneurs locally and internationally.</li> <li>Investigate options for an online tool capable of delivering market intelligence and creating a collaborative network.</li> <li>Also explore other options for launching a niche business incubator, serving high growth potential firms and SME's.</li> <li>Re-launch of the Vaughan Business Ambassador Program.</li> </ul>	2014 – 2018	<ul style="list-style-type: none"> <li>Mayor and Council</li> <li>Executive Director</li> <li>VBEC</li> <li>Private Sector Sponsors</li> <li>Industry Associations</li> <li>Province Government</li> <li>Federal Government</li> <li>Chamber of Commerce(s)</li> <li>York University</li> <li>Centennial College</li> <li>OCAU</li> </ul>
<b>Toronto 2015 Pan Am/Para Am Games Torch Relay</b>  (Goals #1 & 4)	<ul style="list-style-type: none"> <li>Participate on the Pan Am/Para Am Games Working Group, responsible for organizing and planning for the Games Torch Relay and supporting events happening in Vaughan in July/August in 2015.</li> </ul>	2015  Pan Am Games (July 10 to 26)  Para Pan Am Games (Aug. 7 to 15)	<ul style="list-style-type: none"> <li>Executive Director</li> <li>Recreation and Culture Dept.</li> <li>Corp. Comm. Dept.</li> <li>Pan Am Games Organizers</li> </ul>

# Economic Development

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
<b>Employment Zone Development – Investment Attraction</b>  (Goal #1)	<ul style="list-style-type: none"> <li>• Creation of marketing tools that successfully communicate the City of Vaughan's unique selling proposition, available incentives and competitive advantages.</li> <li>• Creation of a highly targeted direct marketing campaign targeting prospective investors across all convergence sectors.</li> <li>• Develop an annual forum with real estate industry representatives to solicit feedback on Vaughan's competitiveness and industry requirements for employment areas.</li> </ul>	2016 – 2018	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Planning Dept.</li> <li>• Corp. Comm. Dept.</li> <li>• Real Estate &amp; Development Community</li> <li>• Industry Associations</li> </ul>
<b>International Business Development Program</b>  (Goal #1 & 3)	<ul style="list-style-type: none"> <li>• Conduct a Business Mission/Targeted Development Mission to the following countries:               <ul style="list-style-type: none"> <li>- Israel (<i>Business mission</i>)</li> <li>- United States (<i>Lead generation mission – meeting with companies looking to expand into Canada and strategic partners</i>)</li> </ul> </li> </ul>	2016	<ul style="list-style-type: none"> <li>• Mayor and Council</li> <li>• Executive Director</li> <li>• Corp. Comm. Dept.</li> <li>• Industry / Business Associations</li> <li>• VentureLAB</li> </ul>
<b>Sector Profile Research, Program Development &amp; Supporting Marketing Materials</b>  (Goal #2)	<ul style="list-style-type: none"> <li>• In-depth research, analysis and program development will be focused on the following sectors for 2014 – 2015:               <ol style="list-style-type: none"> <li>1. Professional, Scientific, Technical Services</li> <li>2. Transportation Logistics, Warehousing, Distribution</li> </ol> </li> </ul>	2016 – 2018	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Planning Dept.</li> <li>• Licensing Dept.</li> <li>• Third Party Research Resources</li> <li>• Province Government</li> <li>• Federal Government</li> <li>• Industry Specific Associations</li> <li>• Vaughan Chamber of Commerce</li> </ul>



# Economic Development

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b><i>Innovation Park at Kortright Centre (BRE)</i></b> (Goal #2)	<ul style="list-style-type: none"> <li>Explore opportunities for participation in new initiatives that support the City of Vaughan's Economic Development Strategy.</li> </ul>	2016 – 2018	<ul style="list-style-type: none"> <li>Mayor and Council</li> <li>Executive Director</li> <li>Kortright</li> <li>TRCA</li> </ul>
<b>2017 Initiatives</b>			
<b><i>International Business Development Program</i></b> (Goal #1)	<ul style="list-style-type: none"> <li>Conduct a Business Mission/Targeted Development Mission to the following countries:               <ul style="list-style-type: none"> <li>Italy (<i>Business mission</i>)</li> <li>United States (<i>Lead generation mission – meeting with companies looking to expand into Canada and strategic partners</i>)</li> </ul> </li> </ul>	2017	<ul style="list-style-type: none"> <li>Mayor and Council</li> <li>Executive Director</li> <li>Corp. Comm. Dept.</li> <li>Industry / Business Associations</li> <li>VentureLAB</li> </ul>
<b><i>Tourism Investment Attraction</i></b> (Goal #4)	<ul style="list-style-type: none"> <li>Directly target prospective business investors who fall within the "large tourist attraction" category and encourage them to locate within the VMC.</li> </ul>	2017	<ul style="list-style-type: none"> <li>Recreation and Culture Dept.</li> <li>Corp. Comm. Dept.</li> <li>Central Counties Tourism</li> <li>Provincial Government</li> <li>York Region</li> <li>Existing Local Tourism Businesses</li> </ul>
<b><i>Creation of an Annual Real Estate/Site Selector Forum</i></b> (Goal #2)	<ul style="list-style-type: none"> <li>Development of an annual event designed to education, inform and engage the real estate and site selector market.</li> </ul>	2017	<ul style="list-style-type: none"> <li>Executive Director</li> <li>Planning Dept.</li> <li>Corp. Comm. Dept.</li> <li>Industry / Business Associations</li> </ul>

# Economic Development

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b><i>Access to Capital Program – New Initiative</i></b>  (Goal #2)	<ul style="list-style-type: none"> <li>Conduct research and determine the most appropriate and effective strategy for moving this initiative forward.</li> <li>Develop a database of local investors and companies seeking investment opportunities.</li> <li>Develop and facilitate a program for training entrepreneurs in techniques for accessing capital from these sources.</li> </ul>	2017	<ul style="list-style-type: none"> <li>Private Sector Investors</li> <li>Banks</li> <li>Venture Capitalists</li> <li>York Angels</li> <li>VentureLAB</li> </ul>
<b>2018 Initiatives</b>			
<b><i>Attraction Strategy for Multi-day Conventions, Conferences and Tradeshows</i></b>  (Goal #4)	<ul style="list-style-type: none"> <li>Develop and implement a strategy designed to attract conventions and conferences.</li> <li>Develop a list of prospective target conferences in order to implement a direct marketing approach to business development.</li> </ul>	2018	<ul style="list-style-type: none"> <li>Recreation and Culture Dept.</li> <li>Planning Dept.</li> <li>Corp. Comm. Dept.</li> <li>Central Counties Tourism</li> <li>Local tourism stakeholders</li> <li>Provincial Government</li> <li>Industry Associations</li> </ul>
<b><i>International Business Development Program</i></b>  (Goal #1 & 3)	<ul style="list-style-type: none"> <li>Conduct a Business Mission/Targeted Development Mission to the following countries:               <ul style="list-style-type: none"> <li>China (<i>Business mission</i>)</li> <li>United States (<i>Lead Generation Mission</i>)</li> </ul> </li> </ul>	2018	<ul style="list-style-type: none"> <li>Mayor and Council</li> <li>Executive Director</li> <li>Corp. Comm. Dept.</li> <li>Industry / Business Associations</li> <li>VentureLAB</li> </ul>





# Economic Development

## 2015-2018 Business Plan

### Business Performance

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

#### Key Performance Indicators:

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Active Leads and Investment Opportunities – <b>Office Space</b> (solicited /unsolicited)	N/A	N/A	N/A	N/A	N/A	TBC
Active Leads and Investment Opportunities – <b>Industrial Space</b> (solicited /unsolicited)	N/A	N/A	N/A	N/A	N/A	TBC
Active Leads and Investment Opportunities (solicited /unsolicited) <b>(VMC Only)</b>	N/A	N/A	N/A	N/A	50 solicited 50+ unsolicited	TBC
Active Leads Resulting from the International Business Development Program	N/A	N/A	N/A	N/A	N/A	TBC
Corporate Calls	100	100	150	150	200	200 to 250
Requests for Demographic/Statistical Research	N/A	N/A	N/A	N/A	N/A	TBC
Business Retention and Expansion Support – <b>Active Files</b>	N/A	N/A	N/A	N/A	N/A	TBC
Events, Workshops, and Business Networking	N/A	N/A	N/A	N/A	N/A	TBC



# Economic Development

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Incoming International Business Delegations	N/A	N/A	N/A	N/A	14	15 - 20
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of Businesses in Vaughan	9,099	9,213	9,625	9,933	10,230	N/A
New Business and Expansions*	N/A	N/A	430	283	318	200 to 350
New Jobs*	N/A	N/A	9,770	5,364	9,669	7,000 to 10,000
Square Footage of "Office & Industrial"	N/A	N/A	2 million	2.2 million	1.74 million	1 to 2 million
Tax Base Assessment Ratio (non-residential versus residential)	N/A	N/A	Res: 76.03%  Ind/Com: 23.97%	Res: 76.15%  Ind/Com: 23.85%	Res: 76.92%  Ind/Com: 23.08%	Res: N/A  Ind/Com: N/A
Percentage of companies conducting R&D	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of Companies Preparing for Expansion	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of Companies Experiencing Growth in International Sales	N/A	N/A	N/A	N/A	N/A	N/A
Web Site Visits	N/A	N/A	N/A	N/A	N/A	N/A



# Economic Development

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>SERVICE QUALITY: Is anyone better off?</b>						
Economic Development Survey Questions and Responses:						
Service Quality – Was the information provided useful?	N/A	N/A	N/A	N/A	80% - info. was useful or very useful	N/A
Was your request handled in a responsive and timely manner?	N/A	N/A	N/A	N/A	N/A	N/A
How satisfied were you with the quality of information and support provided?	N/A	N/A	N/A	N/A	N/A	N/A
How would you rate the overall customer service?	N/A	N/A	N/A	N/A	N/A	N/A
Would you refer someone to the Economic Development Department?	N/A	N/A	N/A	N/A	N/A	N/A

Note: The Economic Development Department will be implementing a customer satisfaction survey in Q3 of 2014; therefore historical data is not yet available for measurement.



# Economic Development

## 2015-2018 Business Plan

### **Key Performance Indicators Conclusion:**

The goal of Vaughan's Economic Development Strategy is to position Vaughan as a dynamic and growing City, situated on the leading edge of one of North America's most prosperous 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 2013, the number of people employed in Vaughan's 10,230 companies totaled 186,000 representing an average annual increase of 3.4 percent since 2003. By 2031 the number of jobs is expected to increase to 266,100.
- The largest employment sector in 2013 was Manufacturing, representing 23.0 percent of employment, followed by Retail Trade at 12.0 percent, and Construction at 12.6 percent.
- Vaughan's population increased by 20.7 percent between 2006 and 2011. December 2013 population of 315,006 is expected to grow to 416,600 by 2031.
- The City of Vaughan processed over 44,000 building permit applications from 2006 to 2013 worth \$9.3 billion.
- Vaughan has the largest supply of Greenfield employment lands in the Greater Toronto Area with more than 3,000 acres available.
- Vaughan has the largest inventory of industrial space in York Region totaling 72 million square feet.
- Vaughan is a net importer of jobs, with the employment labour force (186,019) exceeding the resident labour force (158,990).
- Vaughan has a highly educated population with 69.1 percent of adults aged 25 to 64 earned post-secondary qualifications, which is higher than the national average of 64.1 percent, and Ontario's average of 64.8 percent.
- Vaughan's jobs to housing ratio came in at 1.72, the highest in the Toronto Urban Region – the region's average being 1.35.

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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

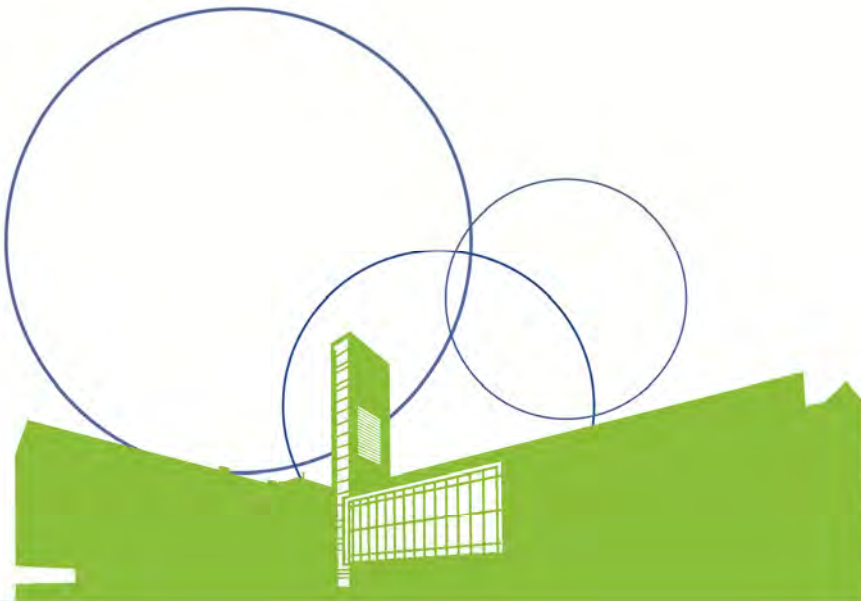
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total	Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Economic and Business Develop.														
	Revenue													
		Dept. Misc. Revenues	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Labour Costs													
		Staffing Costs (incl Benefits)	1,116,571	1,166,784	1,255,477	78.5%	88,693	7.6%	1,297,706	42,229	1,326,581	28,875	1,342,498	15,917
	Other Expenses													
		Communications	2,537	3,755	3,755	0.2%	0	0.0%	3,755	0	3,755	0	3,755	0
		Community Advertising & Promotion	81,994	140,547	140,547	8.8%	0	0.0%	140,547	0	140,547	0	140,547	0
		Joint Services & Department Transfers	0	(1,000)	(1,000)	-0.1%	0	0.0%	(1,000)	0	(1,000)	0	(1,000)	0
		Meals & Travel	6,721	5,200	45,200	2.8%	40,000	769.2%	45,200	0	45,200	0	45,200	0
		Office Equipment & Furniture	5,784	4,700	2,000	0.1%	(2,700)	(57.4)%	2,000	0	2,000	0	2,000	0
		Office Supplies & Expenses	13,416	13,683	13,683	0.9%	0	0.0%	13,683	0	13,683	0	13,683	0
		Other	1,580	1,000	1,000	0.1%	0	0.0%	1,000	0	1,000	0	1,000	0
		Professional Fees	167,207	101,550	61,550	3.8%	(40,000)	(39.4)%	61,550	0	61,550	0	61,550	0
		Reserve Transfers	(5,851)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	101,870	108,301	59,532	3.7%	(48,769)	(45.0)%	59,532	0	59,532	0	59,532	0
		Staff Development & Training	23,031	16,109	17,582	1.1%	1,473	9.1%	17,582	0	17,582	0	17,582	0
		<b>Total Other Expenses</b>	<b>398,288</b>	<b>393,845</b>	<b>343,849</b>	<b>21.5%</b>	<b>(49,996)</b>	<b>(12.7)%</b>	<b>343,849</b>	<b>0</b>	<b>343,849</b>	<b>0</b>	<b>343,849</b>	<b>0</b>
	<b>Total Expenses</b>		<b>1,514,859</b>	<b>1,560,629</b>	<b>1,599,326</b>	<b>100.0%</b>	<b>38,697</b>	<b>(5.1)%</b>	<b>1,641,555</b>	<b>42,229</b>	<b>1,670,430</b>	<b>28,875</b>	<b>1,686,347</b>	<b>15,917</b>
<b>Total Economic and Business Develop.</b>			<b>1,514,859</b>	<b>1,560,629</b>	<b>1,599,326</b>	<b>100.0%</b>	<b>38,697</b>	<b>2.5%</b>	<b>1,641,555</b>	<b>42,229</b>	<b>1,670,430</b>	<b>28,875</b>	<b>1,686,347</b>	<b>15,917</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Economic & Business Development Graphic Arts Coordinator (Offset by Reduction in Expenses)*	FT	0.50						0.50			2,365		2,483		2,607

\* - Shared 50% between Corp Comm & Econ & Bus Dev

# Corporate Communications

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# Corporate Communications

## 2015-2018 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.

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.



# Corporate Communications

## 2015-2018 Business Plan

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

### Link to Vaughan Vision 2020:

1. Demonstrate Effective Leadership
  - Provide effective strategic messaging and two-way communication between the City and stakeholders
2. Ensure a High Performing Organization
  - Ensure that online content is current, written in plain language and portrays the City brand
3. Demonstrate Excellence in Service Delivery
  - Enable stakeholders to be engaged, educated, and well-informed

### Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	8	9	1.5			
Part Time	0					
Overtime	0					





# Corporate Communications

## 2015-2018 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.*

- **Strategic Communications**
  - Ensure all communications are consistent, constant and correctly promote the Vaughan brand
  - Citizen-focused communications are interactive, engaging, conveyed in plain language and packaged in a vehicle that best meets the needs of citizens
  - Communication is informed, measured and always refined by research and feedback
  - In support of the corporate culture, internal communications is driven by values and standards and is a responsibility of all employees, while being led by Corporate Communications
- **Positioning the Department**
  - Allocate resources effectively to maximize benefits of new communication vehicles
  - Establish multimedia expertise within the department
  - Be leaders in municipal communications and establish communications standards and methodologies for use throughout the Corporation

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- **Resources**
  - Realign resources and functions within the department to meet current and future requirements
  - Develop a process for 24/7 communications
  - Social media and eCommunications are expanding at a very quick pace. It is becoming more challenging to keep up with this pace with current resource levels.
- **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:** *Scope out major financial impacts on the department currently and in the future. 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.



# Corporate Communications

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications	Develop a 5-Year Communications Master plan that will build on the successes of the 2-year Communications Strategy	Q4	
Promote citizen participation – both online and off	Expand web-based communications to include more interactive features  <i>- increase the use of multimedia such as video</i>  <i>- expand mobile apps</i>  <i>- improve notification practices</i>	Q1	Approved ARR for Website Content Management
Take a proactive and efficient approach to communicating the Vaughan story to our stakeholders	Develop corporate-wide standards for communicating with residents, including plain language guidelines  <i>- implement a strategy to use the best communications channels for specific audiences</i>	Q1	
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents	Build a corporate marketing strategy for the City  <i>- focus on multicultural initiatives that reach our diverse community</i>	Q4	



# Corporate Communications

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications	Implement the 5-year Communications Master plan	Q1	
Promote citizen participation – both online and off	Expand web-based communications to include more interactive features	Q1	
Effectively inform and engage City stakeholders	Promote two-way communications and implement a community engagement strategy corporate-wide		
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents	Develop a Brand Strategy that will look at enhancing the brand and building on the image of Vaughan through the end of 2020	Q1	
<b>2017 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications			
Promote citizen participation – both online and off			
Effectively inform and engage City stakeholders			
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications			



# Corporate Communications

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
between City officials, stakeholders and residents			
<b>2018 Initiatives</b>			
Employ the right blend of best practices and innovative communication methods to become a leader in municipal communications			
Promote citizen participation – both online and off			
Effectively inform and engage City stakeholders			
Position Vaughan as an emerging world-class city by building an effective, accessible system of two-way communications between City officials, stakeholders and residents			



# Corporate Communications

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of stories published on Vaughan initiatives, programs and events	3129	3088	3680	2260	1950	1288
<i>Tonality of Media Stories:</i> % of positive/neutral stories; ratio of positive to negative stories*						Pos: 22% Neut: 76% Neg: 2%
NOTE: Several local publications ceased operations or reduced frequency in 2012, 2013 and 2014						
<b>EFFECTIVENESS: How well do we do it?</b>						
% of Media stories generated by City-issued news releases, pitches, PSAs and media advisories		326	479	420	155 NR: 93% Pitch: 7%	191 NR: 85% Pitch: 15%
# of Corporate website visits*	1,531,800	1,036,058	1,222,317	1,450,000	1,066,575	1,500,000
Pages per visit					3.34	
Average visit duration (in minutes)					2.50	



# Corporate Communications

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
# of Twitter followers*			435	438	2,726	7,000
# of Facebook Likes*		47	265	494	993	2,500
# of YouTube views*		17	718	9,455	25,324	50,000
# of Blog views					1,603	5,000
# of subscribers to the City's eNewsletter*				6362	8,590	13,000
<b>SERVICE QUALITY: Is anyone better off?</b>						
% Projects requested by clients in which Corporate Communications' advice is sought prior to the project beginning					# of comm plans produced for City departments and projects = 12	# of comm plans produced for City departments and projects = 20
% of clients surveyed who report that Corporate Communications has been helpful in delivering required information to targeted audience					100% indicated helpful in delivering information in a timely manner	100% indicated helpful in delivering information in a timely manner
Clients' rating on Corporate Communication services					Exc: 80% Good: 20%	Exc: 90% Good: 10%



# Corporate Communications

## 2015-2018 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.*

Considerable progress has been made in delivering more effective communications to the City's stakeholders with the first year implementation of the Corporate Communications Strategy, *The Way Forward*. In 2014, the department won three APEX Awards for communications excellence:

1. In the category of Government Campaigns, Programs & Plans, our new Corporate Communications Strategy – The Way Forward – won for best plan
2. In the category of Electronic Media, Apps, our internal app (Corp Comm Connects), which includes our daily news clippings, won for best app
3. In the category of Best Single Blog Post, our blog post highlighting the interview with Vaughan Veteran John Thompson won for best blog

### 2013 Successes:

- Produced first ever comprehensive corporate communications strategy
- New concept and design developed for the annual Momentum Report
- Expanded the content and subscriber base to the corporate social media accounts
- Proactively promoted the City's success story to the media
- Expanded the multimedia capabilities of the department, including video production

For 2014, Corporate Communications has expanded measurement and established key indicators to track the impact and success of the department's activities within the Corporate Communications Strategy. These will be incorporated into the 5-year Communications Master Plan to be completed in Q4 2015. For the 2016 business plan, the department will expand the statistical base for each measurement category and provide an analysis of how it relates to the new strategic communications plan.

Performance measurements are being collected for several main activities. The effectiveness of the City's media relations is being measured by tracking the percentage of all Vaughan stories that are generated by a City source. Increasing the number of visitors to the City website will be a key indicator that City communications are reaching a larger audience. An overall increase in community engagement will be achieved through proactive communications that generate an increase in subscribers to corporate social media channels and the City's eNewsletter.

For internal stakeholders, the level of communications support for City departments leading major initiatives and programs is being tracked. In addition, there is a focused effort to improve the reach and effectiveness of internal communications.



# Corporate Communications

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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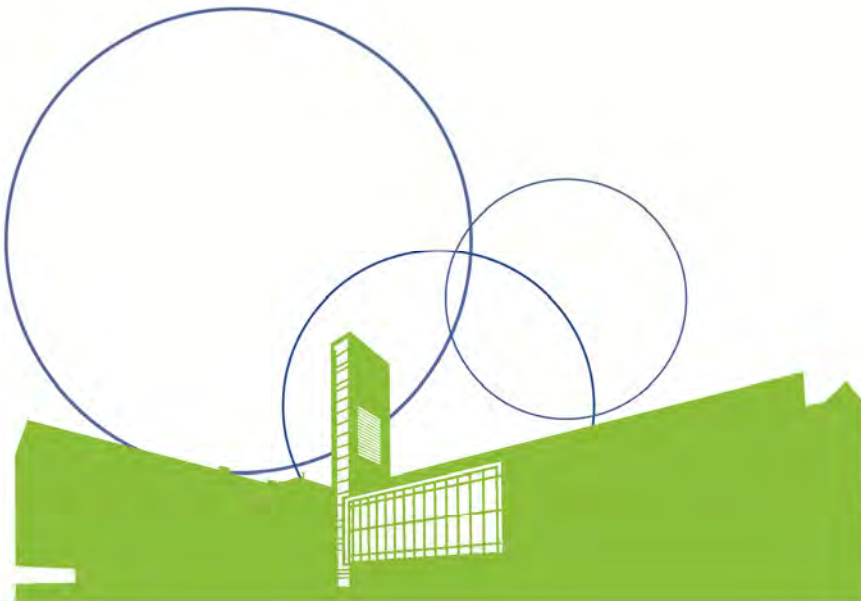
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Corporate Communications</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	1,027,909	1,020,069	1,125,390	85.3%	105,321	10.3%	1,166,259	40,869	1,191,747	25,488	1,207,589	15,842
	<b>Other Expenses</b>													
		Communications	5,983	8,847	7,418	0.6%	(1,429)	(16.2)%	7,418	0	7,418	0	7,418	0
		Community Advertising & Promotion	48,743	66,961	38,886	2.9%	(28,075)	(41.9)%	38,886	0	38,886	0	38,886	0
		Meals & Travel	3,033	4,132	2,802	0.2%	(1,330)	(32.2)%	2,802	0	2,802	0	2,802	0
		Office Equipment & Furniture	15,485	12,051	23,713	1.8%	11,662	96.8%	19,713	(4,000)	19,713	0	19,713	0
		Office Supplies & Expenses	48,161	76,277	96,173	7.3%	19,896	26.1%	96,173	0	96,173	0	96,173	0
		Other	3,117	0	500	0.0%	500	0.0%	500	0	500	0	500	0
		Professional Fees	6,185	17,564	14,564	1.1%	(3,000)	(17.1)%	14,564	0	14,564	0	14,564	0
		Reserve Transfers	40,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	14,842	10,713	9,995	0.8%	(718)	(6.7)%	9,995	0	9,995	0	9,995	0
		<b>Total Other Expenses</b>	<b>185,548</b>	<b>196,545</b>	<b>194,051</b>	<b>14.7%</b>	<b>(2,494)</b>	<b>(1.3)%</b>	<b>190,051</b>	<b>(4,000)</b>	<b>190,051</b>	<b>0</b>	<b>190,051</b>	<b>0</b>
	<b>Total Expenses</b>		<b>1,213,457</b>	<b>1,216,614</b>	<b>1,319,441</b>	<b>100.0%</b>	<b>102,827</b>	<b>8.5%</b>	<b>1,356,310</b>	<b>36,869</b>	<b>1,381,798</b>	<b>25,488</b>	<b>1,397,640</b>	<b>15,842</b>
	<b>Total Corporate Communications</b>		<b>1,213,457</b>	<b>1,216,614</b>	<b>1,319,441</b>	<b>100.0%</b>	<b>102,827</b>	<b>8.5%</b>	<b>1,356,310</b>	<b>36,869</b>	<b>1,381,798</b>	<b>25,488</b>	<b>1,397,640</b>	<b>15,842</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Corporate Communications															
Graphic Arts Coordinator (Offset by Reduction in Expenses)*	FT	0.50						0.50		2,365		2,483		2,607	
Communications Specialist, Website Content Management	FT	1.00	94,422					1.00	94,422	4,481		4,705		4,940	

\* - Shared 50% between Corp Comm & Econ & Bus Dev

# Fire and Rescue Services

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# Fire Administration

## (Administration, Fire Prevention and Communications)

### 2015-2018 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.



# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

**Administration:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	4		1		
Part Time					
Overtime					

**Prevention:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	15		1		1
Part Time					
Overtime	\$21,693				

**Communications:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	13		.5		
Part Time					
Overtime	\$38,074				



# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 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.
  - Program/project management specialist would ensure compliance and alignment with City policy and procedures.
- 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.
  - Construction of Fire Station 73 in 2015.
  - Population and growth projections are key elements which determine the need for improved emergency service delivery. The development in block 61 & 62 has amplified the priority for a career fire station in the Kleinburg / Nashville area to ensure compliance with recognized response standard.
  - The staffing of Aerial 76 will improve VFRS response capabilities in the Central (VMC) and West portion of the city.
  - The Fire Underwriters are conducting a current survey which may drive operating and capital costs for the Fire Department

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Operating Environment
  - Response pressure of the NW response district, 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 and Versadex mobile data terminals – implementation November 2014.
  - Updating Firehouse RMS software – database maintenance and upgrades.
  - P25 Regional Radio Communications System – an enhanced, encrypted regional wide YRP/Fire Services Communications System.
  - Update the current NICE recorder (to be compatible with the P25 Regional Radio Communications System).
  - Text with 911 Service – as required by CRTC.
  - Automatic Dispatching and Station Alerting System.
  - ITM Technology Support Specialist to assist with deliverables and reporting.
- Wellness Fitness Initiative
  - The health and wellness of a firefighter is of benefit to the individual firefighter, to his or her fellow



# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

- firefighters, to the VFRS, and to the Corporation; therefore, as per the Collective Agreement, both parties have agreed to the implementation of a Health and Wellness Program.
- Recruitment of a Program/Project Manager to manage and administer this project.
  - Program is a multi-faceted proactive initiative involving many levels of participation amongst all staff and City Departments.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Station 74 and 76 staffing and equipment will drive operating and capital ARR for future years.

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Construction of Station 73	Q2	Council Approved in 2013
	Reposition/Purchase Station 74 Kleinburg Land	Q1	Capital Project
	Procure Breathing Apparatus Replacements	Q4	Annual/Ongoing Project Capital Project
	Initiate the Wellness Fitness Initiative	Q2	Annual Program
	Initiate a Home Inspection Bylaw Program Cost Recovery	Q2	For Council Approval
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
Provide effective fire education, enforcement	Public Education Initiative 'Adopt a School Program'	Q1	Ongoing
Ensure timely notification and response of emergency apparatus	Automatic Dispatching and Station Alerting System	Q1	Capital Approved Project
	Adopt OFM Official Guide to Matching Fire Prevention Resources and Risk (Integrated Risk Management Tool)	Q1	Ongoing
<b>2016 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Recruit a Program/Project Manager	Q2	ARR approval required
	Recruit a Training Officer	Q4	ARR approval required
	Station 74 – Recruit 10 Firefighters	Q4	ARR approval required



# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Hire a Stores Clerk	Q4	ARR approval required
	Recruit 4 District Chiefs	Q4	ARR approved required
Provide effective fire education, enforcement	Hire a Fire Prevention Inspector	Q4	ARR approval required
	Procure Breathing Apparatus Replacements	Q3	Annual/Ongoing Project Capital Project
	Wellness Fitness Initiative	Q1	Annual Program
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
	Design and Build Station 74	Q2	Capital Project/Building and Facilities
Ensure timely notification and response of emergency apparatus	Recruit a part time Technology Support Specialist	Q1	ARR approval required
<b>2017 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Station 74 – recruit 6 firefighters and 4 Captains	Q2	ARR approval required
	Station 76 – Building Expansion of Crews Quarters	Q1	Capital Project/Building and Facilities
	Procure Breathing Apparatus Replacements	Q4	Annual/Ongoing Project Capital Project
	Wellness Fitness Initiative	Q1	Annual Program
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
	Purchase Furniture and Equipment - Station 74	Q1	Capital Project
<b>2018 Initiatives</b>			
Recruit, train, and deploy fire personnel and equipment	Station 76 – Recruit 10 Firefighters	Q2	ARR approval required
	Procure Breathing Apparatus Replacements	Q3	Annual/Ongoing Project Capital Project
	Wellness Fitness Initiative	Q1	Annual Program
	Replace Fitness Equipment/Furniture	Q4	Annual/Ongoing Project
	Purchase Land for Future Station 7-11	Q1	Capital Project
Recruit/ Train/ Safety	Fire Training Tower/Facility at JOC	Q1	Capital Project



# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Cost of Operating First Services per \$1,000 of Assessment	\$0.72	\$0.73	\$0.75	\$0.72		
Number of Emergency Incidents	11,147	10,814	11,864	11,297	11,655	
Fire Prevention Activities						
Inspections	3,541	2,682	2,479	1,648	1,589	
Municipal License	385	224	245	312	306	
Site Plan/Variance	194	140	141	158	215	
Plans Examinations	428	512	211	23	152	
File Searches	108	59	70	101	118	
Public Education	686	378	288	1,662	2,529	
Fire Investigation	51	40	48	73	48	
New Building	211	119	224	206	278	
Grown Op	18	7	6	2	6	
Prosecution	194	36	71	56	18	
<b>EFFECTIVENESS: How well do we do it?</b>						
VFRS Communications Call Handling in Seconds		53	79	70	58	50





# Fire Administration

(Administration, Fire Prevention and Communications)

## 2015-2018 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.*

- Inspection staff continue to increase the quantity of inspections, public education and other activities performed annually.
- VFRS Communications staff continue to manage calls for service in an effective and timely manner.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Fire Operations

## (Operations, Mechanical and Training)

### 2015-2018 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.



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

**Operations:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	280		14	10	10
Part Time					
Overtime	\$324,016				

**Mechanical:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	5.5		1		
Part Time					
Overtime					

**Training:**

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	4.5		1		
Part Time					
Overtime	\$7,495				



# Fire Operations

## (Operations, Mechanical and Training)

### 2015-2018 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 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 and growth projections are key elements which determine the need for improved emergency service delivery. The growth 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 10 - 15 probationary firefighters to replace firefighter retirements.
  - Workload of the Training division has increased significantly which is attributed to training of new recruits, NFPA standards 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



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Deliver quality training and education support services for all divisions	Explore opportunities for developing a Fire Training Tower/Facility	Q1	Capital Project
	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1	Ongoing Project
	Live Fire Training	Q1-Q4	268 Firefighters
Efficiently maintain mechanical support services within mandated service standards	Aerial 7973 Refurbishment	Q4	Capital Project
	Tech Rescue 7978 Refurbishment	Q2	Capital Project
	Replace 7966 Rescue Truck	Q4	Capital Project
	Replace Deputy Chief Vehicle 7987	Q3	Capital Project
<b>2016 Initiatives</b>			
Efficiently maintain mechanical support services within mandated service standards	Station 74 – Engine purchase	Q1	Capital Project
	Replace Aerial 7968 – 32m	Q1	Capital Project
	Replace HAZ MAT 7942	Q4	Capital Project
	Procure a Command Vehicle	Q4	Capital Project
	Replace Engine 7972	Q4	Capital Project
	Replace 7988 Training Vehicle	Q4	Capital Project
	Replace Engine 7971	Q4	Capital Project
Deliver quality training and education support services for all divisions	Live Fire Training	Q1-Q4	268 Firefighters
<b>2017 Initiatives</b>			
Efficiently maintain mechanical support services within mandated service standards	Purchase Aerial Station 76 – 32 m	Q3	Capital Project
	Station 76 0 Expand/Update Crew Quarters, 76	Q1	Capital Project
	Wellness Fitness initiative	Q1	Annual Program
	Station 74 Firefighter Equipment Purchase	Q2	Capital Project



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Station 74 Equipment Purchase	Q2	Capital Project
	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
Deliver quality training and education support services for all divisions	Live Fire Training	Q1-Q4	292 Firefighters
	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1	Ongoing Project
<b>2018 Initiatives</b>			
Deliver quality training and education support services for all division	Live Fire Training	Q1-Q4	292 Firefighters
	Meet NFPA 1006 Service Standards for all technical disciplines i.e. Hazmat and Technical Rescue	Q1-Q4	Ongoing Project
Efficiently maintain mechanical support services within mandated service standards	Station 76 Equipment for Firefighter Purchase	Q3	Capital Project
	Station 76 Equipment purchase	Q3	Capital Project
	Replace Aerial 7911	Q4	Capital Project



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
<b>EFFECTIVENESS: How well do we do it?</b>						
% Maintenance Meeting Scheduled Plan		74%	83%	68%	74%	
Percentage of Fire Calls Response Rate – Within 7 minute standard*					83%	
Average Response Times – All Calls		6.37 mins	6.8 mins	6.65 mins	6.14 mins	
Average Response Times for all Emergency Calls by Station*						
Station 7-1		5:36	5:38	5:47	5:39	
Station 7-2		6:59	7:15	6:24	6:08	
Station 7-3		6:19	6:31	6:33	6:13	
Station 7-4		9:07	10:13	8:47	9:33	
Station 7-5		6:29	6:28	6:23	6:14	
Station 7-6		6:49	6:48	6:46	6:37	
Station 7-7		7:05	7:04	6:29	6:32	
Station 7-8		7:07	7:14	6:43	6:39	
Station 7-9		6:39	6:43	6:21	6:21	
Station 7-10				6:52	6:27	



# Fire Operations

(Operations, Mechanical and Training)

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Alarm for Life Program						
Home Visited				1,200	1825	
Contacted				771	1207	
No contact				233	381	
Declined Visit				196	237	
# of Smoke Alarms Installed				487	823	
# of CO Detectors Installed				273	577	
Type of Emergency Responses						
Rescue	11%	15%	16%	15%	16%	
Public Hazard	4%	4%	3%	4%	4%	
Other Responses	11%	11%	12%	13%	14%	
Medical	42%	34%	36%	38%	36%	
Non-Fire Calls	25%	28%	25%	23%	24%	
Property Fire Responses	7%	8%	8%	7%	6%	
Critical Task Analysis			88%	88%	92%	
Vaughan Standard		70.5%	71.5%	76%	83%	
10 in 10		54%	74%	67%	68%	

**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.*

- 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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total	Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Fire and Rescue Services</b>														
<b>Revenue</b>														
		Dept. Misc. Revenues	773,434	591,787	602,242	93.0%	10,455	1.8%	789,156	186,914	836,333	47,177	913,840	77,507
		Fees from Other Municip.	36,000	35,000	45,000	7.0%	10,000	28.6%	45,000	0	45,000	0	45,000	0
		Rev. frm Recov. Exp - Pd Duty	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Charges	0	0	0	0.0%	0	0.0%	151,000	151,000	151,000	0	151,000	0
		<b>Total Revenue</b>	<b>809,434</b>	<b>626,787</b>	<b>647,242</b>	<b>100.0%</b>	<b>20,455</b>	<b>3.3%</b>	<b>985,156</b>	<b>337,914</b>	<b>1,032,333</b>	<b>47,177</b>	<b>1,109,840</b>	<b>77,507</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	38,278,625	38,430,280	41,411,354	94.8%	2,981,074	7.8%	43,323,871	1,912,517	45,121,956	1,798,085	46,755,441	1,633,485
<b>Other Expenses</b>														
		Communications	304,135	395,780	400,445	0.9%	4,665	1.2%	404,035	3,590	407,315	3,280	406,515	(800)
		Community Advertising & Promotion	89,714	46,645	46,895	0.1%	250	0.5%	49,895	3,000	49,895	0	49,895	0
		General Mtce & Repairs	508,047	370,204	396,348	0.9%	26,144	7.1%	396,348	0	396,348	0	396,348	0
		Joint Services & Department	1,806	1,000	1,000	0.0%	0	0.0%	1,000	0	1,000	0	1,000	0
		Meals & Travel	11,311	9,693	9,693	0.0%	0	0.0%	9,793	100	9,793	0	9,793	0
		Office Equipment & Furniture	41,008	41,984	24,944	0.1%	(17,040)	(40.6)%	42,964	18,020	32,464	(10,500)	24,944	(7,520)
		Office Supplies & Expenses	76,544	54,480	54,580	0.1%	100	0.2%	57,230	2,650	58,730	1,500	59,480	750
		Operating Leases	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	40,366	73,129	35,735	0.1%	(37,394)	(51.1)%	109,135	73,400	63,335	(45,800)	63,335	0
		Professional Fees	11,516	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	58,000	58,000	128,000	70,000	158,000	30,000
		Service Contracts and Materials	301,515	264,720	239,973	0.5%	(24,747)	(9.3)%	240,988	1,015	242,003	1,015	243,019	1,016
		Staff Development & Training	150,930	137,209	136,634	0.3%	(575)	(0.4)%	168,744	32,110	170,244	1,500	171,744	1,500
		Staffing Costs (incl Benefits)	49,458	115,000	115,000	0.3%	0	0.0%	115,000	0	115,000	0	115,000	0
		Tools & Equipment	623,834	642,905	564,511	1.3%	(78,394)	(12.2)%	673,611	109,100	685,311	11,700	699,211	13,900
		Utilities & Fuel	228,136	224,848	224,848	0.5%	0	0.0%	224,848	0	224,848	0	224,848	0
		<b>Total Other Expenses</b>	<b>2,438,317</b>	<b>2,377,597</b>	<b>2,250,606</b>	<b>5.2%</b>	<b>(126,991)</b>	<b>(5.3)%</b>	<b>2,551,591</b>	<b>300,985</b>	<b>2,584,286</b>	<b>32,695</b>	<b>2,623,132</b>	<b>38,846</b>
		<b>Total Expenses</b>	<b>40,716,942</b>	<b>40,807,877</b>	<b>43,661,960</b>	<b>100.0%</b>	<b>2,854,083</b>	<b>2.4%</b>	<b>45,875,462</b>	<b>2,213,502</b>	<b>47,706,242</b>	<b>1,830,780</b>	<b>49,378,573</b>	<b>1,672,331</b>
<b>Total Fire and Rescue Services</b>			<b>39,907,508</b>	<b>40,181,090</b>	<b>43,014,718</b>		<b>2,833,628</b>	<b>7.1%</b>	<b>44,890,306</b>	<b>1,875,588</b>	<b>46,673,909</b>	<b>1,783,603</b>	<b>48,268,733</b>	<b>1,594,824</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Fire & Rescue													
Stores Clerk	FT	1.00	71,612		71,612			1.00	71,612		(1,720)		6,747
STN 74 - 10 Firefighters (1st Contingent) (GAPPED)	FT	10.00	981,958		981,958	(5.0)	(454,604)	5.00	527,354		400,604		84,500
Program/project manager	FT	1.00	127,901		127,901			1.00	127,901		3,708		6,413
Training Officer	FT	1.00	162,305		162,305			1.00	162,305		(4,549)		7,677
Fire Prevention Inspector	FT	1.00	103,878		103,878			1.00	103,878		(252)		13,722

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

2011

Recognized 2017 ARR											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Fire &amp; Rescue</i> STN 74 - 10 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	FT	10.00	1,276,976		1,276,976	(5.0)	(595,641)	5.00	681,335		531,721

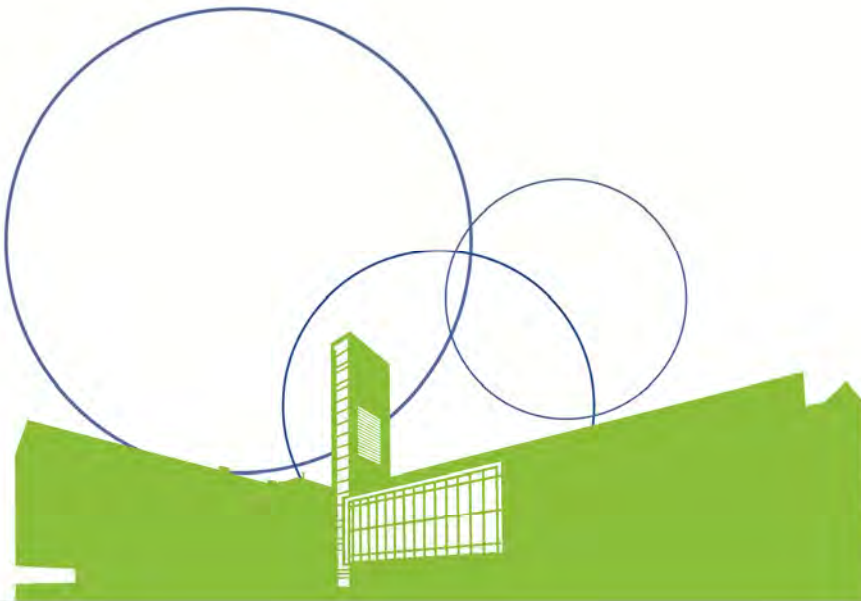
Recognized 2018 ARR									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Fire &amp; Rescue</i> STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	FT	10.00	1,035,574		1,035,574	(5.0)	(481,412)	5.00	554,162

Capital Budget: Departmental Project Listing  
2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Department	Year	Project #	Project Title	Project Type	Ward	CWDC	Infrastructure	Other	Taxation	Capital Total	Operating Impact
Fire & Rescue	2015	FR-3628-15	Fire Training Tower	New Initiative	City-Wide			1,236,000		1,236,000	
		FR-3583-15	Reposition Stn 74 Kleinburg Land	Growth	W1	648,550			463,250	1,111,800	
		FR-3588-15	Replace 7966 Rescue Truck	Replacement	City-Wide		628,800			628,800	
		FR-3579-15	Smeal Pumper(7973) Refurbishment	Replacement	City-Wide		180,250			180,250	
		FR-3595-15	Tech Rescue (7978) Refurbishment	Replacement	City-Wide		109,000			109,000	
		FR-3508-13	Breathing Apparatus Replacements	Replacement	City-Wide		45,100			45,100	
		FR-3614-15	Replace Chief 73 Vehicle 7987	Replacement	City-Wide		45,000			45,000	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	Replacement	City-Wide		30,000			30,000	
	2015 Total					648,550	1,038,150	1,236,000	463,250	3,385,950	
	2016	FR-3582-16	Reposition Stn 74 Kleinburg Build and Design	Growth	W1	4,062,794			850,206	4,913,000	
		FR-3610-16	Replace Aerial 7968 - Smeal 32m	Replacement	W5		800,000			800,000	6,100
		FR-3586-16	Replace 7972 Pumper	Replacement	City-Wide		699,400			699,400	
		FR-3617-16	Station #74 Engine Purchase	Growth	W1	675,000				675,000	
		FR-3611-16	Replace 7971 Pumper	Replacement	City-Wide		625,000			625,000	6,100
		FR-3593-16	Replace HAZ MAT 7942	Replacement	City-Wide		545,000			545,000	
		FR-3592-16	Smeal Aerial 17M(7983) Refurbishment	Replacement	City-Wide		189,000			189,000	
		FR-3573-16	Command Vehicle	Growth	City-Wide	60,000				60,000	593,685
		FR-3508-13	Breathing Apparatus Replacements	Replacement	City-Wide		45,100			45,100	
		FR-3590-16	Replace 7988 Training Vehicle	Replacement	City-Wide		43,600			43,600	
		FR-3578-16	Fire Prevention Vehicle	Growth	City-Wide	40,000				40,000	95,815
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	Replacement	City-Wide		30,000			30,000	
	2016 Total					4,837,794	2,977,100	0	850,206	8,665,100	701,700
	2017	FR-3606-17	Station 76 Aerial Purchase	Growth	W4	1,300,000				1,300,000	2,063,210
		FR-3587-17	Replace 7955 Aerial 55 FT	Replacement	City-Wide		703,000			703,000	
		FR-3609-17	Expand Crew Quarters Station 76	Growth	W4	360,000				360,000	
		FR-3626-17	Station #74 Furniture and Equipment	Growth	W1	170,000				170,000	
		FR-3618-17	Station #74 Equipment for Firefighter Purchase	Growth	W1	125,000				125,000	
		FR-3619-17	Engine #74 Equipment Purchase	Growth	W1	120,000				120,000	
		FR-3508-13	Breathing Apparatus Replacements	Replacement	City-Wide		45,100			45,100	
		FR-3616-17	Fire Prevention Vehicle Replacement	Replacement	City-Wide		45,000			45,000	6,100
		FR-3615-17	Fire Prevention Vehicle Replacement	Replacement	City-Wide		45,000			45,000	6,100
		FR-3589-17	Replace 7981 Training Van	Replacement	City-Wide		33,600			33,600	
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	Replacement	City-Wide		30,000			30,000	
	2017 Total					2,075,000	901,700	0	0	2,976,700	2,075,410
	2018	FR-3581-18	Purchase Land for New Station 7-11	Growth	W1	1,111,800				1,111,800	
		FR-3608-18	Station 76 Equipment for Firefighter Purchase	Growth	W4	125,000				125,000	
		FR-3607-18	Aerial 76 Equipment Purchase	Growth	W4	120,000				120,000	6,100
		FR-3508-13	Breathing Apparatus Replacements	Replacement	City-Wide		45,100			45,100	6,100
		FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisio	Replacement	City-Wide		30,000			30,000	
	2018 Total					1,356,800	75,100	0	0	1,431,900	12,200
Fire & Rescue Total						8,918,144	4,992,050	1,236,000	1,313,456	16,459,650	2,789,310

# Emergency Planning

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# Emergency Planning

## 2015-2018 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*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	1	1				
Part Time	0.31	0.31		0.38		
Overtime						



# Emergency Planning

## 2015-2018 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 2016 that will allow for a division of duties and increase Program efficiency.
  - EOC functional review strategy implementation 2013 to 2017 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
- Severe Weather - Emergency Management Capacity
  - The geographic scale and the degree of impact related to severe weather events have identified that the City needs to enhance efforts to be self-sufficient and self-sustaining as traditional response partnerships and suppliers become over taxed.
  - Developing measures to mitigate the impact of severe weather events on the City

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Demand for public education, population growth, intensification of development, the increase degree of impact of emergencies 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



# Emergency Planning

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
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	
	Develop resources and protocols to assure the City is self-sufficient during an emergency.	Q3	Capital budget request – recommendation in Ice Storm After Action Report
Deliver public education based on hazard identification & high risk management	Develop information and products for the PrepE public education initiative	Q4	
Ensure effective continuity of core business functions	Develop and evaluate common operating dashboard in EOC Investigate using the Cloud for core information and applications	Q2	software developer Capital budget in conjunction with IT
	Conduct a business impact analysis of City services and facilitate development of continuity of operations plans	Q4	
	Evaluate and develop program to meet CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	
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	Q4	Emergency Planner (ARR)
	Develop school based public education program & materials	Q4	
Ensure effective continuity of core business functions	Implement phase two of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review:	Q4	Emergency Planner (ARR) Primary and Alternate EOC Telephone Systems (ARR)



# Emergency Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	1. Investigate EOC network resiliency systems;	Q4	
	2. Convert 15 VOIP lines in primary EOC to landlines;	Q2	
	3. Replace whiteboards in EOC with sliding multi-panel whiteboards	Q2	
	Develop and equip an alternate EOC site	Q4	
	Evaluate program to meet the CSA Z1600 Standard for Emergency Management and Business Continuity	Q4	
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	Q4	Emergency Planner (ARR), PrepE public education initiative budget increase (ARR)
	Develop school based public education program & materials	Q4	
Ensure effective continuity of core business functions	Implement phases three and four of the Emergency Operations Centre (EOC) Strategy from the EOC Functional Review	Q2	Capital Budget Request
	Develop a virtual EOC	Q4	
2018 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	Review, revise and develop public education program and materials	Q4	Emergency Planner (ARR), PrepE public education initiative budget increase (ARR)
Ensure effective continuity of core business functions	Review and revise business impact analysis and continuity of operations plans	Q4	Emergency Planner (ARR)





# Emergency Planning

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014
<b>EFFICIENCY: What/How much do we do?</b>						
Public education / awareness Information distributed	23,140	34,186	45,640	42,530	82,780	102,007
Number of events and workshops*	26	19	19	16	12	12
Number of workshop participants	669	300	417	237	291	733
Number of emergency training participants (exercise and code drills)	300	94	358	231	771	1200
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of staff trained	273	235	190	127	1,095	449
Enhancement and lessons learned per exercise and real event	28	41	56	40	24	46
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.	71% implemented 13% in progress 8% deferred to future budget year 8% to be implemented in 2015	70% implemented 30% scheduled for future budget years 2015 to 2018
EOC Operating and	People,	People,	People,	People,	People,	People,



# Emergency Planning

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014
Resiliency Capacity Strategy	processes	processes	processes and systems	processes and systems	processes and systems	Processes and systems
Percentage of Department with Emergency Plans	100%	100%	100%	100%	100%	Currently under review
<b>SERVICE QUALITY: Is anyone better off?</b>						
Readiness level of participants (1 to 5 scale) - Percentage rating on scale	4.8	Not measured	4	4.5	4	4.35
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	85% achieved; 15% in progress

**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 remain constant
- The number of events, workshops, and participants are expected to remain constant in 2015
- 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.
- Lessons learned from the Ice Storm identified the need to enhance the City's ability to be self-sustaining during emergency events that impact multiple municipalities simultaneous. The Emergency Management Team has recommended a course of action to build emergency management self-sufficiency.

**Department Head Sign-off**

**Date (mm/dd/yy)**

**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Emergency Planning</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	149,117	145,776	149,751	74.6%	3,975	2.7%	200,951	51,200	204,518	3,567	208,290	3,772
	<b>Other Expenses</b>													
		Communications	1,321	700	1,400	0.7%	700	100.0%	65,290	63,890	65,290	0	65,290	0
		Community Advertising & Promotion	28,471	21,620	21,620	10.8%	0	0.0%	21,620	0	53,720	32,100	33,720	(20,000)
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	175	450	450	0.2%	0	0.0%	950	500	950	0	950	0
		Office Equipment & Furniture	1,363	1,200	1,500	0.7%	300	25.0%	1,500	0	1,500	0	1,500	0
		Office Supplies & Expenses	0	1,180	1,180	0.6%	0	0.0%	1,180	0	1,180	0	1,180	0
		Other	2,422	1,500	1,000	0.5%	(500)	(33.3)%	1,000	0	1,000	0	1,000	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	5,300	5,300	0	(5,300)
		Service Contracts and Materials	912	2,430	2,430	1.2%	0	0.0%	2,430	0	10,230	7,800	10,230	0
		Staff Development & Training	8,454	21,040	20,540	10.2%	(500)	(2.4)%	21,540	1,000	21,540	0	21,540	0
		Tools & Equipment	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Utilities & Fuel	346	1,000	1,000	0.5%	0	0.0%	1,000	0	1,000	0	1,000	0
		<b>Total Other Expenses</b>	<b>43,464</b>	<b>51,120</b>	<b>51,120</b>	<b>25.4%</b>	<b>0</b>	<b>0.0%</b>	<b>116,510</b>	<b>65,390</b>	<b>161,710</b>	<b>45,200</b>	<b>136,410</b>	<b>(25,300)</b>
	<b>Total Expenses</b>		<b>192,582</b>	<b>196,896</b>	<b>200,871</b>	<b>100.0%</b>	<b>3,975</b>	<b>2.7%</b>	<b>317,461</b>	<b>116,590</b>	<b>366,228</b>	<b>48,767</b>	<b>344,700</b>	<b>(21,528)</b>
<b>Total Emergency Planning</b>			<b>192,582</b>	<b>196,896</b>	<b>200,871</b>	<b>100.0%</b>	<b>3,975</b>	<b>2.7%</b>	<b>317,461</b>	<b>116,590</b>	<b>366,228</b>	<b>48,767</b>	<b>344,700</b>	<b>(21,528)</b>

### Recognized 2016 ARR's

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Emergency Planning													
Primary and Alternate EOC Telephone Systems			63,390		63,390				63,390				
Emergency Planner (Partial FTE Conversion)	PT	0.69	51,910		51,910			0.69	51,910		2,842		2,984

### Recognized 2017 ARR's

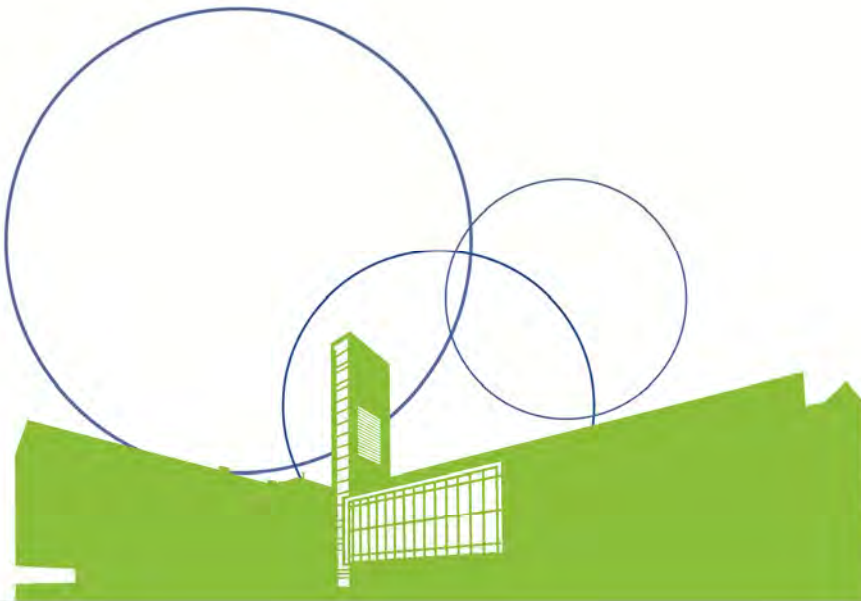
Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Emergency Planning</i> Public Awareness-PrepE Initiative Budget Increase								45,200		(25,300)	

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Title	Project Type	Ward	Funding Source			Operating Impact
						Infrastructure	Taxation	Capital Total	
Emergency Planning	2015	EP-0079-15	Emergency Cots and Blankets	Health & Safety	City-Wide		56,779	56,779	
		EP-0080-15	EOC Common Operating Dashboard	Technology	City-Wide		32,445	32,445	
	2015 Total					0	89,224	89,224	
	2017	EP-0071-17	Primary and Alternate Emergency Operations Centres	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	218,134	286,334	63,390

# Commissioner of Finance & City Treasurer

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# Commissioner of Finance & City Treasurer



**John Henry**

## **Commissioner's Message:**

The City of Vaughan is committed to providing service excellence and value to the community for their hard-earned property tax dollar. The Commission of Finance is dedicated to supporting Council, Senior Management and all City departments in realizing this goal through quality service delivery, sound financial management, relevant information, and trusted professional advice.

The Commission of Finance consists of the following four service areas:

**Development Finance and Investments** – provides financial services supporting development activity and manages the City's investment portfolio ensuring available funds are put to work. Over the four-year budget term this area will be involved in many development projects, the largest being the Vaughan Metropolitan Centre (VMC), a large-scale urban project requiring support on many levels such as secondary plan mediations and Black Creek realignment, among others. There are also many other City projects requiring support, including the North Maple Regional Park Financial Strategy, Bill 73 - Development Charge Reform and the Development Charge Study update planned for 2018.

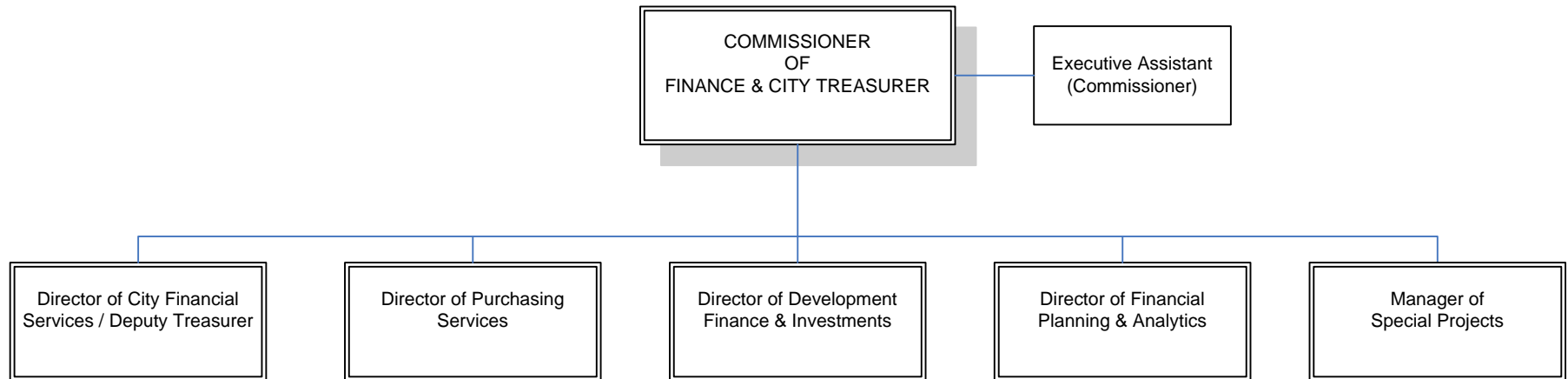
**Financial Planning and Analytics** – provides support, guidance and information to aid the City in making sound decisions, and also develops sustainable budgets and forecasts, and monitors financial performance. A core goal will be to administer Council's mandate to achieve a maximum annual tax increase of three per cent for this term of Council. In addition to developing policy, managing reserve balances and implementing a fiscal prioritization framework, providing financial assistance on many projects such as the City's Asset Management Initiative will also be required.

**Purchasing Services** – administers the strategic procurement of goods and services, enabling City departments to deliver service excellence. This budget supports the implementation of the Procure to Pay (P2P) initiative which aims to accelerate process delivery, minimize procurement risk, optimize purchase spend and reduce transaction costs.

**Financial Services** – provides accounting and collection services, financial reporting and customer support. Key initiatives for the budget term are to support water, Wastewater, Stormwater Rate Study, enhance system functionality and support the P2P initiative through a review of payment function to ensure optimal efficiency and effectiveness.

The 2015 Budget and 2016-2018 Financial Plan holds many new initiatives which will move the City further on its path to service, management and organizational excellence. The Finance Commission is excited to support the City in realizing its vision and goals.

**OFFICE OF COMMISSIONER OF FINANCE & CITY TREASURER  
ORGANIZATIONAL CHART**



# Revenue and Expenditure Summary

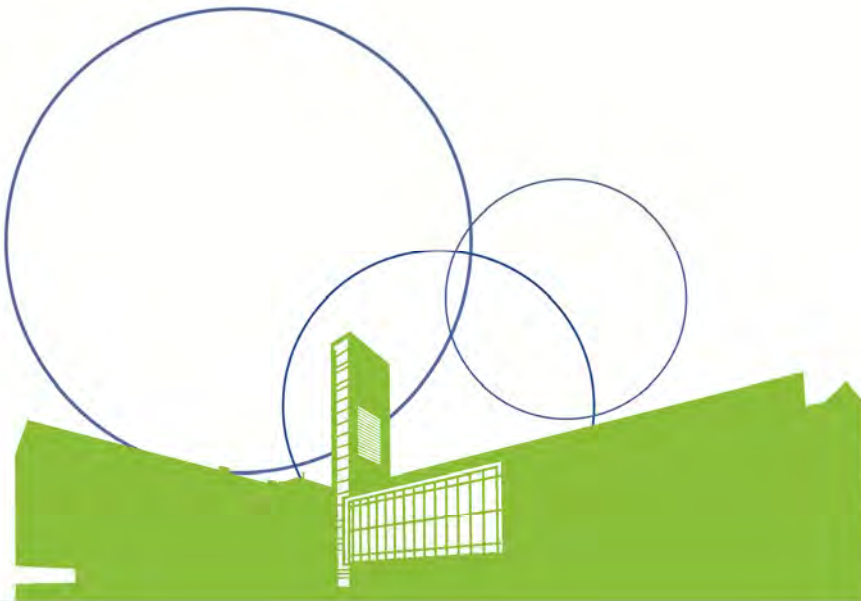
## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm of Finance & City Treasurer														
	Labour Costs													
		Staffing Costs (incl Benefits)	372,796	374,638	490,153	92.6%	115,515	30.8%	516,169	26,016	531,419	15,250	537,554	6,135
	Other Expenses													
		Communications	1,240	1,460	1,470	0.3%	10	0.7%	1,470	0	1,470	0	1,470	0
		Community Advertising & Promotion	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	894	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	2,007	1,750	1,750	0.3%	0	0.0%	1,750	0	1,750	0	1,750	0
		Office Equipment & Furniture	1,075	1,480	1,480	0.3%	0	0.0%	1,480	0	1,480	0	1,480	0
		Office Supplies& Expenses	1,508	500	1,275	0.2%	775	155.0%	1,275	0	1,275	0	1,275	0
		Operating Leases	8,734	8,600	8,600	1.6%	0	0.0%	8,600	0	8,600	0	8,600	0
		Other	209	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	18,062	12,460	12,840	2.4%	380	3.0%	12,840	0	12,840	0	12,840	0
		Reserve Transfers	(6,312)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	1,553	4,090	5,990	1.1%	1,900	46.5%	5,990	0	5,990	0	5,990	0
		Utilities & Fuel	4,077	4,000	6,000	1.1%	2,000	50.0%	6,120	120	6,242	122	6,367	125
		Total Other Expenses	33,046	34,340	39,405	7.4%	5,065	14.7%	39,525	120	39,647	122	39,772	125
	Total Expenses		405,842	408,978	529,558	100.0%	120,580	29.5%	555,694	26,136	571,066	15,372	577,326	6,260
Total Comm of Finance & City Treasurer			405,842	408,978	529,558		120,580	29.5%	555,694	26,136	571,066	15,372	577,326	6,260



# Financial Services

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# Financial Services

## 2015-2018 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 Water, Wastewater, Storm and Cashier Services unit provides services to ensure the safe and reliable collection of funds from internal and external users as well as financial accounting and financial and managerial reporting. This section is also responsible for establishing user rates, the oversight of the joint service agreement with PowerStream for billing and payroll, new subdivision recovery and Ministry of the Environment reporting and rate studies.

**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.
  - Supporting departments with the financial aspects of their delivery models
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 finances are well administered and managed.
  - Multi-year water and waste water financial sustainability plans
3. Ensure a High Performing Organization
  - Staff are committed to continuously improving business processes and practices necessary to support departments and residents



# Financial Services

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

#### **City Financial Service**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	1	1	0.5*	0	0	0
Part Time	N/A	N/A	0	0	0	0
Overtime	N/A	N/A	0	0	0	0

\* Transfer from Corporate Communication Division

#### **Tax Assessment**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	13	13	0	0	0	0
Part Time	0.69	0.69	0	0	0	0
Overtime	\$10,230	\$10,230	0	0	0	0

#### **Accounting & Financial Reporting**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	12	12	1	0	0	0
Part Time	2.53	2.53	(0.69)	0	0	0
Overtime	\$7,900	\$7,830	0	0	0	0

#### **Cashier Services**

	2013	2014 Base	Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	2	2.4	0	0	0	0
Part Time	0.5	0.0	0	0	0	0
Overtime	\$1,450	\$1,225	0	0	0	0

Note: At this point in time future resource requirements are undetermined as system assessments and P2P strategies are underway. Further adjustments may be required through budget deliberations or the 2015 financial planning process.

## 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**

- Dynamic and efficient staff
- Long-term staff that are knowledgeable and skilled
- The P-Card system has streamlined the lower value invoice payment process

#### **Areas of Development**

- Current & future demand on existing staffing resources and analytical support
- Succession planning is required to ensure skills and knowledge are retained
- Greater analytical support is required facilitate demand and changing business requirements
- Further prioritization of effort is required as corporate initiatives escalate
- System enhancements are needed to generate process and reporting efficiencies i.e. Taxation, AP, Point of sale, etc.





# Financial Services

## 2015-2018 Business Plan

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Staffing & resources have not kept pace with growth, increasing work load and work pressures
- Impending retirements will create knowledge loss without proper succession planning
- Scope ability of systems to provide monthly reporting and metrics pending managerial review
- Taxation:
  - Automation of current manual practices is essential
  - Potential changes in legislation could impact processes
  - A younger demographic will increase the number for on-line and pre-authorized payments
  - Greater visibility to MPACs property value and growth assessment is critical for future planning and protection of the assessment base.
  - Growth continues to increase the volume of issued tax bills and potential arrears to be collected.
- Accounting:
  - 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
  - Additional government or PSAB mandated reporting requirements
- 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.*

- Investment in process, system and reporting enhancements
- Potential resources to support analytical and corporate project requirements
- Future tax revenue stream may normalize due to lower future population growth



# Financial Services

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Improve the Efficiency & Effectiveness	Work with ICI regarding Point-of-Sale system and a revenue stream review	Q3	Staff secondment required
	JDE System functionality assessment to determine priority areas of utilization or development	Q1	Professional fees to conduct the review
	Review of internal reporting and metrics	Q2	In-house
	Continue to work on procure to pay (P2P) recommendations and strategy	Q1-Q4	Yes – strategy to be developed
	Enhance taxation forecasting and MPAC reconciliation	Q3	In-house
	To provide support on the Capital Asset Management Project	TBA	TBD
	Support operations with the Storm Water Rate study	TBA	Consultants Approved
<b>2016 Initiatives</b>			
Improve the Efficiency of Financial Services	JDE Software Upgrade	TBA	ITM will lead the project Staff secondment required
Improve the Efficiency of Financial Services	To provide support on the Capital Asset Management Project	TBA	
<b>2017 Initiatives</b>			
Improve the Efficiency of Financial Services	General Ledger Restructuring	Q3	
Ensure an Effective Tax Billing & Collection Process	Work with ITM and ICI on the Development of a RFP for the replacement of the property tax billing system	Q2	Funding to be approved in 2017- staff secondment required
<b>2018 Initiatives</b>			
Ensure an Effective Tax Billing & Collection Process	Implement the new property tax system including testing and training	Q1	Staff secondment required





# Financial Services

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Tax Levied – amount	\$595M	\$620M	\$649M	\$680M	\$705M	\$726M
Tax Levied - # of tax bills	86,000	90,000	92,000	95,000	98,000	101,000
# of Tax Bills per FTE	6,287	6,556	6,754	6,952	7,174	7426
# of EHO applications per FTE		1,480	1,507	1,529	1,605	1650
Total # of AP Invoices Processed per FTE	45,580	45,152	45,926	45,594	44,400	41,590
Total # of AR Invoices Processed per FTE	1,638	1,668	1,851	1,516	1,551	1,600
<b>EFFECTIVENESS: How well do we do it?</b>						
Receivables Percentage	8.2%	7.4%	6.3%	5.1%	5.7	5.5
Assessment Growth		3.05%	3.17%	3.50%	2.75%	2.0%
% of all AR over 90 Days*	0.90%	8.00%	3.5%	2.5%	1.75%	1.75%
<b>SERVICE QUALITY: Is anyone better off?</b>						
PAP Participation Rate	21.90%	23.22%	24.69%	25.99%	27.29%	28.50%

**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



## Financial Services

2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016 - 2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Finance</b>														
	<b>Revenue</b>													
		Dept. Misc. Revenues	68	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	74,750	59,925	61,945	10.6%	2,020	3.4%	63,535	1,590	63,735	200	63,935	200
		Service Charges	548,008	497,838	522,204	89.4%	24,366	4.9%	523,460	1,256	527,641	4,181	545,221	17,580
		Trsf. fm Res & Res Funds	0	37,892	0	0.0%	(37,892)	(100.0)%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>622,826</b>	<b>595,655</b>	<b>584,149</b>	<b>100.0%</b>	<b>(11,506)</b>	<b>(1.9)%</b>	<b>586,995</b>	<b>2,846</b>	<b>591,376</b>	<b>4,381</b>	<b>609,156</b>	<b>17,780</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	2,811,432	2,882,426	3,026,382	91.6%	143,956	5.0%	3,041,500	15,118	3,068,315	26,815	3,089,876	21,561
	<b>Other Expenses</b>													
		Communications	2,044	2,185	2,510	0.1%	325	14.9%	2,510	0	2,510	0	2,510	0
		Community Advertising &	6,086	6,740	6,740	0.2%	0	0.0%	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	750	750	0.0%	0	0.0%	750	0	750	0	750	0
		Joint Services & Department	(60,337)	(44,562)	(44,562)	-1.3%	0	0.0%	(44,562)	0	(44,562)	0	(44,562)	0
		Meals & Travel	1,125	3,055	3,055	0.1%	0	0.0%	3,055	0	3,055	0	3,055	0
		Office Equipment & Furniture	4,076	25,060	26,060	0.8%	1,000	4.0%	26,060	0	26,060	0	26,060	0
		Office Supplies & Expenses	84,571	107,140	110,540	3.3%	3,400	3.2%	110,755	215	110,960	205	110,960	0
		Operating Leases	733	750	750	0.0%	0	0.0%	750	0	750	0	750	0
		Other	974	6,498	5,483	0.2%	(1,015)	(15.6)%	5,508	25	5,528	20	5,528	0
		Professional Fees	44,522	47,000	28,350	0.9%	(18,650)	(39.7)%	28,350	0	28,350	0	28,350	0
		Service Contracts and Materials	57,493	58,229	83,279	2.5%	25,050	43.0%	104,279	21,000	264,279	160,000	264,279	0
		Staff Development & Training	10,224	20,570	50,170	1.5%	29,600	143.9%	50,170	0	35,170	(15,000)	35,170	0
		<b>Total Other Expenses</b>	<b>151,511</b>	<b>238,745</b>	<b>278,455</b>	<b>8.4%</b>	<b>39,710</b>	<b>16.6%</b>	<b>299,695</b>	<b>21,240</b>	<b>444,920</b>	<b>145,225</b>	<b>444,920</b>	<b>0</b>
	<b>Total Expenses</b>		<b>2,962,943</b>	<b>3,121,171</b>	<b>3,304,837</b>	<b>100.0%</b>	<b>183,666</b>	<b>5.9%</b>	<b>3,341,195</b>	<b>36,358</b>	<b>3,513,235</b>	<b>172,040</b>	<b>3,534,796</b>	<b>21,561</b>
<b>Total Finance</b>			<b>2,340,117</b>	<b>2,525,516</b>	<b>2,720,688</b>		<b>195,172</b>	<b>7.7%</b>	<b>2,754,200</b>	<b>33,512</b>	<b>2,921,859</b>	<b>167,659</b>	<b>2,925,640</b>	<b>3,781</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer															
Finance															
Accounts Payable Implementation (P2)	FT	0.31	146,939	(36,322)	110,617			0.31	110,617		26,422		(9,307)		5,978

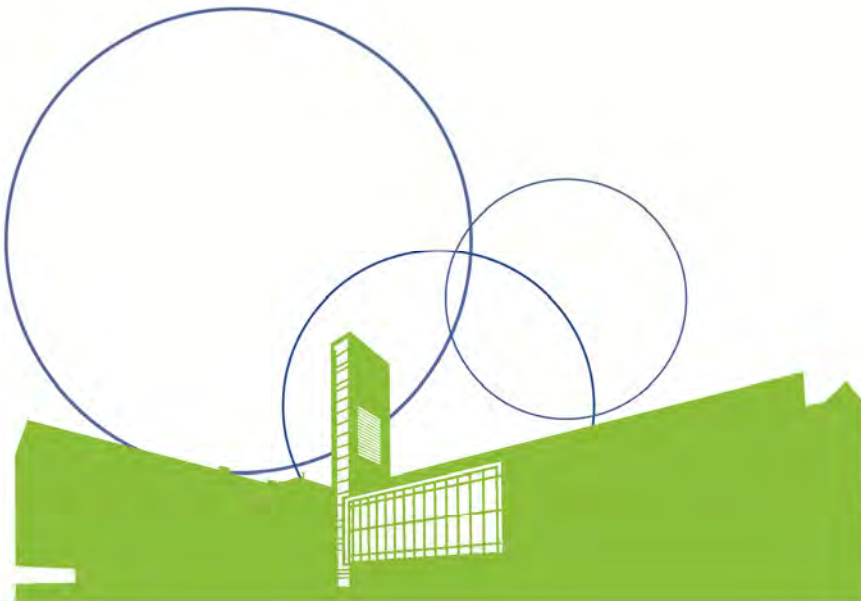


**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Budget \$						Funding Source		
Department	Year	Project #	Project Title	Project Type	Region	Taxation	Total Budget	Operating Impact
Financial Services	2017	FI-0073-17	New Property Tax System	Replacement	City-Wide	154,500	154,500	236,286
2017 Total						154,500	154,500	236,286
Financial Services Total						154,500	154,500	236,286

# Financial Planning & Analytics

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# Financial Planning & Analytics

## 2015-2018 Business Plan

### Business Overview

#### Service Statement:

The Financial Planning & Analytics 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: *Full Time, Part Time and Overtime – Budgeted Amounts*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	19	18			1	1
Part Time	0.17	0				
Overtime	\$1,025	\$1,025				



# Financial Planning & Analytics

## 2015-2018 Business Plan

### Service Profile

#### Current Service State:

##### **Strengths**

- Department structure (fully integrated capital and operating)
- 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 workflows, reduce manual processes, and enhance ability to gather, analyse, and report on data of interest to City management.
- Further integration between operating and capital processes required
- Policies and processes are not always fully documented and would benefit from review and update
- Need to do more to refine analytical models through leveraging business intelligence gathered by City Departments
- Reactive focus due to late involvement with other departments' projects or shifting City priorities dilutes ability to plan work and allocate department resources efficiently

##### **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
- Need to understand available business intelligence and feasibility of incorporating into financial models.
- 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 (SMT) support
- Ability to integrate existing systems and information and leverage data and business intelligence existing in other Departments' systems
- Streamlining of administrative processes for efficiency and customer service optimization
- Early involvement, analytic ability and process flexibility to address emerging challenges

##### **Key Risk Factors**

- Potential leadership changes (Council, City Manager, SMT) could impact financial management strategy
- Environment and Climate Change –potential impacts on infrastructure condition and operating costs
- Legislative burden – legislative or regulatory changes that drive increased costs for the City
- External events and economic factors – potential impact on revenue, reserves and future financial resiliency





# Financial Planning & Analytics

## 2015-2018 Business Plan

### **Future Direction for the Service:**

The Financial Planning & Analytics 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:

- Pursuing outstanding recommendations of the 2012 Financial Master Plan, including:
  - Automating long-range financial planning and incorporate this flexibility within the current budget platform, expanding on reserve forecasting, further integrating the operating and capital budget analysis, and enhancing reporting efficiency.
  - Integrating outcomes of the asset management and performance measurement initiative into grant and budget processes.
  - Continuous review, updating, and enhancing of policies and processes to meet emerging requirements
- Comprehensive update to the Financial Master Plan
- 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 Financial Planning & Analytics 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.



# Financial Planning & Analytics

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
<b>Ensure Financial Sustainability</b>			
Assess financial implications and future challenges	Enhance Budget Planning Systems (Phase 1 – Further Capital/Operating integration; Phase 2 – long range planning implementation)	Q2 - Q4	Service Provider Assistance and capital
	Support for Fee Reviews <ul style="list-style-type: none"> <li>- Building Standards</li> <li>- Engineering</li> </ul>	Q4	In-house; dependent on Department initiatives
	Public Engagement Initiative on Budget Development	Q3	In-house
Develop and Administer Policies	Review and Update Existing Budget Control Policies & Practices	Q3	In-house
	Support P2P initiative with updated policies and practices as required	Q4	In-house – dependent on P2P implementation plan
<b>Manage Corporate Assets</b>			
Capital Program Planning and Reserve Forecasting	Support for Asset Management Initiative <ul style="list-style-type: none"> <li>- resource procurement</li> <li>- process development</li> <li>- data collection and associated TCA system enhancements</li> <li>- corporate integration)</li> </ul>	Q4	In – house + may require assistance from consultants or service providers; capital for system enhancements
	Initiate 10 Year Capital Forecasts and Reporting	Q4	In house
<b>Ensure a High Performing Organization</b>			
Providing Decision Support to Internal Clients	Support for large initiatives: <ul style="list-style-type: none"> <li>- Streetscaping</li> <li>- North Maple Park</li> <li>- Hospital</li> <li>- 2014 Ice Storm Recovery</li> <li>- Transportation Master Plan</li> <li>- Uplands Management Agreement</li> </ul>	Q1 - Q4	In-house; potential consultant assistance; client driven





# Financial Planning & Analytics

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Analysis to support Financial Master Plan Update	Q3 - 4	In-house + potential consultant work
Development of Decision Making Tools	Prioritization – Develop Framework	Q1-Q2	Potential consultant work
	Enhancement of Tax revenue forecasting – cradle to grave tracing of development applications	Q1-Q2	In-house + potential service provider assistance
<b>2016 Initiatives</b>			
<b>Ensure Financial Sustainability</b>			
Assess financial implications and future challenges	Support for Fee Reviews - Development Planning	Q4	In-house
	Development of Financial Master Plan	Q4	In- house + potential need for service providers
Develop and Administer Policies	3% Administration Internal Recovery Fee Review	Q3	In-house
<b>Manage Corporate Assets</b>			
Capital Program Planning and Reserve Forecasting	Asset Management Initiative – support (long term financial plan)	Q4	In-house
	Infrastructure Funding Strategy Development	Q2	In house
<b>Ensure a High Performing Organization</b>			
Providing Decision Support to Internal Clients	Support for large initiatives: - TBD	Q1 – Q4	In-house; potential consultant assistance; client driven
Development of Decision Making Tools	Review of Performance Measurement/Budget Integration	Q2	In-house
	Activity Based Costing Model Review	Q4	In-house + potential consultant work
<b>2017 Initiatives</b>			
<b>Ensure Financial Sustainability</b>			
Assess financial implications and future challenges	Support for Fee Reviews - TBD		In-house; potential consultant assistance; client driven
Develop and Administer Policies	Master User Fee Policy	Q1	In-house
<b>Manage Corporate Assets</b>			
Capital Program Planning and Reserve Forecasting	Participation in Corporate Electronic		In-house; dependent on



# Financial Planning & Analytics

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Data Management System Project		timing of corporate initiative
<b>Ensure a High Performing Organization</b>			
Providing Decision Support to Internal Clients	DC Background Study – support		
	Support for large initiatives: - TBD	Q1 – Q4	In-house; potential consultant assistance; client driven
Development of Decision Making Tools			
<b>2018 Initiatives</b>			
<b>Ensure Financial Sustainability</b>			
Assess financial implications and future challenges	Support for Fee Reviews - TBD		In-house; potential consultant assistance; client driven
Develop and Administer Policies	Capital Policy Review & Update	Q4	In-house
	Corporate Reserve Policy Review & Update	Q4	In-house
<b>Manage Corporate Assets</b>			
Manage Corporate Resources	Participation in Corporate Electronic Data Management System Project		
<b>Ensure a High Performing Organization</b>			
Providing Decision Support to Internal Clients	Support for large initiatives: - TBD	Q1 – Q4	In-house; potential consultant assistance; client driven
Development of Decision Making Tools			





# Financial Planning & Analytics

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** The performance indicators should range from 2009 to 2013 and an estimate for 2014.

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
City budget \$ per Budget Division FTE	\$32m	\$34m	\$31m	\$32m	\$34m	\$36m
# of Submissions per Budget Division FTE	10.8	11.2	10.1	10.6	10.6	10.6
Reserve per Capita*	\$761	\$910	\$765	\$1,153	\$1,139	\$1,144
Tangible Capital Assets		\$6.79b	\$6.87b	\$6.98b	\$7.13b	\$7.28b
<b>EFFECTIVENESS: How well do we do it?</b>						
Budget Accuracy – City Budget vs. Actual*	89.6%	101.2%	96.7%	97.2%	97.7%	96.5%
Success Rate of Grant Application Submissions	83%	84%	91%	83%	85%	87%
Discretionary Reserve Ratio*	65%	69%	70%	82%	75%	64%
Debt Charges Ratio*	6.3%	4.4%	4.2%	4.9%	6.2%	6.2%
Infrastructure Funding Gap (in millions)						
• Excludes water / wastewater			\$25.0	\$22.2	\$21.1	\$23.0
• Includes water / wastewater			\$32.9	\$29.5	\$27.0	\$26.5



# Financial Planning & Analytics

## 2015-2018 Business Plan

### SERVICE QUALITY: Is anyone better off?

Internal Client Rating				B	B+	*
GFOA Budget Award	Yes	Yes	Yes	Yes	Yes	Yes

\*Client survey in development

**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.*

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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016 - 2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Financial Planning & Analytics														
	Labour Costs													
		Staffing Costs (incl Benefits)	1,801,234	2,224,461	2,154,811	95.0%	(69,650)	(3.1)%	2,217,717	62,906	2,371,916	154,199	2,515,882	143,966
	Other Expenses													
		Communications	1,714	2,550	2,850	0.13%	300	11.8%	2,850	0	2,850	0	2,850	0
		Community Advertising & Promotion	0	0	0	0.00%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	0	0	0	0.00%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,492	3,000	2,600	0.11%	(400)	(13.3)%	2,600	0	2,600	0	2,600	0
		Office Equipment & Furniture	2,115	7,200	5,200	0.23%	(2,000)	(27.8)%	5,200	0	9,200	4,000	9,200	0
		Office Supplies& Expenses	15,050	18,250	17,350	0.76%	(900)	(4.9)%	17,850	500	17,850	0	17,850	0
		Other	61	300	300	0.01%	0	0.0%	300	0	300	0	300	0
		Professional Fees	17,325	9,840	8,375	0.37%	(1,465)	(14.9)%	8,375	0	8,375	0	8,375	0
		Service Contracts and Materials	56,685	54,400	54,900	2.42%	500	0.9%	55,400	500	55,800	400	55,800	0
		Staff Development & Training	10,364	22,300	21,700	0.96%	(600)	(2.7)%	21,700	0	23,100	1,400	24,500	1,400
		Total Other Expenses	104,804	117,840	113,275	5.0%	(4,565)	(3.9)%	114,275	1,000	120,075	5,800	121,475	1,400
	Total Expenses		1,906,038	2,342,301	2,268,086	100.0%	(74,215)	(3.2)%	2,331,992	63,906	2,491,991	159,999	2,637,357	145,366
Total Financial Planning & Analytics			1,906,038	2,342,301	2,268,086		(74,215)	(3.2)%	2,331,992	63,906	2,491,991	159,999	2,637,357	145,366

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer											
Financial Planning & Analytics Senior Financial Planning Analysts								1.00119,284		1,694	

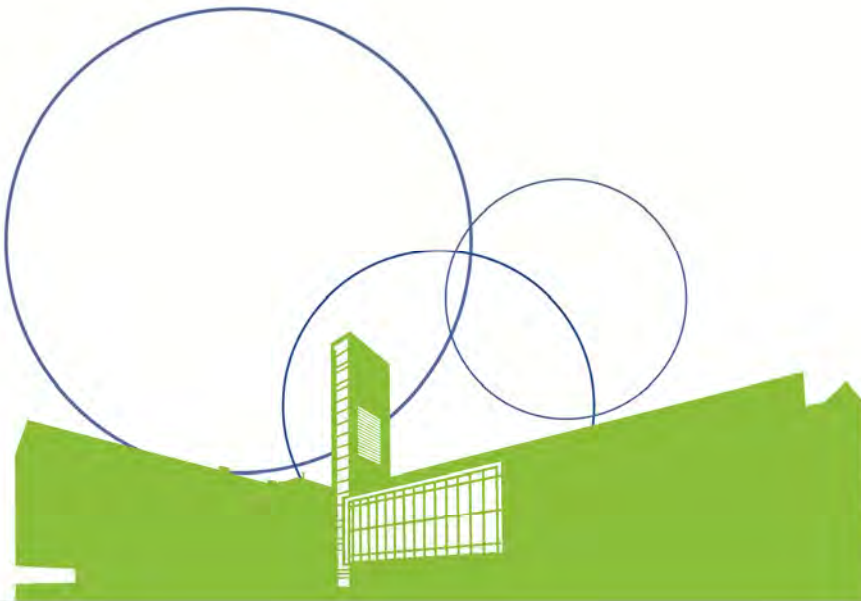
Recognized 2018 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer									
Financial Planning & Analytics									
Senior Financial Planning Analysts	FT	1.00	122,196		122,196			1.00	122,196

Capital Budget: Departmental Project Listing  
 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Budget \$						Funding Source		
Department	Year	Project #	Project Title	Project Type	Region	Taxation	Total Budget	Operating Impact
Financial Planning & Analytics	2018	BU-0007-18	Questica Teambudget Development	Technology	City-Wide	86,520	86,520	
2018 Total						86,520	86,520	
Financial Planning & Analytics Total						86,520	86,520	

# Development Finance & Investments

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# Development Finance and Investment

## 2015-2018 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.*

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:** *Describe your regular business functions and responsibilities.*

#### 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:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

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



# Development Finance and Investment

## 2015-2018 Business Plan

**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 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

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	5	6			1.0	1.0
Part Time				0.69		
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.*

### **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
- In depth staff knowledge and competencies in the area of investment management

### **Weaknesses**

- Working towards process automation, but still many manual procedures
- Lack of administrative resources resulting in less responsive customer service than desired
- Lack of administrative resources to support a long term investment program

### **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 demand for economic development incentives related to Development Charges as urbanized growth comes to fruition
- Increasing need to develop and implement a long term investment and cash management program



# Development Finance and Investment

## 2015-2018 Business Plan

### **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:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- 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 inquires 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

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- 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 and long term investment/cash management program





# Development Finance and Investment

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Ensuring Financial Sustainability	Full implementation of Investment Strategy for short term and long term investments	Q1	Yes
Ensuring Financial Sustainability	Creation and implementation of a Development Security Policy and map current Security processes	Q2	
Ensuring Financial Sustainability and Managing Growth	Investigate, recommend and implement a Special Area Development Charge in the VMC Area	Q2	
Ensure a High Performance Organization	2 <sup>nd</sup> phase update of Investment Policy and implementation of investment/cash monthly reporting	Q3	Yes
<b>2016 Initiatives</b>			
Demonstrate Excellence in Service Delivery	Examine customer facing processes and turnaround times on development related issues and implement changes as necessary	Q4	Yes
Manage Growth and Economic Well Being	Support on full implementation of the proposed Community Improvement Plan.	Q2	
Ensuring Financial Sustainability	Explore opportunity for financially related agreement indexing / repository of information	Q3	
Demonstrate Excellence in Service Delivery	Work in collaboration with other Departments and Financial Planning & Analytics to update/monitor/track DC capital program and DC service level inventory	Q3	
<b>2017 Initiatives</b>			
Demonstrate Excellence in Service Delivery	Implement resolutions to file review process from previous quarter	Q1	
Ensure a High Performance Organization	Provide financial advice/support to the updating of the City's Transportation Master Plan and	Q2	



# Development Finance and Investment

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Active Together Master Plan		
Ensuring Financial Sustainability	Comprehensive review and recommendations for of all “old” development related securities and related files	Q2	
Ensuring Financial Sustainability	Begin process to update Development Charge by-laws	Q3	
<b>2018 Initiatives</b>			
Ensuring Financial Sustainability	Full project management lead and update of the 2018 Development Charge Background Study and By-laws.	Q1	
Ensure a High Performance Organization	Full review of Investment/ Cash Management Strategy and Policy and recommend any necessary updates.	Q1	
Manage Growth and Economic Well Being	Lead review of all administrative, policy and economic issues found within the Development Charge By-laws for updating in 2018.	Q2	
Ensuring Financial Sustainability	Lead stakeholder negotiations of Development Charge By-law update and support in preparation of legal defense as necessary.	Q2	



# Development Finance and Investment

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of Development Related Agreements reviewed for Financial Implications per Annum	90	98	79	115	119	
Number of Development Applications reviewed per Annum	263	286	308	294	245	



# Development Finance and Investment

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Number of Development Securities Administered Per Annum	1,643	2,085	3,481	3,868	4,059	4,200
Dollar Value of Development Charges Collected/processed Per Annum – Total*	\$58,066,735.98	\$68,210,676.49	\$45,467,861.22	\$49,229,391.06	\$45,756,243.98	
<i>Development Charges Collected – City*</i>	\$31,430,080.26	\$34,410,024.74	\$21,621,443.76	\$25,347,084.52	\$23,753,696.04	
<i>Development Charges Collected – Region*</i>	\$21,295,407.10	\$26,971,311.70	\$19,255,170.73	\$19,289,847.74	\$17,695,194.29	
<i>Development Charges Collected – Education*</i>	\$5,341,248.62	\$6,829,340.05	\$4,591,246.73	\$4,592,458.80	\$4,307,353.65	
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of Development Related Agreements processed Per Staff Hour	.08	.09	.07	.10	.11	
Number of Development Securities Administered Per Staff Hour	1	1.2	2.1	2.3	2.4	2.5



# Development Finance and Investment

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Current Ratio (Cash + AR +Temp Inv. / Current Liability)			3.37	4.57		
Book and Market Values – Short Term Portfolio				\$144,000,000	\$237,500,000	
Book and Market Values – Long Term Portfolio				\$76,664,566	\$57,153,751	
Earned Income on Short and Long Term Portfolios				ST= \$5,067,735 LT= \$4,132,432 PSN = \$4,866,748	ST= \$5,919,321 LT= \$3,069,281 PSN = \$4,830,803	
Differences in Short Term Market Yield vs. Bank of Canada 91-Day T-Bill)				0.37%	0.36%	
Differences in Long Term Market Yield vs. a Blended DEX Index)						
<b>SERVICE QUALITY: Is anyone better off?</b>						

**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.*

- Interest rates continue to remain low due to global economic uncertainty; despite this, Vaughan's investments continue to remain relatively competitive.
- Development related indicators are heavily correlated with Building Permit activity in the City. This activity level is also dependent on the economic



# Development Finance and Investment

## 2015-2018 Business Plan

environment and hence there is a slow recovery from the 2008 economic crisis. Development activity is beginning to reach pre-2008 levels once again, but Development Charge related results are also affected by updates to the both the Regional and City By-laws as well as associated transition measures provided.

- Many indicators are new for 2014/2015 and therefore historical data is not available



## Development Finance and Investment

2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Development Finance & Investments														
	Revenue													
		Administrative Fee Revenue	4,698	10,000	2,000	50.0%	(8,000)	(80.0)%	2,000	0	2,000	0	2,000	0
		Dept. Misc. Revenues	3,164	2,000	2,000	50.0%	0	0.0%	2,000	0	2,000	0	2,000	0
		Investment Income	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	7,862	12,000	4,000	100.0%	(8,000)	(66.7)%	4,000	0	4,000	0	4,000	0
	Labour Costs													
		Staffing Costs (incl Benefits)	579,641	683,643	731,760	95.1%	48,117	7.0%	801,809	70,049	911,726	109,917	1,066,340	154,614
	Other Expenses													
		Communications	675	1,000	700	0.1%	(300)	(30.0)%	700	0	700	0	700	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	215	146	296	0.0%	150	102.7%	296	0	296	0	296	0
		Office Equipment & Furniture	14,797	27,500	27,000	3.5%	(500)	(1.8)%	29,500	2,500	39,500	10,000	30,000	(9,500)
		Office Supplies& Expenses	3,001	1,900	1,520	0.2%	(380)	(20.0)%	2,020	500	2,220	200	2,720	500
		Other	418	470	470	0.1%	0	0.0%	470	0	470	0	470	0
		Professional Fees	10,963	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	63	200	200	0.0%	0	0.0%	200	0	200	0	200	0
		Staff Development & Training	3,484	7,046	7,576	1.0%	530	7.5%	10,776	3,200	12,276	1,500	14,276	2,000
		Total Other Expenses	33,615	38,262	37,762	4.9%	(500)	(1.3)%	43,962	6,200	55,662	11,700	48,662	(7,000)
	Total Expenses		613,256	721,905	769,522	100.0%	47,617	6.6%	845,771	76,249	967,388	121,617	1,115,002	147,614
Total Development Finance & Investments			605,394	709,905	765,522		55,617	7.8%	841,771	76,249	963,388	121,617	1,111,002	147,614

#### Recognized 2016 ARR

Recognized 2016 ARR													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer													
Development Finance Treasury Clerk								0.69		(140)		2,478	

#### Recognized 2017 ARR

Recognized 2017 ARR's																							
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact													
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$												
Commissioner of Finance & City Treasurer																							
Development Finance Development Finance Coordinator								FT		1.00		106,579		106,579				1.00		106,579		(7,881)	





## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-2018 Operating Plan

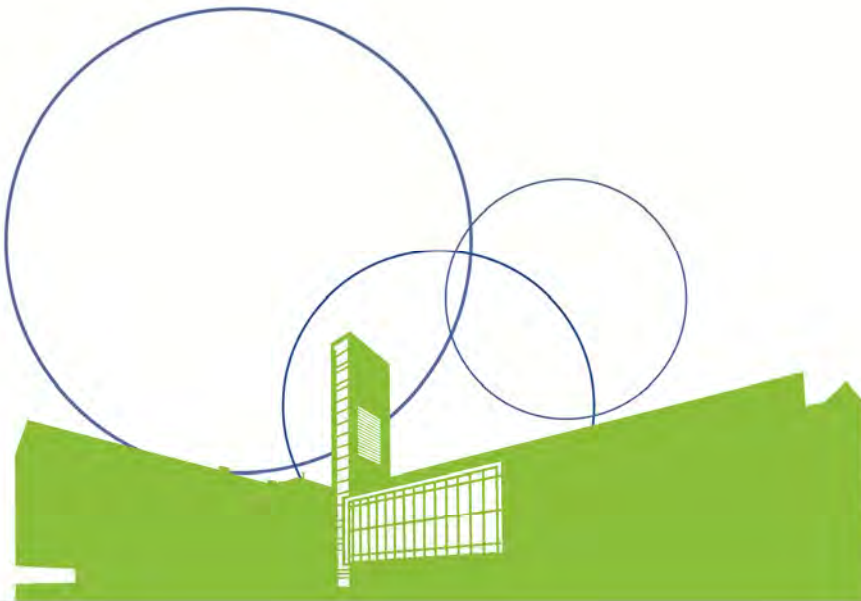
Recognized 2018 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer									
Development Finance									
Manager of Develop. Finance - Special Projects	FT	1.00	146,825		146,825			1.00	146,825

Capital Budget: Departmental Project Listing  
 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Budget \$						Funding Source			
Department	Year	Project #	Project Title	Project Type	Region	CWDC	Taxation	Total Budget	Operating Impact
Development Finance	2015	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary	Growth	City-Wide	71,250	3,750	75,000	
	2015 Total					71,250	3,750	75,000	
	2017	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary	Growth	City-Wide	213,750	11,250	225,000	
	2017 Total					213,750	11,250	225,000	
Development Finance Total						285,000	15,000	300,000	
Total Budget						285,000	15,000	300,000	

# Purchasing Services

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# Purchasing Services

## 2015-2018 Business Plan

### Business Overview

#### Service Statement:

The Purchasing Services Department administers and facilitates the strategic procurement of goods, services and construction within the City, providing "Best Value" through good governance, client focused services, active education, strong ethics and open, fair and transparent competition.

#### Core Activities:

Purchasing Services is committed to:

- Strategy development to set the future purchasing services vision and direction
- Policy framework to guide actions, behaviours and outcomes
- Regulatory awareness and compliance
- Administering and facilitating the procurement of goods, services, construction, etc.
- Procurement planning, prioritization and staging
- Providing client guidance on procurement matters i.e. methods, protocol, etc.
- Risk assessment and balancing controls with effective and flexible service delivery
- Leveraging technology to automate process and remove barriers
- Vendor management and supplier relationship development
- Market research and active sourcing to support strategic procurement
- Improving decision making effectiveness through management reporting and analytics
- Support environmental objectives and influence trends to reduce the City's environmental footprint
- Regular communication and training to ensure awareness, consistency and alignment

#### Key Outcomes & Results:

1. Best value procurement i.e. timely, quality, and price competitive
2. Effective and efficient processes i.e. streamlined and low cost
3. Legislative compliance and risk mitigation
4. Brand image i.e. vendor community attraction
5. Client satisfaction



# Purchasing Services

## 2015-2018 Business Plan

### Link to Vaughan Vision 2020:

Purchasing services is connected to the broader strategic aspect of the organization by supporting the City's overall goals, through activities such as selecting sources, managing costs, developing and nurturing supplier partnerships, strategic alliances, etc.

1. Demonstrate Excellence in Service Delivery
  - The procurement process facilitates the delivery of quality goods and services in a cost effective and timely manner and therefore supports all departments in demonstrating service delivery excellence.
2. Ensure a High Performing Organization
  - The Department regularly pursues continuous improvement and is currently in process of implementing recommendations from the collaborative procurement to pay review. Purchasing services will support this theme through automation of processes, implementing new technologies, the development of policies and processes, etc.
3. Lead and Promote Environmental Sustainability
  - Purchasing Services is unique in that it can directly support environmental objectives and/or influence spending trends which can impact environmental footprints. The future development and implementation of a Green Procurement Policy will support this City theme.

### Staffing Profile: *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	14	15	1.5*	0	-	-
Part Time	0.29	0.06	-	-	-	-
Overtime	\$3,100	\$4,090	-	-	-	-

\* 0.5 FTE was transferred from Corporate Communication in 2015

## Service Profile

### Current Service State:

#### **Strengths**

- Annual procurement planning initiated to assist in capacity planning/prioritization
- Staff are dedicated and professional accredited
- Improvement oriented atmosphere i.e. P card, procurement strategy, vender verification etc.
- Many processes are mature and evolving
- Clear understanding of current state and future requirements
- City practices are consistent with legislative requirements
- Fostering an interactive and collaborative environment
- Significant corporate support to review and implement improvement
- A recent dedicated legal resource to assist with contract review, document templates, etc
- Transition from a commodity based structure to a service portfolio structure to build expertise and strengthen relationships
- Fair and transparent procurement processes, with unchallengeable Integrity.





# Purchasing Services

## 2015-2018 Business Plan

### ***Constraints and Risks***

- Public procurement is in transition with escalating levels on common law and regulatory/policy levels
- Effort needed to promote procurement as a corporate responsibility
- Increasing workload and complexity due to volume and types of procurement
- Cyclical nature creates peak demand periods, making it difficult to timely service all requests
- Policy and procedure documentation requires enhancements, including active training sessions
- JD Edwards is underutilized and an assessment is required to strategically focus on key areas
- System integration is lacking with key enterprise systems and processes
- Greater assistance is required to review complex contracts and assist in refining document templates
- Internal management reporting and metrics require refinement to assist in decision-making
- Further clarity is required on green procurement practices
- Relatively conservative authorization levels restrict operational flexibility impacting service delivery
- Frequent challenges related to the delivery of complete specifications are experienced and greatly impact process timing. Corporate improvements related to project management and contract management would significantly benefit procurement efforts
- Lack of dedicated resources to enable policy/procedure development, compliance/spend analysis, internal reporting, strategic sourcing assessment etc.

### ***Key Success Factors***

- Culture to support change and transition
- Adequate resourcing
- Management reporting to assess risks and opportunities
- Collaboration and stakeholder involvement
- Training, awareness and skill set

### **Future Direction for the Service:**

- The development of a procurement strategy to clarify vision and direction
- Policy, procedures and instructions are key priorities and will help to provide consistent guidance
- Accelerating the process through balanced delegation of authority
- Project planning and staging
- Strategic procurement and sourcing
- Improving decision making effectiveness through performance reporting and analytics
- Providing value through enhanced legal support
- Ensure City-wide alignment through communication and training
- Efficiency and effectiveness through technology and automation

### **Financial Impact:**

- Additional resource requests to support the procurement strategy and procure to pay recommendations
- There is the potential for costs to be partially offset by cost avoidance and efficiency savings
- Improved management reporting and strategic sourcing will guide decision-making and has the potential to reduce city-wide expenses through the application of leveraged buying power, cooperative purchases, enhanced competition, strategic vendor relationships, etc.



# Purchasing Services

## 2015-2018 Business Plan

### Business Plan Objectives:

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Overall procurement to pay stream review recommendations implementation.	Procurement Strategy	Q1	In-house collaboration .
	Procurement policy update and review	Q1	Primarily in-house with some assistance from consultants
	Select procurement procedure development	Q2	In-house
	Corporate wide rollout of P-Card program	Q2	Purchasing Services and all Departments
	Purchasing document template review	Q4	Purchasing and Legal Department
	Preparation of comprehensive procurement training program	Q2	HR Collaboration
	JDE System Assessment	Q2	External consultant
<b>2016 initiatives</b>			
	Online sale and distribution of bid documents to bidders.	Q1	ITM collaboration
Develop technological solutions	Commence a study to develop an on-line bidding system i.e. e-submission	Q2	ITM collaboration
	Enhance Contract Tracking System to update contractor's Insurances and WSIB clearance certificates	Q2	HR, Insurance & licensing and all departments
Enhance management reporting and metrics	Implement a vendor performance system that feeds back into the bid process	Q1	Other Department Involvement
	Develop and implement an on-line bid development/tracking system.	Q1	ITM collaboration
	Arrange an external Customer Survey and benchmark satisfaction levels	Q1	All Departments
<b>2017 Initiatives</b>			
	Environmental stewardship review procedural update	Q2	





# Purchasing Services

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Pursue continuous improvement in managing the procurement process	Open access procurement activities and enhanced periodic procurement reporting.	Q3	
	Implement on-line bidding & e-procurement	Q4	
<b>2018 Initiatives</b>			
Pursue continuous improvement in procurement reporting	Open access procurement activities and enhanced periodic procurement reporting	TBD	
Pursue continuous improvement in procurement processes through stakeholders feedback	Implement a Risk Management Tracking System	Q4	Corp.
	Integration with risk management initiatives	Q4	Corp.
	Integration with project management initiatives	Q4	Corp.
	Integration with Asset Management work order management system	Q4	





# Purchasing Services

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of bids per FTE	49	48	62	61	68	70
Number of Purchase Orders per FTE	260	325	290	310	291	300
<b>EFFECTIVENESS: How well do we do it?</b>						
Bid Process and Timeline Calculator						Under development
<b>SERVICE QUALITY: Is anyone better off?</b>						
Professional Credentials of Staff	11	11	12	14	16	16

**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.*

- 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.



## Purchasing Services

2015-2018 Business Plan

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Department Head Sign-off

Date (mm/dd/yy)

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Commissioner Sign-off

Date (mm/dd/yy)

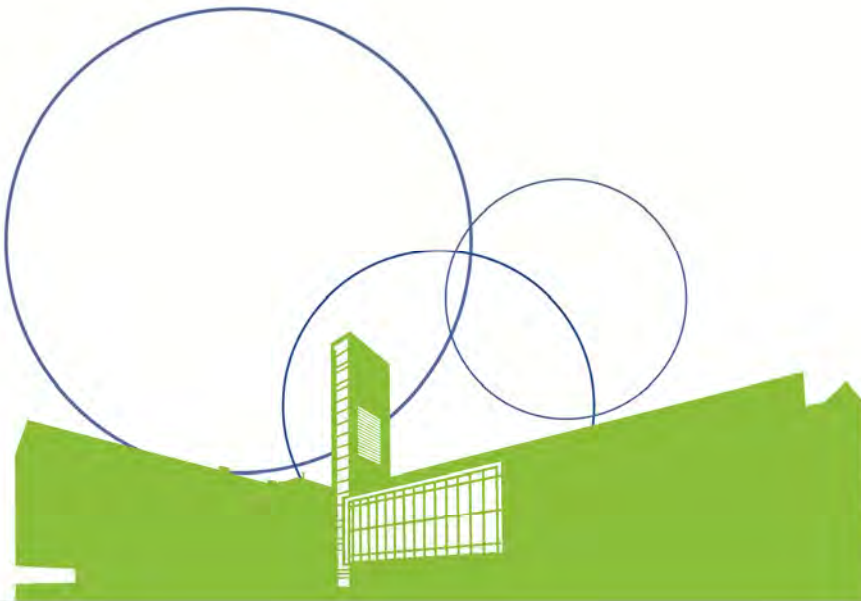
2015 ARR's															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Finance & City Treasurer															
<i>Purchasing</i> Procure to Pay Recommendation Implementation Program-Reporting Officer								1.00      187,600		(5,545)		6,253		(43,435)	

Capital Budget: Departmental Project Listing  
 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Budget \$ Department	Year	Project #	Project Title	Project Type	Region	Funding Source	Total Budget	Operating Impact
						Taxation		
Purchasing	2015	PU-2524-15	E-Procurement (E-Tender, E-Submission & E-Prequal Software	Technology	City-Wide	331,313	331,313	298,217
	2015 Total					331,313	331,313	298,217
Purchasing Total						331,313	331,313	298,217

# Commissioner of Legal and Administrative Services

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# Commissioner of Legal & Administrative Services/City Solicitor

Heather A. Wilson, the Interim 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, City 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.

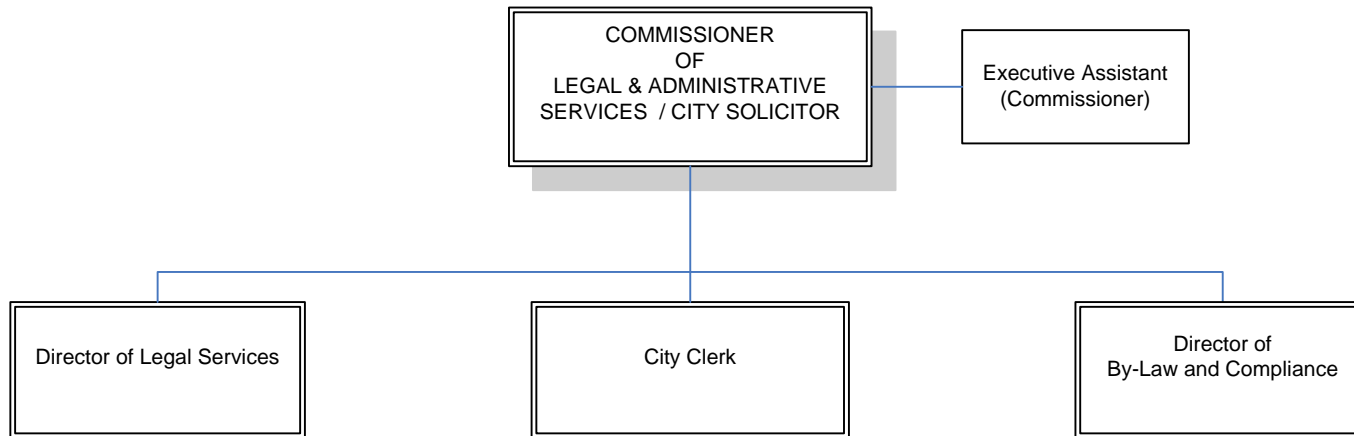
The Real Estate Division administers all real property transactions, including land acquisitions, dispositions and leasing. It also administers all valuations for cash-in-lieu of parkland dedication in the development process.

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.

Interim Commissioner of Legal & Administrative Services/City Solicitor  
Heather A. Wilson

**OFFICE OF COMMISSIONER OF LEGAL & ADMINISTRATIVE SERVICES / CITY SOLICITOR  
ORGANIZATIONAL CHART**



# Revenue and Expenditure Summary

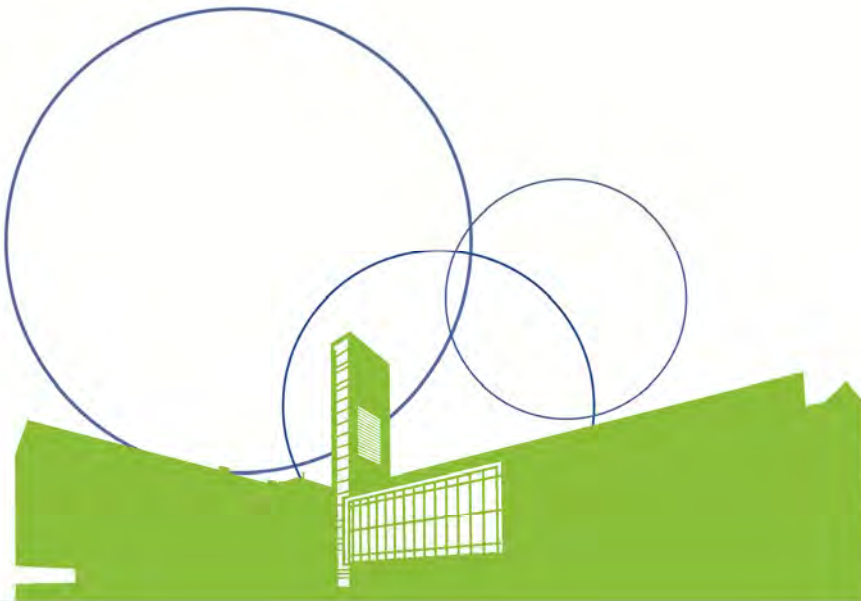
## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm. of Legal & Admin. Serv.														
	Labour Costs													
		Staffing Costs (incl Benefits)	332,136	363,695	373,853	86.0%	10,158	2.8%	381,489	7,636	387,726	6,237	390,462	2,736
	Other Expenses													
		Communications	1,265	1,000	1,000	0.2%	0	0.0%	1,000	0	1,000	0	1,000	0
		General Mtce & Repairs	12	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,434	6,000	5,400	1.2%	(600)	(10.0)%	5,400	0	5,400	0	5,400	0
		Office Equipment & Furniture	2,567	400	400	0.1%	0	0.0%	400	0	400	0	400	0
		Office Supplies& Expenses	614	935	1,435	0.3%	500	53.5%	1,435	0	1,435	0	1,435	0
		Operating Leases	8,083	9,730	9,730	2.2%	0	0.0%	9,730	0	9,730	0	9,730	0
		Other	619	265	865	0.2%	600	226.4%	865	0	865	0	865	0
		Professional Fees	18,539	19,620	19,620	4.5%	0	0.0%	19,620	0	19,620	0	19,620	0
		Service Contracts and Materials	31	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	14,453	15,490	17,580	4.0%	2,090	13.5%	17,680	100	17,780	100	17,880	100
		Utilities & Fuel	4,554	7,490	5,000	1.1%	(2,490)	(33.2)%	5,000	0	5,000	0	5,000	0
		Total Other Expenses	52,171	60,930	61,030	14.0%	100	0.2%	61,130	100	61,230	100	61,330	100
	Total Expenses		384,306	424,625	434,883	100.0%	10,258	2.4%	442,619	7,736	448,956	6,337	451,792	2,836
Total Comm. of Legal & Admin. Serv.			384,306	424,625	434,883		10,258	2.4%	442,619	7,736	448,956	6,337	451,792	2,836



# Office of the City Clerk

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# City Clerk's Office

## 2015-2018 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 supports the legislative processes for Council and its associated committees through the provision of Corporate Secretariat Services.

Under the Archives and Records Management (ARMS) program, the CCO ensures the effective management, retention and retrieval of corporate records, including records with long-term legal and administrative value. 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.

The CCO also issues a full range of licenses and permits including marriage, business and lottery licenses, and provides civil marriage solemnization services. The Committee of Adjustment processes minor variances and consents under the Planning Act. Additional responsibilities of the CCO include management of the Corporation's Insurance and Risk Management programs, the conduct of municipal and school board elections and the provision of a full mail/printing/internal courier service for the Corporation.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Open, Accessible, & Accountable Government
2. 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.*

1. Service Excellence:
  - Demonstrate Excellence in Service Delivery
  - Preserve Our Heritage and Support Diversity, Arts and Culture.
2. Staff Excellence:
  - Demonstrate Effective Leadership
3. Organizational Excellence:
  - Ensure a High Performing Organization

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	48	48			1	
Part Time	2	4.37		0.69	0.69	
Overtime	31,753	30,758				



# City Clerk's Office

## 2015-2018 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 commitment to the municipal sector

#### **Major Successes:**

- Implementation of VOL across all divisions
- Implementation of on line Council and Committee meeting video streaming
- 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
- Participation in the Provincial Archival Database "Archeion"
- Introduction of civil marriage officiant services (100 civil marriage ceremonies estimated for 2014)
- Successful defense of ward boundary appeal setting the stage for comprehensive ward boundary review
- Reduction in processing time for business licenses

#### **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 licensing staffing levels are not conducive to providing optimal customer service, staff development or succession planning
- Potential delays in implementation of EDMS system will limit the organization's ability to manage, utilize, track and preserve information effectively
- 2015 focus will be on post-election activities
- Ward boundary review and review of regional representation will require resource commitment and may impact future election planning and council processes
- Operational reviews of Print and Mail, Licensing and ARMS (Archives and Records Management Program) functions identified as departmental priority, but competing corporate demands limit corporate resources available to support reviews.

**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



## City Clerk's Office

### 2015-2018 Business Plan

opportunities for relief.

- Strategic Risk Management Strategy is in its initial stages with future direction to be determined
- A review of the print and mail function is needed to explore more efficient and cost effective ways of providing service in the face of significantly rising postal costs. Rationalization of corporate printing and copying services needs to be undertaken through the development of a corporate print strategy.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Elections reserve funding will need to increase in 2015 as the election reserve was underfunded going into 2014 elections.
- Potential costs associated with undertaking a Ward Boundary review and review of regional representation commencing in 2015.
- Pressures on the overtime budget will continue due to inadequate staffing levels in licensing area.
- Rising postal costs will have a significant impact on corporate mail costs which are incorporated in the print and mail room budget.



# City Clerk's Office

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	Implementation planning for EDMS; and new records management processes, including new records retention by- law	2015-2016	Resources identified in EDMS project.
	EDMS and Corporate Information Governance Model – Initial Roll-out		
	Develop an off-site storage strategy for managing corporate records	2015	
	Commence operational review of archival and records management services (ARMS) function	2015-2016	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Post-Election Wrap Up Activities	2015	
	Commence a ward boundary review	2015	Consultants for ward boundary review.
	Post-election review of internet voting used by other municipalities in the 2014 municipal elections	2015-2016	
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Enhance on-line posting and indexing of Council and Committee webcasts and integration with agendas	2015	
	Implement Council recommendations for Ratepayer/Community Association Register	2015	
Insurance and Risk Management: Risk Analysis to ensure corporation's financial stability and protection of assets	Continue roll out of online claims management system  Establish a Risk Management Committee to assess risk and plan for mitigation and monitoring (See also 'Manage Strategic Risk')	2015	



# City Clerk's Office

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Manage strategic risk	Support the development of a Strategic Risk Management Strategy per Strategic Initiative #12, and in particular: <ul style="list-style-type: none"> <li>Develop an overall risk management attitude or appetite statement</li> <li>Develop an organizational risk management policy</li> <li>Develop risk management broad categories and risk types.</li> </ul>	2015	Enterprise Risk Project Manager (2015 ARR)
Licensing: Provide better customer service to residents and organizations wanting special event permits and encroachments	Continue roll out of Online Payment service by adding mobile licensing in 2015  Process applications through an electronic process to issue permits on a timelier basis	2015	
Licensing: Effective Business Planning and Service	Commence operational review of licensing division	2015	Support from Continuous Improvement Division
Secretariat – Print and Mail: Provide quality customer service to internal clients in an efficient and cost effective manner	Commence operational review of print and mail division  Research alternative methods of providing agendas, consider the development of a paper reduction strategy.  Research alternates to traditional mail outs to reduce postage costs.	2015-2016	Support from Continuous Improvement Division
Committee of Adjustment: Provide better customer service and timelier information through more efficient tracking of Committee of Adjustment applications	Continue to implement AMANDA for file tracking and management	2015	
2016 Initiatives			
Archival and Records Management Services:	EDMS and Corporate Information Governance Model – Phase-in	2016-2018	



# City Clerk's Office

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	Report on the findings of the ARMS operational review. Outline options for improvement/implementation	2016	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Review of past activities and commencement of preparations for the 2018 municipal elections.	2016-2017	
	Preparation, issuance and review of RFP for vote tabulating equipment for the 2018 municipal elections.	2016-1017	
	Continue review of internet voting for 2018 municipal elections	2016-2017	
Insurance and Risk Management: Risk Analysis to ensure corporation's financial stability and protection of assets  Manage Strategic Risk	Draft report outlining recommendations made by Risk Management Committee	2016-2017	
	Implement Strategic Risk Management Strategy, in particular: <ul style="list-style-type: none"> <li>• Develop listing of most significant corporate risks</li> <li>• Develop methodology to support documentation of key risks derived from strategic plan and every departmental business plan</li> <li>• Develop methodology to manage day to day operational risk</li> </ul>	2016	
Secretariat – Print and Mail: Provide quality customer service to internal clients in an efficient and cost effective manner	Write report on the findings of the Print and Mail operational review. Outline options for improvement/implementation	2016	



# City Clerk's Office

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Licensing: Effective Business Planning and Service	Report on the findings of the Licensing operational review. Outline options for improvement/implementation	2016	
<b>2017 Initiatives</b>			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	EDMS and Corporate Information Governance Model – Phase-in	2017-2018	
	Implement suggestions made in ARMS Operational review report.	2017-2018	
Insurance and Risk Management: Risk Analysis to ensure corporation's financial stability and protection of assets.	Begin Claims Management review. Assess and report on implementing such a system	2017-2018	
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. Write and present report to council	2017-2018	
Licensing: Effective Business Planning and Service	Implement suggestions made in Licensing Operational review report.	2017-2018	
CCO Wide: Supporting long term service and staff excellence through effective leadership	Begin developing a departmental succession plan in coordination with the Human Resources department including the development of a succession planning policy, promotion of educational and training opportunities for staff, identifying department goals and milestones.	2017-2018	External consultants may be required
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Begin Population Data Optimization review and research options for improving upon current system of collection and storage of population data	2017-2018	
Secretariat – Print and Mail: Provide quality customer service to	Implement suggestions made in Print and Mail Operational review report.	2017	





# City Clerk's Office

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
internal clients in an efficient and cost effective manner			
<b>2018 Initiatives</b>			
Archival and Records Management Services: Effectively manage corporate records and ensure that they are identifiable, secure, protected, accessible and available	EDMS and Corporate Information Governance Model – Phase-in  Report on successes and efficiencies gained as a result of the implementation of the EDMS system	2016-2018	
Elections: Ensure a fair and accessible election while protecting the integrity of the electoral process	Report on and incorporate findings and suggestions from the population data optimization review.	2018	
	Prepare for and facilitate 2018 Municipal Election.	2018	
Secretariat: Ensure legislative compliance and adherence to Council procedures, and encourage public participation and community engagement	Conduct review of revised on-line posting indexing of Council and Committee webcasts and agendas	2018	

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*



# City Clerk's Office

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Customers served at front counter	x	x	x	20,916	22,000	24,000
Number of Business Licenses Issued per Fiscal Year	Sta.: 2,212 Mob.: 2,093 Mar.: 982	Sta.: 3,158 Mob.: 2,125 Mar.: 671	Sta.: 2,634 Mob.: 2,071 Mar.: 677	Sta.: 3,300 Mob.: 2,200 Mar.: 740	Sta.: 2,712 Mob.: 1,443 Mar.: 685	Sta.: 2800 Mob.: 1500 Mar.: 800
Number of Civil Marriage Ceremonies Performed	x	x	x	x	x	100
Lottery Licenses Issued	25	21	48	30	16	24
Support Letters for Special Occasion Permits/Proclamation Requests	x	x	x	29/37	39/25	40/27
Number of Access Requests and Appeals	119, 22 appeals	126, 10 appeals	90, 4 appeals	115, 4 appeals	146, 4 appeals	160, 6 appeals
Number of JOC Records Centre Record Requests per annum	6,001	6,040	7,899	7,500	7,600	7,500
Number of Boxes Stored Off-site at Iron Mountain per annum	10,932	13,071	16,213	17,600	19,100	18,000
Archival Services Information/Research Requests per annum	281	200	338	361	428	400
Quantity of Archival Records Processed per Annum (no. of boxes)	260	200	260	300	370	350
Number of Sub-division and Site-Plan Registrations per Development Services FTE	57	67	42	50	50	50
Number of Committee of Adjustment Applications	345	362	367	400	420	440
Number of Meetings Council Committee Advisory	Council: 21 Committee:91 Advisory:150	Council: 19 Committee:60 Advisory: 74	Council: 20 Committee:87 Advisory: 85	Council: 12 Committee:48 Advisory 43	Council: 21 Committee:79 Advisory 55	Council: 21 Committee:79 Advisory 60



# City Clerk's Office

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of claims against the City	x	x	x	x	370	325
Average time to process licenses and Permits	x	x	x	x	5.88 days	2.5 business days
Cost per Processed License	\$61.96	\$88.09	\$87.44	\$64.59	\$73.04	\$98.13
<b>SERVICE QUALITY: Is anyone better off?</b>						
Average time to publish meeting extracts.	x	x	x	x	1 week	1 week

**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

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>City Clerk</b>														
	<b>Revenue</b>													
		Departmental Revenues	39	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Dept. Misc. Revenues	78,477	32,666	43,566	1.9%	10,900	33.4%	47,843	4,277	50,378	2,535	53,232	2,854
		General Revenue	4,272	4,928	5,480	0.2%	552	11.2%	6,147	667	6,260	113	6,372	112
		Insurance Claims Revenue	2,594,998	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Licenses and Permits	1,424,355	1,196,290	1,234,321	53.4%	38,031	3.2%	1,299,553	65,232	1,317,557	18,004	1,344,347	26,790
		Revenues for Specific Funct.	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Charges	499,980	506,896	479,724	20.8%	(27,172)	(5.4)%	503,683	23,959	528,309	24,626	553,617	25,308
		Taxable Sales-Postage Fees	741	2,151	1,891	0.1%	(260)	(12.1)%	1,867	(24)	1,867	0	1,926	59
		Trsf. fm Res & Res Funds	86,153	0	546,545	23.6%	546,545	0.0%	0	(546,545)	0	0	0	0
		Trsf. from Capital Fund	3,500	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>4,692,516</b>	<b>1,742,931</b>	<b>2,311,527</b>	<b>100.0%</b>	<b>568,596</b>	<b>32.6%</b>	<b>1,859,093</b>	<b>(452,434)</b>	<b>1,904,371</b>	<b>45,278</b>	<b>1,959,494</b>	<b>55,123</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	5,090,956	5,098,546	5,270,114	44.4%	171,568	3.4%	5,359,951	89,837	5,583,095	223,144	5,621,477	38,382
	<b>Other Expenses</b>													
		Awards, Sponsorships & Grants	800	6,023	1,500	0.0%	(4,523)	(75.1)%	1,500	0	1,500	0	1,500	0
		Communications	13,129	16,522	16,422	0.1%	(100)	(0.6)%	16,422	0	16,422	0	16,422	0
		Community Advertising & Promotion	41,196	48,089	52,662	0.4%	4,573	9.5%	52,662	0	52,662	0	52,662	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Mtce & Repairs	1,028	4,600	4,600	0.0%	0	0.0%	4,600	0	4,600	0	4,600	0
		Insurance	5,145,800	4,606,904	5,426,063	45.7%	819,159	17.8%	6,051,551	625,488	6,130,639	79,088	6,459,303	328,664
		Joint Services & Department Transfers	(20,683)	(17,809)	(18,350)	-0.2%	(541)	3.0%	(18,350)	0	(18,350)	0	(18,350)	0
		Library Books & Periodicals	2,240	2,544	2,544	0.0%	0	0.0%	2,544	0	2,544	0	2,544	0
		Meals & Travel	34,600	40,919	40,919	0.3%	0	0.0%	40,919	0	41,119	200	41,119	0
		Office Equipment & Furniture	31,922	14,921	4,876	0.0%	(10,045)	(67.3)%	30,321	25,445	39,476	9,155	22,476	(17,000)
		Office Supplies & Expenses	751,088	689,400	808,812	6.8%	119,412	17.3%	873,968	65,156	941,576	67,608	1,015,203	73,627
		Operating Leases	49,076	116,473	118,073	1.0%	1,600	1.4%	118,073	0	118,073	0	118,073	0
		Other	9,591	11,883	11,883	0.1%	0	0.0%	11,883	0	11,883	0	11,883	0
		Professional Fees	5,642	31,700	31,700	0.3%	0	0.0%	31,700	0	81,700	50,000	31,700	(50,000)
		Reserve Transfers	2,573,475	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	60,467	33,067	50,070	0.4%	17,003	51.4%	50,070	0	50,070	0	50,070	0
		Staff Development & Training	17,706	26,863	25,221	0.2%	(1,642)	(6.1)%	25,730	509	26,630	900	26,630	0
		Staffing Costs (incl Benefits)	20,434	26,320	26,320	0.2%	0	0.0%	26,320	0	26,320	0	26,320	0
		Tools & Equipment	781	876	876	0.0%	0	0.0%	876	0	876	0	876	0
		Utilities & Fuel	7,267	8,296	8,396	0.1%	100	1.2%	8,496	100	8,596	100	8,696	100
		<b>Total Other Expenses</b>	<b>8,745,559</b>	<b>5,667,591</b>	<b>6,612,587</b>	<b>55.6%</b>	<b>944,996</b>	<b>16.7%</b>	<b>7,329,285</b>	<b>716,698</b>	<b>7,536,336</b>	<b>207,051</b>	<b>7,871,727</b>	<b>335,391</b>
	<b>Total Expenses</b>		<b>13,836,514</b>	<b>10,766,137</b>	<b>11,882,701</b>	<b>100.0%</b>	<b>1,116,564</b>	<b>10.4%</b>	<b>12,689,236</b>	<b>806,535</b>	<b>13,119,431</b>	<b>430,195</b>	<b>13,493,204</b>	<b>373,773</b>
<b>Total City Clerk</b>			<b>9,143,999</b>	<b>9,023,206</b>	<b>9,571,174</b>		<b>547,968</b>	<b>6.1%</b>	<b>10,830,143</b>	<b>1,258,969</b>	<b>11,215,060</b>	<b>384,917</b>	<b>11,533,710</b>	<b>318,650</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
City Clerks Office													
Part-Time Clerk Typist - Level 3	PT	0.69	38,457	(1,200)	37,257			0.69	37,257		(6,314)		1,607
Constituent Inquiry Tracking			17,600		17,600				17,600				

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

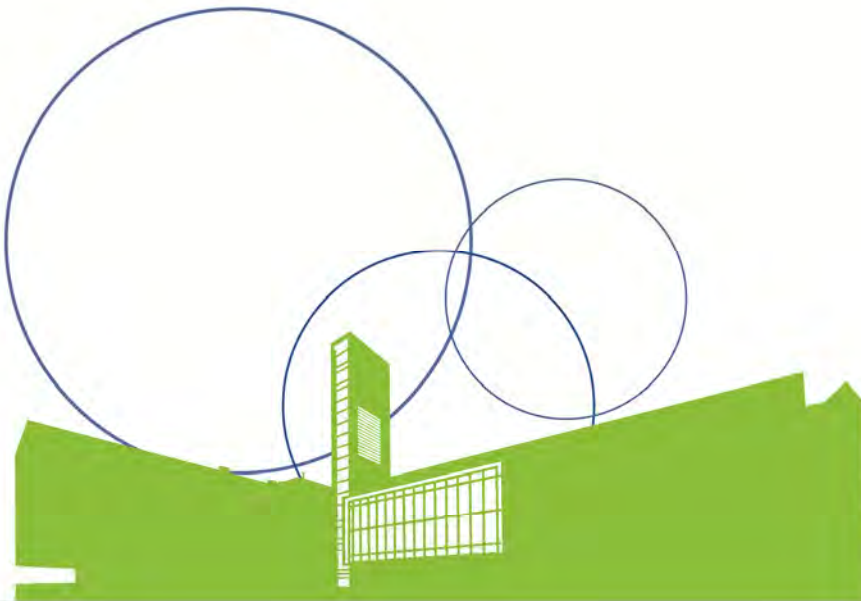
Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
City Clerks Office											
Enterprise Risk Project Manager	FT	1.00	143,277		143,277			1.00	143,277		(10,736)
Strategic Risk Consultant			50,000		50,000				50,000		(50,000)
Licencing Officer	PT	0.69	57,996		57,996			0.69	57,996		2,900

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Title	Project Type	Region	Funding Source	Total Budget	Operating Impact
						Taxation		
Clerks	2018	CL-2520-18	City Archives Outreach Equipment	New Initiative	City-Wide	22,660	22,660	
	2018 Total					22,660	22,660	
Clerks Total						22,660	22,660	

# Legal Services

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# Legal Services

## 2015-2018 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*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	13	14	2	3		
Part Time	1	4				
Overtime						



## 2015-2018 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 are met. Additional lawyers/law clerks real estate staff will be needed.
- Vaughan Metropolitan Centre
  - Development within the Vaughan Metropolitan Centre is expected to increase pressure on existing legal and real estate resources
- Vaughan Official Plan 2010
  - There are 142 appeals of Vaughan Official Plan 2010 and numerous 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 and workloads.
- 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 strategy

**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.
  - Implementation of various initiatives to support the development of the Vaughan Metropolitan Center in addition to the Ontario Municipal Board matters requires significant Legal and Real Estate support
  - 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 ARRs 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.



# Legal Services

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Represent the City's legal and economic interests	1. Defend/Resolve Appeals of VOP 2010 and Secondary Plans  <b>Projects:</b> <ul style="list-style-type: none"><li>VOP Pre-hearings/Mediations</li></ul>	2013-2015	
	2. 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 lands from the Development Charges Background Study  <b>Projects:</b> <ul style="list-style-type: none"><li>Cash-in-Lieu By-law Update</li><li>Commence Acquisition Strategy</li></ul>	2013-2016	Additional resources required
Provide legal support for City departments and corporate strategic initiatives	3. Provide continued support for the development of the Vaughan Metropolitan Centre  <b>Projects:</b> <ul style="list-style-type: none"><li>VMC Secondary Plan Mediation<ul style="list-style-type: none"><li>Strata Title Agreements</li><li>Section 37 Guidelines</li><li>Parkland valuations</li><li>Black Creek Renewal project</li></ul></li></ul>	2014-2015	
	4. Provide continued support for the realization of a hospital in Vaughan and TYSSE (subway) development  <b>Projects:</b> <ul style="list-style-type: none"><li>Vaughan Healthcare Centre precinct Plan/Ground Lease/Infrastructure agreement</li><li>Tunnel Agreements</li></ul>	2014  2014	
	5. Commence Procurement and Contract Administration Initiative	2014-2016	



# Legal Services

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<b>Projects:</b> <ul style="list-style-type: none"> <li>Template Development and Update Policy regarding Eligibility of Vendors</li> </ul>		
<b>2015 Initiatives</b>			
Represent the City's legal and economic interests	1. Defend/Resolve Appeals of VOP 2010 and Secondary Plans  <b>Projects:</b> <ul style="list-style-type: none"> <li>VOP Pre-hearings</li> <li>Vaughan Mills Centre Secondary Plan Mediation</li> </ul>	2014-2015	
Provide legal support for City departments and corporate strategic initiatives	2. Provide continued support for the development of Vaughan Metropolitan Centre  <b>Projects:</b> <ul style="list-style-type: none"> <li>VMC Secondary Plan Mediation</li> <li>Comprehensive Zoning By-law Review</li> <li>Community Improvement Plan</li> <li>Black Creek Renewal</li> <li>Site Specific OMB appeals</li> <li>Real Estate: Appraisals, Acquisitions, Expropriations</li> <li>TYSSE (subway) development</li> </ul>	2014-2015  2015  2014-2015 2014-2016  2015-2017	
	3. Provide continued support for the realization of a hospital in Vaughan  <b>Projects:</b> <ul style="list-style-type: none"> <li>Infrastructure Ontario RFP process participation</li> </ul>	2015-2016	
	4. Continue Procurement and Contract Administration Initiative  <b>Projects:</b> <ul style="list-style-type: none"> <li>Contract Administration Implementation</li> <li>Template Development</li> <li>Update Policy regarding Eligibility of Vendors</li> </ul>	2015-2016	
	5. Commence Enterprise Risk Management Strategy	2015-2016	
Represent the City's Legal and economic interests			

## 2015-2018 Business Plan

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# Legal Services

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Provide legal support for City departments and corporate strategic initiatives	1. Provide continued support for the development of the Vaughan Metropolitan Centre <ul style="list-style-type: none"> <li>Black Creek Renewal Project</li> </ul>	2016  2016-2018	
Represent the City's legal and economic interests	2. 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  <b>Projects:</b> <ul style="list-style-type: none"> <li>Fire Station land purchase/ West Vaughan works yard purchase</li> <li>North Vaughan park purchase</li> </ul>	2016	Additional resources required
	3. Support for development of all Secondary Plan areas  <b>Projects:</b> <ul style="list-style-type: none"> <li>OMB Secondary Plan Mediations/Hearings</li> <li>Comprehensive Zoning By-law Review</li> </ul>	2016	
<b>2017 Initiatives</b>			
Provide legal support for City departments and corporate strategic initiatives	1. Provide continued support for the development of the Vaughan Metropolitan Centre <ul style="list-style-type: none"> <li>Black Creek Renewal</li> </ul> 2. Support for development of all Secondary Plan areas  <b>Projects:</b> Comprehensive Zoning By-law Review	2017  2016-2018	
Represent the City's legal and economic interests	3. 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  4. Continue to acquire land for City needs, Development Charges Background Study 2013	2017	Additional resources required



# Legal Services

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<b>Projects:</b> <ul style="list-style-type: none"> <li>North Vaughan Works Yard purchase</li> <li>North Vaughan Fire Station land purchase</li> </ul>	2016-2017	
<b>2018 Initiatives</b>			
Provide legal support for City departments and corporate strategic initiatives	1. Provide continued support for the development of the Vaughan Metropolitan Centre <ul style="list-style-type: none"> <li>Black Creek Renewal</li> </ul> 2. Support for development of all Secondary Plan areas  <b>Projects:</b> Comprehensive Zoning By-law Review	2018	
Represent the City's legal and economic interests	3. Support for development initiatives on Vaughan Healthcare Centre Precinct	2018	

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of Employees Per Lawyer	208	216	224	218	223	249
Number of	52,000	57,000	58,846	50,230	51,995	62,883



# Legal Services

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Residents per Lawyer						
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	Acq: 3 Sales: 10
Dollar Value of Cash in lieu Parkland Determination	\$3,550,000	\$5,701,600	\$3,191,680	\$5,000,000	\$5,774,200	\$5,000,000
Number of Ontario Municipal Board Matters				VOP 2010-142 Appeals	VOP 2010 – 142 V Metro C – 21 WVEA – 6 Centre St – 7 Tesmar Misc. (Zoning, Committee of Adjustment) - 10	VOP 2010 – 142 V Metro C – 21 V. Mills – 11 Centre St – 7 Tesmar – Misc. - 10
Number of Litigation Matters	30	29	52	35	37	37
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of Days Required: OMB and Litigation	OMB: 270 Lit: 190	OMB: 101 Lit: 159	OMB: 309 Lit: 205	OMB: 320 Lit: 386	OMB: 600 Lit: 384	OMB: 600 Lit: 250
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	Acq: \$4,260,000  Sales: \$1,095,000
<b>SERVICE QUALITY: Is anyone better off?</b>						



# Legal Services

## 2015-2018 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.*

- Days required for OMB pre-hearings, motions, mediations and hearings has increased exponentially due to appeals of the Vaughan Official Plan 2010, the Vaughan Metropolitan Centre Secondary Plan, the Vaughan Mills Centre Secondary Plan, other secondary plans, and miscellaneous OMB appeals of zoning/site plan/Committee of Adjustment matters
- Pressure for land acquisitions to maintain City service levels continues to increase
- Complexity and time commitment for OMB, litigation and Real Estate has increased.
- Vaughan Metropolitan Centre development implementation involves many complex initiatives requiring legal and real estate support
- The Contract/ Procurement Management and administration initiative requires additional resources.
- Legal and Real Estate Departmental staffing remains at or below ratios found in comparable municipalities

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Legal Services</b>														
	<b>Revenue</b>													
		Dept. Misc. Revenues	56,883	67,478	70,316	25.7%	2,838	4.2%	73,558	3,242	74,788	1,230	76,018	1,230
		Rents and Concessions	35,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Trsf. fm Res & Res Funds	189,000	189,000	203,000	74.3%	14,000	7.4%	201,000	(2,000)	209,000	8,000	218,000	9,000
		<b>Total Revenue</b>	<b>280,883</b>	<b>256,478</b>	<b>273,316</b>	<b>100.0%</b>	<b>16,838</b>	<b>6.6%</b>	<b>274,558</b>	<b>1,242</b>	<b>283,788</b>	<b>9,230</b>	<b>294,018</b>	<b>10,230</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	1,784,196	1,947,936	2,200,587	89.9%	252,651	13.0%	2,656,000	455,413	2,708,537	52,537	2,761,589	53,052
	<b>Other Expenses</b>													
		Communications	6,922	5,020	7,720	0.3%	2,700	53.8%	7,720	0	6,520	(1,200)	6,520	0
		Joint Services & Department Transfers	(2,000)	(2,035)	(2,035)	-0.1%	0	0.0%	(2,035)	0	(2,035)	0	(2,035)	0
		Meals & Travel	3,660	5,195	5,495	0.2%	300	5.8%	6,695	1,200	6,695	0	6,695	0
		Office Equipment & Furniture	14,290	5,190	11,309	0.5%	6,119	117.9%	12,969	1,660	5,400	(7,569)	5,473	73
		Office Supplies & Expenses	26,908	15,297	15,897	0.6%	600	3.9%	16,797	900	16,797	0	16,797	0
		Other	31,898	20,865	30,865	1.3%	10,000	47.9%	30,865	0	30,865	0	30,865	0
		Professional Fees	140,778	116,099	116,099	4.7%	0	0.0%	116,099	0	116,099	0	116,099	0
		Service Contracts and Materials	4,285	5,440	5,440	0.2%	0	0.0%	5,440	0	5,440	0	5,440	0
		Staff Development & Training	39,827	51,425	55,725	2.3%	4,300	8.4%	61,625	5,900	62,225	600	62,425	200
		<b>Total Other Expenses</b>	<b>266,568</b>	<b>222,496</b>	<b>246,515</b>	<b>10.1%</b>	<b>24,019</b>	<b>10.8%</b>	<b>256,175</b>	<b>9,660</b>	<b>248,006</b>	<b>(8,169)</b>	<b>248,279</b>	<b>273</b>
	<b>Total Expenses</b>		<b>2,050,765</b>	<b>2,170,432</b>	<b>2,447,102</b>	<b>100.0%</b>	<b>276,670</b>	<b>12.7%</b>	<b>2,912,175</b>	<b>465,073</b>	<b>2,956,543</b>	<b>44,368</b>	<b>3,009,868</b>	<b>53,325</b>
<b>Total Legal Services</b>			<b>1,769,882</b>	<b>1,913,954</b>	<b>2,173,786</b>		<b>259,832</b>	<b>13.6%</b>	<b>2,637,617</b>	<b>463,831</b>	<b>2,672,755</b>	<b>35,138</b>	<b>2,715,850</b>	<b>43,095</b>

### 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Legal Services															
Legal Counsel - Procurement	FT	1.00	170,869		170,869			1.00	170,869		4,507		8,539		8,966
Paralegal Prosecutor	FT	1.00	113,664	(62,449)	51,215			1.00	51,215		1,797		5,693		5,978

### Recognized 2016 ARRs

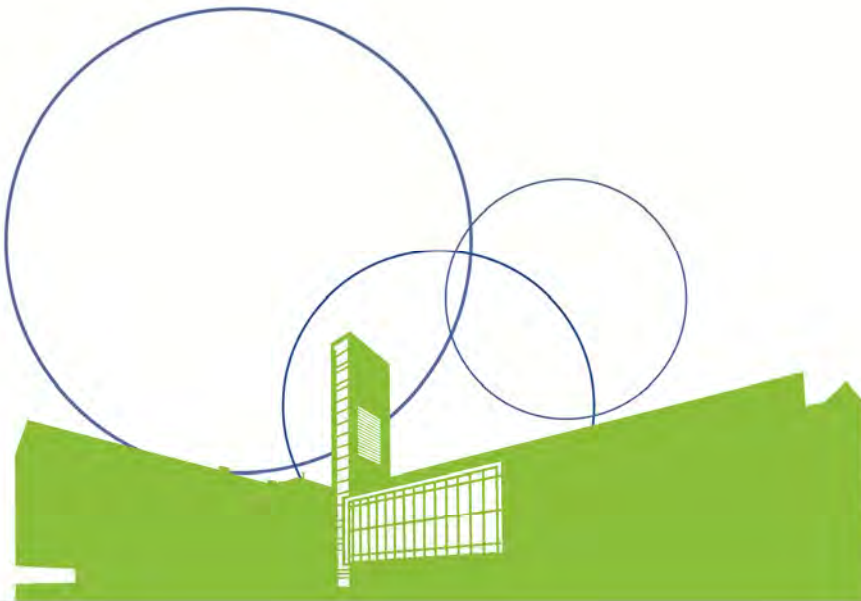
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Legal Services													
Legal Counsel - Developments	FT	1.00	174,773		174,773			1.00	174,773		4,702		8,744
Contract Manager	FT	1.00	121,259		121,259			1.00	121,259		2,192		6,108
Real Estate - Acquisitions	FT	1.00	131,159		131,159			1.00	131,159		4,808		6,718

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Title	Project Type	Region	Funding Source	Total Budget	Operating Impact
						Other		
Real Estate	2015	RL-0005-13	Land Acquisition Fees	New Initiative	City-Wide	267,800	267,800	
	2015 Total					267,800	267,800	
	2016	RL-0005-13	Land Acquisition Fees	New Initiative	City-Wide	267,800	267,800	
	2016 Total					267,800	267,800	
	2017	RL-0005-13	Land Acquisition Fees	New Initiative	City-Wide	267,800	267,800	
	2017 Total					267,800	267,800	
	2018	RL-0005-13	Land Acquisition Fees	New Initiative	City-Wide	267,800	267,800	
	2018 Total					267,800	267,800	
Real Estate Total						1,071,200	1,071,200	

# By-Law and Compliance

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# By-law & Compliance

## 2015-2018 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.*

By-law & Compliance ("BL&C") is responsible for encouraging compliance with in excess of 45 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, including the delivery of Animal Services (and an animal shelter) for the City of Vaughan, the Town of Bradford West Gwillimbury and the Township of King.

The Department has linkages to numerous departments in the City, including but not limited to, Access Vaughan, Public Works dispatch and Roads, Engineering Services, Building Standards, Planning, City Clerk's Office and the Fire Department.

BL&C is continuing to move towards a compliance based model for managing the City's by-law enforcement activities, initiated in late 2013, with the goal of continuing to provide Community Response with an enhanced and focused education component to increase community/public awareness, greater understanding of the City's by-laws, their purpose, benefit and the way they are administered and enforced.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

- Provide efficient and effective delivery of by-law compliance and deterring by-law infractions through greater visibility within communities, park lands and City property;
- Greater community engagement and collaboration;
- Proactively protecting health, safety and lifestyles of residents;
- Ensure relevance, continuous improvement and training for staff as needed;
- Encourage greater compliance with City by-laws and educating residents about by-laws and consequences.

**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
  - Moving toward achieving an enhanced delivery model, while balancing the needs for traditional methods of imposing penalties through ticketing and prosecutions of infractions.
  - 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, education and awareness.
2. Promote Community Safety, Health and Wellness
  - Methodologies focused on enhanced public education and awareness has 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 increased demands for service (e.g. increased complaint volumes) in others.
3. Lead and Promote Environmental Sustainability
  - Officers provide Community Response by patrolling the City to ensure the City-by laws are being



# By-law & Compliance

## 2015-2018 Business Plan

complied with as well as investigating complaints and responding to the concerns of those individuals who have contacted the City regarding specific issues/complaints in their immediate area.

### 4. Manage Growth and Economic Well-being

- With the increasing growth of our communities, enforcement of current by-laws is becoming increasingly complex 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, although compliance continues to be the ultimate goal, necessary prosecutions may continue to increase with the ever increasing demand for service.

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	47	0	8	1	
Part Time	11				
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.*

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 increasing 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.

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 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 mounting demands for service.

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 in licenses issued from (1,050) in 2011 to (3,218) in 2013. As of August 13<sup>th</sup> there have been 1,894 animal licenses issued for 2014. 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.

Although 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



# By-law & Compliance

## 2015-2018 Business Plan

enhancement in service delivery is not currently possible with current resources and staffing complement.

In 2013, BL&C embraced the philosophy of “*Citizens First, Through Service & Organizational Excellence*”. As a first step, in partnership with the Innovation & Continuous Improvement Department, BL&C initiated a departmental operational review, intended to identify, efficiencies, potential opportunities and recommended improvements in order to support moving the Department to an optimal operating model and high performance service provider. Staff’s report on the operational review will be presented to a future Committee of the Whole and will include findings and possible solutions for consideration by Committee and City Council.

In 2002, the Special Enforcement Unit (SEU) was created to meet unique demands such as patrol of park lands and open spaces, enhanced responsiveness to calls for service after hours and on weekends, along with specialized life safety and security duties (e.g. Council, public meetings, etc). 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, related duties, 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.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

Under new leadership, BL&C continues to move towards a compliance based model for managing the City’s by-law environment. A recent public survey, conducted in November 2013 through the Operational Review, concluded the three most important elements of the Department’s role were:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being more visible in the community, parklands and on City property;
3. Educating residents about by-laws and their consequences.

From the survey it is apparent that the Department’s move to enhancing its focus on increased compliance is very much aligned with the desires of the residents.

A key objective is to continue to provide community response, while enhancing the educational and public outreach component to allow community members to understand the City’s by-laws better, recognize their purpose and value and the way in which they are administered and enforced.

Methodologies focused on enhanced public education and awareness will 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 (e.g. increased complaint volumes) in others.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- There are Additional Resource Requests (ARR’s) requested by By-Law & Compliance for extension of hours, and sustainability of current and future strategic directions and commitments;
- There are numerous areas within the case management function where improvements in technology, mobility, department integration, access to information and reporting may be required. The gaps identified within the case management function could impact the type and level of service provided to our residents and businesses.



# By-law & Compliance

## 2015-2018 Business Plan

**Key Stakeholders:** *List major internal and external stakeholders and briefly describe why they are key stakeholders*

- Residents and businesses
- Industry groups & organizations
- Council
- Other internal departments
- External enforcement agencies
- Other municipalities and levels of government



# By-law & Compliance

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Enhance service delivery model by implementing the recommendations of the Operational Review	Q2 2015	Allocated
	Review/improve technology requirements and IT solutions, in partnership with ITM, in accordance with findings from Operational Review	2015	Pending further review
	Begin Phase II implementation of By-law Strategy	Q1 through Q4 2015	Allocated
Animal Service delivery model	Review findings of Operational Review, explore service delivery options for a future service delivery model	2015	Pending further review, possible need to hire consultant. To be determined in 2015
Ensure relevance and suitability, continuous improvement and training for staff as needed	Review Standard Operating Procedures and effectiveness of implemented enhancements identified in Operational Review	2015	Allocated
Encourage greater compliance with City by-laws	Create public education and outreach strategy, 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	Allocated
	Develop public outreach strategy including "By-law Book" (electronic) in conjunction with Corporate Communications		ARR request for development of education budget line item, including request for projected funding needs for outreach, publications, IT solutions and related costs
	Identify key strategies in support of emerging needs associated with MVC, Hospital, public renewal initiative and emerging key City strategies	2015	Re-evaluate costs and submit future ARR's to support public outreach and education.





# By-law & Compliance

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs, methods and successes	2016	Re-evaluate costs and submit future ARR's to support public outreach and education
	Continue implementation of By-law Strategy as required – to address any emerging issues, continue review of by-laws and implementation of related amendments	2016	Re-evaluate costs and submit future ARR's to support implementation of plan
Ensure relevance and suitability, continuous improvement and training for staff as needed	Analyze staff training needs in conjunction with service deliverables and outcomes from 2015 for relevance and suitability	2016	Re-evaluate costs and submit future ARR's to support continuous learning and staff development
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2016	Re-evaluate costs and submit future ARR's to support public outreach and education
Animal Service delivery model	Implement recommendations of service delivery model review	2016	To be determined
<b>2017 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs and enhance existing programs as required.	2017	Re-evaluate costs and submit future ARR's to support public outreach and education.
Ensure relevance and suitability, continuous improvement and training for staff as needed	Evaluate successes of By-law Strategy implementation from 2015 – 2016	2017	Re-evaluate costs and submit future ARR's to support public outreach and education
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2017	Re-evaluate costs and submit future ARR's to support public outreach and education
<b>2018 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs and enhance existing programs as required	2018	Re-evaluate costs and submit future ARR's to support public outreach and education
Ensure relevance and suitability, continuous improvement and training for staff as needed	Evaluate successes of By-law Strategy implementation from 2015 – 2016	2018	Re-evaluate costs and submit future ARR's to support public outreach and education



# By-law & Compliance

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2018	Re-evaluate costs and submit future ARR's to support public outreach and education



# By-law & Compliance

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** The performance indicators should range from 2009 to 2013 and an estimate for 2014.

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<b>EFFICIENCY: What/How much do we do?</b>						
<b>Number of CTS Cases</b>						
<i>Animal</i>	191	259	1,524	2242	1931	1336
<i>BL&amp;C (non-animal)</i>	8,283	8,200	8,666	10,324	9,602	5,779
<i>Cases completed per annum</i>	No data available	No data available	No data available	No data available	No data available	No data available
<b>Number Violation Notices/Orders issued via registered mail</b>	No data available	No data available	No data available	No data available	969	No data available
<b>Number of By-law Related Charges (non-AMP)</b>	No data available	No data available	No data available	No data available	No data available	No data available
<b>Number of Tickets Paid Online (parking/licensing)</b>	No data available	No data available	13,025	13,100	13,200	18,925
<b>Number of Parking Permits Issued</b>						
<i>Construction</i>	No data available	434	1,128	1,458	1,797	1,004
<i>Visitor</i>	No data available	747	899	4,368	18,209	13,156
<i>Monthly</i>	261	147	154	117	223	152
<b>Revenue</b>						
<i>Monthly Resident Parking Revenue Received</i>	14,746.50	8,305	8,701	6,610.5	\$12,599.50	\$8,588.



# By-law & Compliance

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<i>Generated through Parking Offences</i>	\$1,503,835	\$1,602,215	\$1,750,340	\$1,556,650	\$1,853,310	\$674,085
<i>Collection of Outstanding Fines (tickets for parking and licensing)</i>	\$12,958	\$33,549.50	\$36,225.25	\$64,305	\$80,630.75	\$63,048.75
<b>EFFECTIVENESS: How well do we do it?</b>						
<b>Response Time</b> <i>(within 0-5 days)</i>	47%	45%	52%	51%	56%	75%
<b>Animal Health</b>						
<i>Number of animals passing through system</i>	No data available	No data available	701	1135	998	480
<i>Total Pet Licenses Issued</i>	No data available	No data available	No data Available	2145	3,218	2,999
<i>Animal Licenses Vaughan</i>	No data available	No data available	No data available	2193	2279	1,894
<i>Animal Licenses Bradford / West Gwillimbury</i>	No data available	No data available	No data available	1318	939	1105
<i>Pets micro-chipped at outreach clinics</i>	No data available	No data available	No data available	30	29	27
<i>Pets vaccinated at outreach clinics</i>	No data available	No data available	No data available	25	63	9
<i># of adoptions</i>	No data available	No data available	214	431	490	310
<i>Animal Adoption rate</i>	No data available	No data available	No data available	38%	49%	55%
<i>Dog bite complaints (all were subject to further determination – these are complaint stats only)</i>	No data available	No data available	37	49	52	25
<i>Animals returned to owner</i>	No data available	No data available	146	238	n/a	145
<b>Tickets Issued</b>						
<i>Parking</i>	No data available	No data available	No data available	35,518	43,795	16,425
<i>Number of warning tickets issued - Parking</i>	445	0	0	0	0	295
<i>Parking Ticket Disputes</i>	1,996	4,832	5,450	3,617	4,361	2,268
<i>AMP Parking Ticket Hearings</i>	164	352	400	227	243	81
<i>Licensing Ticket Issued</i>	94	268	211	351	262	118
<i>Licensing Ticket Disputes</i>	51	157	162	137	138	69



# By-law & Compliance

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<i>AMP Licensing Ticket Hearings</i>	23	80	63	67	62	24
BL&C Information Pamphlets Distributed at Events	No data available	No data available	No data available	No data available	No data available	3,000
<b>SERVICE QUALITY: Is anyone better off?</b>						
<b>Response Time</b> (within 0-5 days)	47%	45%	52%	51%	56%	75%
<b>Total Telephone Calls to Access Vaughan for By-law &amp; Compliance</b>	No data available	No data available	No data available	16,538	19,449	Data pending
<b>Calls Transferred From Access Vaughan to By-law &amp; Compliance</b>	No data available	No data available	No data available	14,660 (89%)	15,390 (79%)	Data pending
<b>Calls Resolved by Access Vaughan</b> <i>NOTE: Resolved by AV means initial call did not result in a call transfer. Some "resolved calls" equate to file creation and work required by BL&amp;C (investigation, etc..).</i>	No data available	No data available	No data available	1,878 (11%)	4,059 (21%)	Data pending
<b>IPSOS Reid Citizen Satisfaction Survey Results</b> (Satisfied / Very Satisfied)	No data available	No data available	76%	79%	No data available	No data available

**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.

- By-Law & Compliance Services Complaint-Driven Requests
  - Key Conclusion:** The increase in call volume shows a typical correlation to population increase. This analysis is based on historical data from previous. Additionally, as more complex issues arise and new emerging demands are becoming apparent, the Department identified a key contributing challenges in the over-all effectiveness of service delivery can be attributed to a number of existing by-laws being outdated, not current and are in great need of review and amendment in order to meet current and future anticipated community needs. To address this, the Department developed the "By-law Strategy"; a key strategic plan that will provide a frame work for the review, amendment and creation of by-laws through a renewable "life cycle." Initial phases of this *By-law Strategy* are underway.

# By-law & Compliance

## 2015-2018 Business Plan

- **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
  - **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 a 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.

Although 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
  - **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 Animals Passing Through the System
  - **Key Conclusion:** Past and current volumes of animals continue to surpass the designed shelter capacity. Although contract services provided to two sister municipalities increases the number of animals in care at the shelter, the revenues realized 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. The Departmental Operational review will include a 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

# By-law & Compliance

## 2015-2018 Business Plan

2011, including shelter operations. It is reasonable to conclude that the demands for animal services will continue to increase.

- Revenue Generated from Parking per Annum
  - **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. Projected future impacts on parking revenue from the above mentioned unknown factors cannot accurately be assessed at this time.
  - **Notes:** Revenue generated from parking tickets and penalties is incorporated within departmental annual revenues used to off-set annual operating budget/costs. In addition, the shift to a greater public service through education, public engagement and the enhanced customer service approach currently in place greatly increases the time and effort required to achieve compliance, while significantly decreasing direct enforcement activities/outcomes (e.g. number of tickets issued and related revenues).

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 2015-2018.

- Number of Service Requests Completed per Annum
  - **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. These positions were deferred for further consideration through the 2015 budget process. Records from 2013 reflect a very similar outcome to previous years. 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 numbers of cases are carried over per year, further exasperating compounding demands and deteriorated service delivery. In addition, the shift to a greater public service through education, public engagement and the enhanced customer service approach currently in place greatly increases the time and effort required to achieve compliance, while significantly decreasing direct enforcement activities/outcomes (e.g. number of tickets issued and related revenues).





# By-law & Compliance

## 2015-2018 Business Plan

### **Overall Conclusion:**

BL&C 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 2014 in partnership with Innovation and Continuous Improvement ("ICI") is expected to identify efficiencies to support a sustainable and 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, based on the limitations of the data captured through the Department's records, between 40-55% of calls are responded to within five days. As of August 2014, 75% of calls were attended to within five days, reflecting an approximate 25% increase in response time. Although 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. 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 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. With an anticipated increase in caseload, demands for service are expected to 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 three years of operation, the Animal Shelter routinely exceeds its expected capacity. Although additional resources approved through the 2014 budget processes will significantly improve conditions and reduce liabilities, the over-all operation requires future investment to improve shelter operations along with increasing staff to a better aligned with industry standards. Animal Service is a key focus of the departmental operation review. A further in-depth review to explore the findings and potential service delivery options will be conducted in 2015, followed by the appropriate report of findings and recommendations to Committee and Council, accordingly.

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).





## By-law & Compliance

### 2015-2018 Business Plan

This four year Business Plan, its objectives and the operational review is intended to establish 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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>By-Law &amp; Compliance</b>														
<b>Revenue</b>														
		Departmental Revenues	1,422,083	1,900,830	1,904,380	77.6%	3,550	0.2%	1,935,825	31,445	1,936,785	960	1,938,005	1,220
		Dept. Misc. Revenues	16,646	1,450	2,500	0.1%	1,050	72.4%	2,500	0	3,250	750	3,575	325
		Donations	9,986	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Revenue	82,925	75,300	75,850	3.1%	550	0.7%	75,850	0	75,850	0	75,850	0
		Licenses and Permits	50,814	48,740	61,740	2.5%	13,000	26.7%	61,740	0	74,115	12,375	77,790	3,675
		Rev. frm Recov. Exp - Pd Duty	397,553	403,397	410,077	16.7%	6,680	1.7%	417,091	7,014	424,456	7,365	424,456	0
		<b>Total Revenue</b>	<b>1,980,007</b>	<b>2,429,717</b>	<b>2,454,547</b>	<b>100.0%</b>	<b>24,830</b>	<b>1.0%</b>	<b>2,493,006</b>	<b>38,459</b>	<b>2,514,456</b>	<b>21,450</b>	<b>2,519,676</b>	<b>5,220</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	4,831,802	5,214,655	5,427,974	89.1%	213,319	4.1%	6,211,550	783,576	6,359,448	147,898	6,437,728	78,280
<b>Other Expenses</b>														
		Capital Funding	25,142	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	44,373	44,875	44,875	0.7%	0	0.0%	49,625	4,750	49,125	(500)	49,125	0
		Community Advertising & Promotion	1,954	8,000	8,000	0.1%	0	0.0%	28,000	20,000	28,000	0	28,000	0
		Corporate Accounts	17,174	29,211	29,211	0.5%	0	0.0%	29,211	0	29,211	0	29,211	0
		General Mtce & Repairs	4,864	6,000	6,000	0.1%	0	0.0%	6,000	0	6,000	0	6,000	0
		Joint Services & Department Transfers	630	700	700	0.0%	0	0.0%	700	0	700	0	700	0
		Meals & Travel	2,469	2,618	3,118	0.1%	500	19.1%	3,118	0	3,318	200	3,318	0
		Office Equipment & Furniture	16,681	39,558	28,558	0.5%	(11,000)	(27.8)%	50,058	21,500	29,558	(20,500)	28,558	(1,000)
		Office Supplies& Expenses	47,669	57,904	57,004	0.9%	(900)	(1.6)%	57,654	650	58,054	400	58,054	0
		Operating Leases	76,807	102,850	72,850	1.2%	(30,000)	(29.2)%	72,850	0	72,850	0	72,850	0
		Other	3,293	3,975	3,975	0.1%	0	0.0%	3,975	0	3,975	0	3,975	0
		Professional Fees	25,571	32,000	32,000	0.5%	0	0.0%	32,000	0	32,000	0	32,000	0
		Service Contracts and Materials	85,962	90,278	101,988	1.7%	11,710	13.0%	102,198	210	102,198	0	102,198	0
		Staff Development & Training	32,913	35,593	35,727	0.6%	134	0.4%	48,262	12,535	48,862	600	48,962	100
		Tools & Equipment	18,102	54,635	34,135	0.6%	(20,500)	(37.5)%	42,035	7,900	35,435	(6,600)	35,435	0
		Utilities & Fuel	92,955	86,372	88,172	1.4%	1,800	2.1%	89,972	1,800	91,772	1,800	91,772	0
		Veterinary Expenses	140,899	107,978	117,978	1.9%	10,000	9.3%	117,978	0	117,978	0	117,978	0
		<b>Total Other Expenses</b>	<b>637,459</b>	<b>702,547</b>	<b>664,291</b>	<b>10.9%</b>	<b>(38,256)</b>	<b>(5.4)%</b>	<b>733,636</b>	<b>69,345</b>	<b>709,036</b>	<b>(24,600)</b>	<b>708,136</b>	<b>(900)</b>
		<b>Total Expenses</b>	<b>5,469,261</b>	<b>5,917,202</b>	<b>6,092,265</b>	<b>100.0%</b>	<b>175,063</b>	<b>3.0%</b>	<b>6,945,186</b>	<b>852,921</b>	<b>7,068,484</b>	<b>123,298</b>	<b>7,145,864</b>	<b>77,380</b>
<b>Total By-Law &amp; Compliance</b>			<b>3,489,254</b>	<b>3,487,485</b>	<b>3,637,718</b>		<b>150,233</b>	<b>4.3%</b>	<b>4,452,180</b>	<b>814,462</b>	<b>4,554,028</b>	<b>101,848</b>	<b>4,626,188</b>	<b>72,160</b>

### Recognized 2016 ARR's

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
By-Law & Compliance													
Admin Assistant to Director	FT	0.31	93,870	(34,565)	59,305			0.31	59,305		2,491		4,716
Special Enforcement Unit Officers	FT	2.00	187,740		187,740			2.00	187,740		(4,668)		8,854
Animal Control officers	FT	2.00	164,723		164,723			2.00	164,723		(994)		7,986
Property Standards Officer	FT	2.00	191,703	(30,000)	161,703			2.00	161,703		4,635		9,592
By-Law and Compliance Supervisor	FT	1.00	124,070		124,070			1.00	124,070		5,581		6,385
Education Program - Promotion, Public Outreach			20,000		20,000				20,000				

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
By-Law & Compliance Enforcement - Clerk D	FT	1.00	66,108		66,108			1.00	66,108		2,195

Capital Budget: Departmental Project Listing  
 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Department	Year	Project #	Project Title	Project Type	Region	Funding Source		Total Budget	Operating Impact
						CWDC	Taxation		
By-Law & Compliance	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	
By-Law & Compliance Total						39,300	75,100	114,400	



# By-law & Compliance

## 2015-2018 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.*

By-law & Compliance ("BL&C") is responsible for encouraging compliance with in excess of 45 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, including the delivery of Animal Services (and an animal shelter) for the City of Vaughan, the Town of Bradford West Gwillimbury and the Township of King.

The Department has linkages to numerous departments in the City, including but not limited to, Access Vaughan, Public Works dispatch and Roads, Engineering Services, Building Standards, Planning, City Clerk's Office and the Fire Department.

BL&C is continuing to move towards a compliance based model for managing the City's by-law enforcement activities, initiated in late 2013, with the goal of continuing to provide Community Response with an enhanced and focused education component to increase community/public awareness, greater understanding of the City's by-laws, their purpose, benefit and the way they are administered and enforced.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

- Provide efficient and effective delivery of by-law compliance and deterring by-law infractions through greater visibility within communities, park lands and City property;
- Greater community engagement and collaboration;
- Proactively protecting health, safety and lifestyles of residents;
- Ensure relevance, continuous improvement and training for staff as needed;
- Encourage greater compliance with City by-laws and educating residents about by-laws and consequences.

**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
  - Moving toward achieving an enhanced delivery model, while balancing the needs for traditional methods of imposing penalties through ticketing and prosecutions of infractions.
  - 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, education and awareness.
2. Promote Community Safety, Health and Wellness
  - Methodologies focused on enhanced public education and awareness has 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 increased demands for service (e.g. increased complaint volumes) in others.
3. Lead and Promote Environmental Sustainability
  - Officers provide Community Response by patrolling the City to ensure the City-by laws are being



# By-law & Compliance

## 2015-2018 Business Plan

complied with as well as investigating complaints and responding to the concerns of those individuals who have contacted the City regarding specific issues/complaints in their immediate area.

### 4. Manage Growth and Economic Well-being

- With the increasing growth of our communities, enforcement of current by-laws is becoming increasingly complex 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, although compliance continues to be the ultimate goal, necessary prosecutions may continue to increase with the ever increasing demand for service.

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	47	0	8	1	
Part Time	11				
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.*

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 increasing 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.

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 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 mounting demands for service.

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 in licenses issued from (1,050) in 2011 to (3,218) in 2013. As of August 13<sup>th</sup> there have been 1,894 animal licenses issued for 2014. 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.

Although 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



# By-law & Compliance

## 2015-2018 Business Plan

enhancement in service delivery is not currently possible with current resources and staffing complement.

In 2013, BL&C embraced the philosophy of “*Citizens First, Through Service & Organizational Excellence*”. As a first step, in partnership with the Innovation & Continuous Improvement Department, BL&C initiated a departmental operational review, intended to identify, efficiencies, potential opportunities and recommended improvements in order to support moving the Department to an optimal operating model and high performance service provider. Staff’s report on the operational review will be presented to a future Committee of the Whole and will include findings and possible solutions for consideration by Committee and City Council.

In 2002, the Special Enforcement Unit (SEU) was created to meet unique demands such as patrol of park lands and open spaces, enhanced responsiveness to calls for service after hours and on weekends, along with specialized life safety and security duties (e.g. Council, public meetings, etc). 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, related duties, 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.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

Under new leadership, BL&C continues to move towards a compliance based model for managing the City’s by-law environment. A recent public survey, conducted in November 2013 through the Operational Review, concluded the three most important elements of the Department’s role were:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being more visible in the community, parklands and on City property;
3. Educating residents about by-laws and their consequences.

From the survey it is apparent that the Department’s move to enhancing its focus on increased compliance is very much aligned with the desires of the residents.

A key objective is to continue to provide community response, while enhancing the educational and public outreach component to allow community members to understand the City’s by-laws better, recognize their purpose and value and the way in which they are administered and enforced.

Methodologies focused on enhanced public education and awareness will 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 (e.g. increased complaint volumes) in others.

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- There are Additional Resource Requests (ARR’s) requested by By-Law & Compliance for extension of hours, and sustainability of current and future strategic directions and commitments;
- There are numerous areas within the case management function where improvements in technology, mobility, department integration, access to information and reporting may be required. The gaps identified within the case management function could impact the type and level of service provided to our residents and businesses.



# By-law & Compliance

## 2015-2018 Business Plan

**Key Stakeholders:** *List major internal and external stakeholders and briefly describe why they are key stakeholders*

- Residents and businesses
- Industry groups & organizations
- Council
- Other internal departments
- External enforcement agencies
- Other municipalities and levels of government





# By-law & Compliance

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Enhance service delivery model by implementing the recommendations of the Operational Review	Q2 2015	Allocated
	Review/improve technology requirements and IT solutions, in partnership with ITM, in accordance with findings from Operational Review	2015	Pending further review
	Begin Phase II implementation of By-law Strategy	Q1 through Q4 2015	Allocated
Animal Service delivery model	Review findings of Operational Review, explore service delivery options for a future service delivery model	2015	Pending further review, possible need to hire consultant. To be determined in 2015
Ensure relevance and suitability, continuous improvement and training for staff as needed	Review Standard Operating Procedures and effectiveness of implemented enhancements identified in Operational Review	2015	Allocated
Encourage greater compliance with City by-laws	Create public education and outreach strategy, 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	Allocated
	Develop public outreach strategy including "By-law Book" (electronic) in conjunction with Corporate Communications		ARR request for development of education budget line item, including request for projected funding needs for outreach, publications, IT solutions and related costs
	Identify key strategies in support of emerging needs associated with MVC, Hospital, public renewal initiative and emerging key City strategies	2015	Re-evaluate costs and submit future ARR's to support public outreach and education.



# By-law & Compliance

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2016 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs, methods and successes	2016	Re-evaluate costs and submit future ARR's to support public outreach and education
	Continue implementation of By-law Strategy as required – to address any emerging issues, continue review of by-laws and implementation of related amendments	2016	Re-evaluate costs and submit future ARR's to support implementation of plan
Ensure relevance and suitability, continuous improvement and training for staff as needed	Analyze staff training needs in conjunction with service deliverables and outcomes from 2015 for relevance and suitability	2016	Re-evaluate costs and submit future ARR's to support continuous learning and staff development
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2016	Re-evaluate costs and submit future ARR's to support public outreach and education
Animal Service delivery model	Implement recommendations of service delivery model review	2016	To be determined
<b>2017 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs and enhance existing programs as required.	2017	Re-evaluate costs and submit future ARR's to support public outreach and education.
Ensure relevance and suitability, continuous improvement and training for staff as needed	Evaluate successes of By-law Strategy implementation from 2015 – 2016	2017	Re-evaluate costs and submit future ARR's to support public outreach and education
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2017	Re-evaluate costs and submit future ARR's to support public outreach and education
<b>2018 Initiatives</b>			
Provide efficient and effective delivery of by-law compliance	Review business practices, including outreach and education programs and enhance existing programs as required	2018	Re-evaluate costs and submit future ARR's to support public outreach and education
Ensure relevance and suitability, continuous improvement and training for staff as needed	Evaluate successes of By-law Strategy implementation from 2015 – 2016	2018	Re-evaluate costs and submit future ARR's to support public outreach and education



# By-law & Compliance

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Encourage greater compliance with City by-laws	Sustain and enhance public engagement and community outreach in support of public outreach strategy	2018	Re-evaluate costs and submit future ARR's to support public outreach and education



# By-law & Compliance

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** The performance indicators should range from 2009 to 2013 and an estimate for 2014.

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<b>EFFICIENCY: What/How much do we do?</b>						
<b>Number of CTS Cases</b>						
<i>Animal</i>	191	259	1,524	2242	1931	1336
<i>BL&amp;C (non-animal)</i>	8,283	8,200	8,666	10,324	9,602	5,779
<i>Cases completed per annum</i>	No data available	No data available	No data available	No data available	No data available	No data available
<b>Number Violation Notices/Orders issued via registered mail</b>	No data available	No data available	No data available	No data available	969	No data available
<b>Number of By-law Related Charges (non-AMP)</b>	No data available	No data available	No data available	No data available	No data available	No data available
<b>Number of Tickets Paid Online (parking/licensing)</b>	No data available	No data available	13,025	13,100	13,200	18,925
<b>Number of Parking Permits Issued</b>						
<i>Construction</i>	No data available	434	1,128	1,458	1,797	1,004
<i>Visitor</i>	No data available	747	899	4,368	18,209	13,156
<i>Monthly</i>	261	147	154	117	223	152
<b>Revenue</b>						
<i>Monthly Resident Parking Revenue Received</i>	14,746.50	8,305	8,701	6,610.5	\$12,599.50	\$8,588.



# By-law & Compliance

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<i>Generated through Parking Offences</i>	\$1,503,835	\$1,602,215	\$1,750,340	\$1,556,650	\$1,853,310	\$674,085
<i>Collection of Outstanding Fines (tickets for parking and licensing)</i>	\$12,958	\$33,549.50	\$36,225.25	\$64,305	\$80,630.75	\$63,048.75
<b>EFFECTIVENESS: How well do we do it?</b>						
<b>Response Time</b> <i>(within 0-5 days)</i>	47%	45%	52%	51%	56%	75%
<b>Animal Health</b>						
<i>Number of animals passing through system</i>	No data available	No data available	701	1135	998	480
<i>Total Pet Licenses Issued</i>	No data available	No data available	No data Available	2145	3,218	2,999
<i>Animal Licenses Vaughan</i>	No data available	No data available	No data available	2193	2279	1,894
<i>Animal Licenses Bradford / West Gwillimbury</i>	No data available	No data available	No data available	1318	939	1105
<i>Pets micro-chipped at outreach clinics</i>	No data available	No data available	No data available	30	29	27
<i>Pets vaccinated at outreach clinics</i>	No data available	No data available	No data available	25	63	9
<i># of adoptions</i>	No data available	No data available	214	431	490	310
<i>Animal Adoption rate</i>	No data available	No data available	No data available	38%	49%	55%
<i>Dog bite complaints (all were subject to further determination – these are complaint stats only)</i>	No data available	No data available	37	49	52	25
<i>Animals returned to owner</i>	No data available	No data available	146	238	n/a	145
<b>Tickets Issued</b>						
<i>Parking</i>	No data available	No data available	No data available	35,518	43,795	16,425
<i>Number of warning tickets issued - Parking</i>	445	0	0	0	0	295
<i>Parking Ticket Disputes</i>	1,996	4,832	5,450	3,617	4,361	2,268
<i>AMP Parking Ticket Hearings</i>	164	352	400	227	243	81
<i>Licensing Ticket Issued</i>	94	268	211	351	262	118
<i>Licensing Ticket Disputes</i>	51	157	162	137	138	69



# By-law & Compliance

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (At Aug 13/14)
<i>AMP Licensing Ticket Hearings</i>	23	80	63	67	62	24
BL&C Information Pamphlets Distributed at Events	No data available	No data available	No data available	No data available	No data available	3,000
<b>SERVICE QUALITY: Is anyone better off?</b>						
<b>Response Time</b> (within 0-5 days)	47%	45%	52%	51%	56%	75%
<b>Total Telephone Calls to Access Vaughan for By-law &amp; Compliance</b>	No data available	No data available	No data available	16,538	19,449	Data pending
<b>Calls Transferred From Access Vaughan to By-law &amp; Compliance</b>	No data available	No data available	No data available	14,660 (89%)	15,390 (79%)	Data pending
<b>Calls Resolved by Access Vaughan</b> <i>NOTE: Resolved by AV means initial call did not result in a call transfer. Some "resolved calls" equate to file creation and work required by BL&amp;C (investigation, etc..).</i>	No data available	No data available	No data available	1,878 (11%)	4,059 (21%)	Data pending
<b>IPSOS Reid Citizen Satisfaction Survey Results</b> (Satisfied / Very Satisfied)	No data available	No data available	76%	79%	No data available	No data available

**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.

- By-Law & Compliance Services Complaint-Driven Requests
  - **Key Conclusion:** The increase in call volume shows a typical correlation to population increase. This analysis is based on historical data from previous. Additionally, as more complex issues arise and new emerging demands are becoming apparent, the Department identified a key contributing challenges in the over-all effectiveness of service delivery can be attributed to a number of existing by-laws being outdated, not current and are in great need of review and amendment in order to meet current and future anticipated community needs. To address this, the Department developed the "By-law Strategy"; a key strategic plan that will provide a frame work for the review, amendment and creation of by-laws through a renewable "life cycle." Initial phases of this *By-law Strategy* are underway.

# By-law & Compliance

## 2015-2018 Business Plan

- **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
  - **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 a 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.

Although 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
  - **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 Animals Passing Through the System
  - **Key Conclusion:** Past and current volumes of animals continue to surpass the designed shelter capacity. Although contract services provided to two sister municipalities increases the number of animals in care at the shelter, the revenues realized 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. The Departmental Operational review will include a 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



# By-law & Compliance

## 2015-2018 Business Plan

2011, including shelter operations. It is reasonable to conclude that the demands for animal services will continue to increase.

- Revenue Generated from Parking per Annum
  - **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. Projected future impacts on parking revenue from the above mentioned unknown factors cannot accurately be assessed at this time.
  - **Notes:** Revenue generated from parking tickets and penalties is incorporated within departmental annual revenues used to off-set annual operating budget/costs. In addition, the shift to a greater public service through education, public engagement and the enhanced customer service approach currently in place greatly increases the time and effort required to achieve compliance, while significantly decreasing direct enforcement activities/outcomes (e.g. number of tickets issued and related revenues).

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 2015-2018.

- Number of Service Requests Completed per Annum
  - **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. These positions were deferred for further consideration through the 2015 budget process. Records from 2013 reflect a very similar outcome to previous years. 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 numbers of cases are carried over per year, further exasperating compounding demands and deteriorated service delivery. In addition, the shift to a greater public service through education, public engagement and the enhanced customer service approach currently in place greatly increases the time and effort required to achieve compliance, while significantly decreasing direct enforcement activities/outcomes (e.g. number of tickets issued and related revenues).





# By-law & Compliance

## 2015-2018 Business Plan

### **Overall Conclusion:**

BL&C 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 2014 in partnership with Innovation and Continuous Improvement ("ICI") is expected to identify efficiencies to support a sustainable and 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, based on the limitations of the data captured through the Department's records, between 40-55% of calls are responded to within five days. As of August 2014, 75% of calls were attended to within five days, reflecting an approximate 25% increase in response time. Although 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. 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 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. With an anticipated increase in caseload, demands for service are expected to 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 three years of operation, the Animal Shelter routinely exceeds its expected capacity. Although additional resources approved through the 2014 budget processes will significantly improve conditions and reduce liabilities, the over-all operation requires future investment to improve shelter operations along with increasing staff to a better aligned with industry standards. Animal Service is a key focus of the departmental operation review. A further in-depth review to explore the findings and potential service delivery options will be conducted in 2015, followed by the appropriate report of findings and recommendations to Committee and Council, accordingly.

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).



## By-law & Compliance

### 2015-2018 Business Plan

This four year Business Plan, its objectives and the operational review is intended to establish 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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>By-Law &amp; Compliance</b>														
<b>Revenue</b>														
		Departmental Revenues	1,422,083	1,900,830	1,904,380	77.6%	3,550	0.2%	1,935,825	31,445	1,936,785	960	1,938,005	1,220
		Dept. Misc. Revenues	16,646	1,450	2,500	0.1%	1,050	72.4%	2,500	0	3,250	750	3,575	325
		Donations	9,986	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		General Revenue	82,925	75,300	75,850	3.1%	550	0.7%	75,850	0	75,850	0	75,850	0
		Licenses and Permits	50,814	48,740	61,740	2.5%	13,000	26.7%	61,740	0	74,115	12,375	77,790	3,675
		Rev. frm Recov. Exp - Pd Duty	397,553	403,397	410,077	16.7%	6,680	1.7%	417,091	7,014	424,456	7,365	424,456	0
		<b>Total Revenue</b>	<b>1,980,007</b>	<b>2,429,717</b>	<b>2,454,547</b>	<b>100.0%</b>	<b>24,830</b>	<b>1.0%</b>	<b>2,493,006</b>	<b>38,459</b>	<b>2,514,456</b>	<b>21,450</b>	<b>2,519,676</b>	<b>5,220</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	4,831,802	5,214,655	5,427,974	89.1%	213,319	4.1%	6,211,550	783,576	6,359,448	147,898	6,437,728	78,280
<b>Other Expenses</b>														
		Capital Funding	25,142	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	44,373	44,875	44,875	0.7%	0	0.0%	49,625	4,750	49,125	(500)	49,125	0
		Community Advertising & Promotion	1,954	8,000	8,000	0.1%	0	0.0%	28,000	20,000	28,000	0	28,000	0
		Corporate Accounts	17,174	29,211	29,211	0.5%	0	0.0%	29,211	0	29,211	0	29,211	0
		General Mtce & Repairs	4,864	6,000	6,000	0.1%	0	0.0%	6,000	0	6,000	0	6,000	0
		Joint Services & Department Transfers	630	700	700	0.0%	0	0.0%	700	0	700	0	700	0
		Meals & Travel	2,469	2,618	3,118	0.1%	500	19.1%	3,118	0	3,318	200	3,318	0
		Office Equipment & Furniture	16,681	39,558	28,558	0.5%	(11,000)	(27.8)%	50,058	21,500	29,558	(20,500)	28,558	(1,000)
		Office Supplies& Expenses	47,669	57,904	57,004	0.9%	(900)	(1.6)%	57,654	650	58,054	400	58,054	0
		Operating Leases	76,807	102,850	72,850	1.2%	(30,000)	(29.2)%	72,850	0	72,850	0	72,850	0
		Other	3,293	3,975	3,975	0.1%	0	0.0%	3,975	0	3,975	0	3,975	0
		Professional Fees	25,571	32,000	32,000	0.5%	0	0.0%	32,000	0	32,000	0	32,000	0
		Service Contracts and Materials	85,962	90,278	101,988	1.7%	11,710	13.0%	102,198	210	102,198	0	102,198	0
		Staff Development & Training	32,913	35,593	35,727	0.6%	134	0.4%	48,262	12,535	48,862	600	48,962	100
		Tools & Equipment	18,102	54,635	34,135	0.6%	(20,500)	(37.5)%	42,035	7,900	35,435	(6,600)	35,435	0
		Utilities & Fuel	92,955	86,372	88,172	1.4%	1,800	2.1%	89,972	1,800	91,772	1,800	91,772	0
		Veterinary Expenses	140,899	107,978	117,978	1.9%	10,000	9.3%	117,978	0	117,978	0	117,978	0
		<b>Total Other Expenses</b>	<b>637,459</b>	<b>702,547</b>	<b>664,291</b>	<b>10.9%</b>	<b>(38,256)</b>	<b>(5.4)%</b>	<b>733,636</b>	<b>69,345</b>	<b>709,036</b>	<b>(24,600)</b>	<b>708,136</b>	<b>(900)</b>
		<b>Total Expenses</b>	<b>5,469,261</b>	<b>5,917,202</b>	<b>6,092,265</b>	<b>100.0%</b>	<b>175,063</b>	<b>3.0%</b>	<b>6,945,186</b>	<b>852,921</b>	<b>7,068,484</b>	<b>123,298</b>	<b>7,145,864</b>	<b>77,380</b>
<b>Total By-Law &amp; Compliance</b>			<b>3,489,254</b>	<b>3,487,485</b>	<b>3,637,718</b>		<b>150,233</b>	<b>4.3%</b>	<b>4,452,180</b>	<b>814,462</b>	<b>4,554,028</b>	<b>101,848</b>	<b>4,626,188</b>	<b>72,160</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
By-Law & Compliance													
Admin Assistant to Director	FT	0.31	93,870	(34,565)	59,305			0.31	59,305		2,491		4,716
Special Enforcement Unit Officers	FT	2.00	187,740		187,740			2.00	187,740		(4,668)		8,854
Animal Control officers	FT	2.00	164,723		164,723			2.00	164,723		(994)		7,986
Property Standards Officer	FT	2.00	191,703	(30,000)	161,703			2.00	161,703		4,635		9,592
By-Law and Compliance Supervisor	FT	1.00	124,070		124,070			1.00	124,070		5,581		6,385
Education Program - Promotion, Public Outreach			20,000		20,000				20,000				

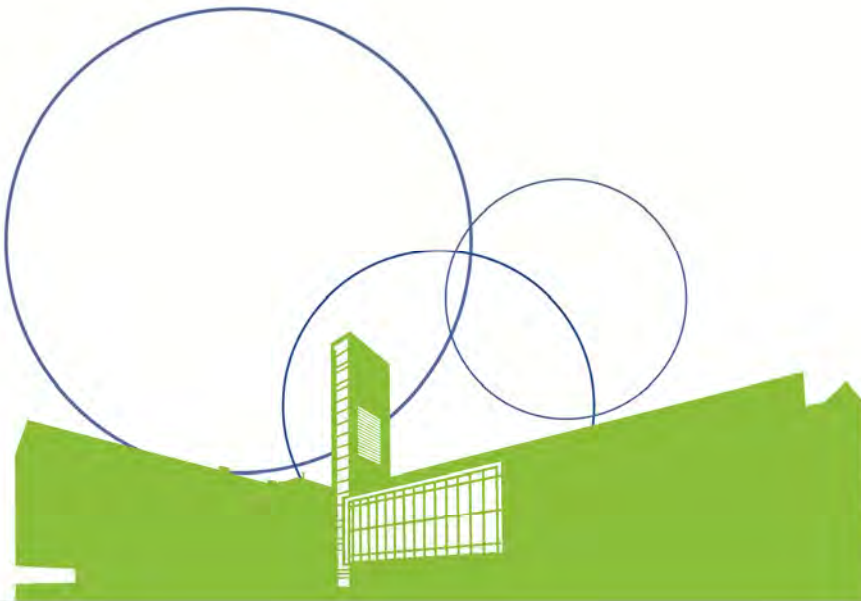
# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
By-Law & Compliance Enforcement - Clerk D	FT	1.00	66,108		66,108			1.00	66,108		2,195

# Commission of Community Services

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# 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 Development Department

An interim structure is in place for the departments in Community Services whereby they have been distributed among other commissions pending a Council decision on the leadership and structure of the Community Services Commission.

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. 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.

The Recreation and Culture Department offers recreational programs and cultural services to the residents of Vaughan as outlined in the Community Services Guide to Recreation and Parks. At present, the department offers 9,342 courses to the public. A 95% cost recovery is being achieved through operational efficiencies and revenue generating initiatives.

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. 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

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## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Commissioner of Commty. Serv.														
	Revenue													
		Outside Contributions	0	5,000	0		(5,000)	(100.0)%	0	0	0	0	0	0
		Total Revenue	0	5,000	0		(5,000)	(100.0)%	0	0	0	0	0	0
	Labour Costs													
		Staffing Costs (incl Benefits)	289,724	407,980	379,846	88.2%	(28,134)	(6.9)%	387,485	7,639	393,724	6,239	396,125	2,401
	Other Expenses													
		Communications	1,347	3,600	3,600	0.8%	0	0.0%	3,600	0	3,600	0	3,600	0
		Meals & Travel	180	1,860	1,760	0.4%	(100)	(5.4)%	1,760	0	1,760	0	1,760	0
		Office Equipment & Furniture	0	490	490	0.1%	0	0.0%	490	0	490	0	490	0
		Office Supplies& Expenses	4,363	8,210	2,520	0.6%	(5,690)	(69.3)%	2,520	0	2,520	0	2,520	0
		Operating Leases	11,776	8,370	8,370	1.9%	0	0.0%	8,370	0	8,370	0	8,370	0
		Other	63	2,070	2,070	0.5%	0	0.0%	2,070	0	2,070	0	2,070	0
		Professional Fees	2,702	25,000	25,000	5.8%	0	0.0%	25,000	0	25,000	0	25,000	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	44,295	80,040	0	0.0%	(80,040)	(100.0)%	0	0	0	0	0	0
		Staff Development & Training	(45)	3,955	3,955	0.9%	0	0.0%	3,955	0	3,955	0	3,955	0
		Utilities & Fuel	1,216	3,250	3,250	0.8%	0	0.0%	3,250	0	3,250	0	3,250	0
		Total Other Expenses	65,897	136,845	51,015	11.8%	(85,830)	(62.7)%	51,015	0	51,015	0	51,015	0
	Total Expenses		355,621	544,825	430,861	100.0%	(113,964)	(20.9)%	438,500	7,639	444,739	6,239	447,140	2,401
Total Commissioner of Commty. Serv.			355,621	539,825	430,861		(108,964)	(20.2)%	438,500	7,639	444,739	6,239	447,140	2,401

# Revenue and Expenditure Summary

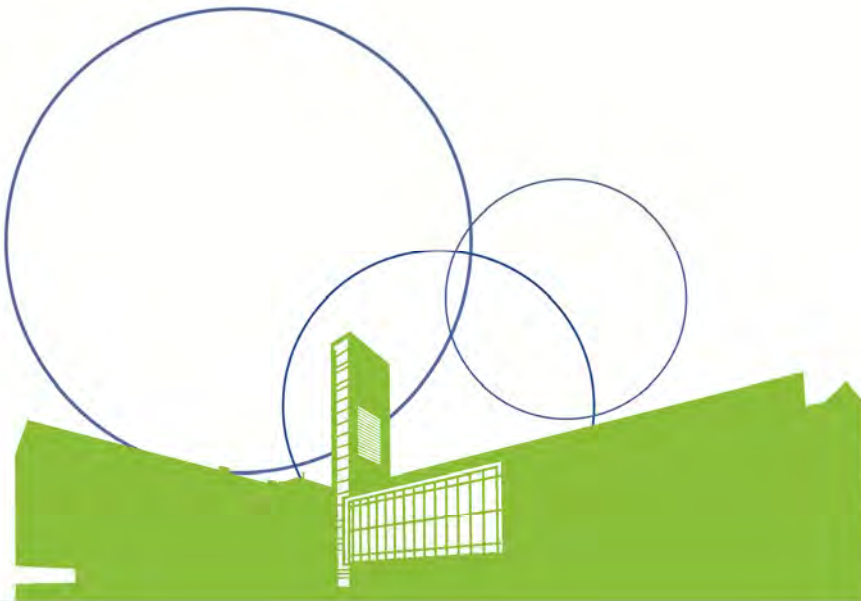
## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Commty. Grants & Advisory Comm														
Revenue														
		Dept. Misc. Revenues	625	6,000	6,000	100.0%	0	0.0%	6,000	0	6,000	0	6,000	0
		Outside Contributions	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	625	6,000	6,000	100.0%	0	0.0%	6,000	0	6,000	0	6,000	0
Other Expenses														
		Awards, Sponsorships & Grants	0	10,200	10,200	10.2%	0	0.0%	10,200	0	10,200	0	10,200	0
		Community Advertising & Promotion	147	10,524	10,524	10.6%	0	0.0%	10,524	0	10,524	0	10,524	0
		Meals & Travel	1,078	2,000	2,000	2.0%	0	0.0%	2,000	0	2,000	0	2,000	0
		Office Supplies& Expenses	1,989	20,154	20,154	20.2%	0	0.0%	20,154	0	20,154	0	20,154	0
		Other	4,920	4,055	4,055	4.1%	0	0.0%	4,055	0	4,055	0	4,055	0
		Professional Fees	45,375	38,405	39,134	39.2%	729	1.9%	39,877	743	39,877	0	39,877	0
		Service Contracts and Materials	1,952	13,164	13,164	13.2%	0	0.0%	13,164	0	13,164	0	13,164	0
		Staff Development & Training	0	480	480	0.5%	0	0.0%	480	0	480	0	480	0
		Total Other Expenses	55,460	98,982	99,711	100.0%	729	0.7%	100,454	743	100,454	0	100,454	0
Total Expenses			55,460	98,982	99,711	100.0%	729	0.7%	100,454	743	100,454	0	100,454	0
Total Commty. Grants & Advisory Comm			54,835	92,982	93,711		729	0.8%	94,454	743	94,454	0	94,454	0



# Recreation & Culture

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# Recreation and Culture

## 2015-2018 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 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.



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## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

#### **Recreation:**

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017 <sup>1</sup>	2018
Full Time	86	86	2.75		4	
Part Time	214.39	206.62	0.69		1.6	
Overtime <sup>2</sup>	\$6,280	\$58,928				

#### **Culture:**

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	7	7		1		
FT-Contract	2	2				
Part Time	9.90	11.33				
Overtime	\$2,715	\$2,715				

#### **Events:**

			Additional Resource Requests			
	2013	2014 Base	2015	2016	2017	2018
Full Time	3	3				
Part Time	2.06	2.06				
Overtime						

<sup>1</sup> 2017 ARR's for Full Time and Part Time staff are a result of the expected opening of Block 11 Community Centre

<sup>2</sup> 2014 onwards, increases to Overtime are strictly due to the inclusion of Statutory Holiday Pay for Family Day and Boxing Day

# Recreation and Culture

## 2015-2018 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
  - 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 (Youth & Seniors excepted)
  - 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 Neighbourhood Hubs 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
  - Opportunities may result from Program Management Review conducted by Innovation and Continuous Improvement
  - Offer niche programming via private program partners.
- Resources
  - *Active Together Master Plan* 2013 update has identified greater financial requirements for infrastructure to meet service level and growth recommendations
  - There is 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 and leases
  - Balance between basic, value-added and premium program require ongoing assessment to ensure that the service needs of citizens are met (forms part of Recreation User Fee and Pricing Model Update Q3/Q4)
  - The implementation of new operating policies and procedures (i.e. PCI & Insurance) putting constraints on current resource base; including review, compliance and adherence to business processes
- External Environment
  - Demographic changes (e.g. aging areas and an aging population, new Canadian population) will affect service demand
  - Attitudinal changes in youth segment
  - Changing communication and marketing tools (social media)
  - Increased focus on risk management at City-owned facilities
  - Facility improvements not meeting timelines due to unknown implications of aging infrastructure at city-owned facilities (i.e. Thornhill Outdoor Pool, tennis courts), which impact programs
  - Declining concession/snack bar revenues and under-utilized snack bar space due to a shift in trends
  - Full-day kindergarten rollout continues to impact preschool programs
  - Inclement weather during the winter has caused some significant delays to football, rugby and soccer



# Recreation and Culture

## 2015-2018 Business Plan

seasons due to poor field conditions

**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 similar programs at competitive prices may impact participation levels
- Completion of some key items from strategies or master plans are contingent on funding as part of the annual budget deliberations



# Recreation and Culture

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from the <i>Active Together Master Plan</i> review	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : expand arts and culture initiatives and programs through events and exhibitions	Q1-Q4	no
	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	no
<b>2015 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from <i>Active Together Master Plan</i> review: consider low-risk municipal participation in a community partnership for a seasonal indoor tennis facility; encourage partnerships in the provision and delivery of programs and services; pursue "age-friendly" recognition for the City from the World Health Organization.	Q1-Q4	no
	Pursue implementation of approved recommendations for MacMillan Farm	Q1-Q4	no
	Re-opening of the expanded Father Ermano Bulfon Fitness Centre, which will include a new cycling room and new change rooms; the pool area will be updated to include new male, female and family change rooms; and, a new activity room will be added	Q2	no



# Recreation and Culture

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Based on emerging trends, finalize and implement the draft 2013 update to the <i>Youth Strategy</i> and develop an Older Adult Strategy (pending funding)	Q2-Q4	yes
	Develop a model to repurpose underutilized concession space at community centres	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : review and assess current cultural funding opportunities, pending funding approval; create civic spaces inventory for Public Art and new programming opportunities	Q1-Q4	\$60K for study
	Implement recommendations of the <i>Diversity Strategy</i> : continue to integrate activities showcasing culture and tradition of diverse groups, develop programs that facilitate cultural expression and participation, etc.	Q1-Q4	no
	Development of a city-wide <i>Events Strategy</i> (pending capital funding)	Q1-Q4	yes
	Development of a <i>Community Development Strategy</i> (pending capital funding)	Q1-Q4	yes
	Development of background study for the City-wide Public Art Policy	Q1-Q4	no
<b>2016 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from <i>Active Together Master Plan</i> review: identify potential sites for community gardening; plan for the opening of Block 11 Community Centre	Q1-Q4	no
	Implement recommendations resulting from the <i>Youth Strategy Update</i> .	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : implement an art integration program in civic spaces	Q1-Q4	no

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Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Implement recommendations resulting from the <i>Events Strategy</i> .	Q1-Q4	no
<b>2017 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Implement recommendations resulting from <i>Active Together Master Plan</i> review: pursue partnerships with community agencies in areas with below-average access to community centres	Q1-Q4	no
	Open Block 11 Community Centre.	Q4	yes – ARR's for Full Time and Part Time staff
	Implement recommendations resulting from the <i>Youth Strategy Update</i> .	Q1-Q4	no
	Implement recommendations resulting from the <i>Older Adult Strategy</i> .	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : develop a community outreach and engagement strategy for Arts & Culture groups and artists	Q1-Q4	no
	Implement recommendations resulting from the <i>Events Strategy</i> .	Q1-Q4	no
<b>2018 Initiatives</b>			
Provide access to programming, services, and facility space for all stakeholders	Undertake a comprehensive five-year review and update of the 2013 <i>Active Together Master Plan</i>	Q1-Q4	yes
	Implement recommendations resulting from the <i>Older Adult Strategy</i> .	Q1-Q4	no
	Implement recommendations resulting from the <i>Youth Strategy Update</i> .	Q1-Q4	no
Support diversity, arts and culture through partnerships with community stakeholders	Implement recommendations of the <i>Creative Together Plan</i> : encourage the participation of cultural sector representatives	Q1-Q4	no
	Implement recommendations resulting from the <i>Events Strategy</i> .	Q1-Q4	no





# Recreation and Culture

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Net Operating & Cost Recovery - <b>Budget</b>	\$-1,301,950; 91.9%	\$-1,206,994; 93.2%	\$-951,027; 94.7%	\$-1,527,260; 92.1%	\$-1,650,806; 91.7%	\$-1,233,370; 93.9%
Net Operating & Cost Recovery - <b>Actuals</b>	\$-811,690; 95.0%	\$-1,466,082; 91.8%	\$-1,080,836; 94.2%	\$-786,414; 95.8%	\$-1,222,624; 93.7%	\$-1,598,156 92.0%
Community Centre Traffic Counts	N/A	3,686,485	3,893,299	3,971,164	4,104,321	4,131,599
Number of Community Service Organizations (CSO)*	N/A	N/A	N/A	N/A	254	266
Number of recreational programs delivered by 3 <sup>rd</sup> party partnerships	102	119	152	269	301	340
Subsidies - Number funded & corresponding subsidy value	# funded: 410 \$ funded: 152,576	# funded: 557 \$ funded: 157,721	# funded: 906 \$ funded: 220,933	# funded: 1,196 \$ funded: 297,497	# funded: 1,712 \$ funded: 354,531	# funded: 1,809 \$ funded: 364,525
Number of events (excludes Culture)*	60	43	46	42	41	45
Number of	Over 20,000	Over 21,000	Over 22,000	Over 24,000	Over 25,000	Over 30,000



# Recreation and Culture

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
participants at Events (excludes Arts and Culture)*						
Number of Recreation and Culture programs offered*	7,834	8,451	9,286	9,322	9,342	9,362
Number of groups supported by the Fairs & Festivals Support Program*	4	3	6	9	10	10
Sponsorship raised for Vaughan Celebrates Program	\$105,699	\$130,400	\$134,100	\$176,250	\$152,750	\$194,500
Number of Sponsors	19	26	-22	33	28	25
Volunteerism*	Events – 205 Programs - 46	Events – 261 Programs - 76	Events – 261 Programs - 198	Events – 198 Programs - 209	Events – 189 Programs – 380	Events – 192 Programs – 425
Number of Arts and Culture events	25	26	40	46	50	55
Number of participants in Arts and Cultural events	4,000	6,000	8,000	10,000	14,000	14,200
<b>EFFECTIVENESS: How well do we do it?</b>						
Program Fill Rate (Avg)*	76%	74%	77%	78%	77%	77%
% of Programs with Waiting Lists (Avg)	19%	20%	21%	19%	19%	19%
Ratio of In-Person to Self-Serve Registration-related transactions	Counter: 58% Electronic: 42%	Counter: 60% Electronic: 40%	Counter: 60% Electronic: 40%	Counter: 59% Electronic: 41%	Counter: 57% Electronic: 43%	Counter: 52% Electronic: 48%
Facility Utilization Rate (peak hours)	87%	85%	86%	87%	87%	86%
City Playhouse Utilization Rate*	71%	74%	72%	73%	81%	82%
<b>SERVICE QUALITY: Is anyone better off?</b>						
Customer Satisfaction Level on Program	Prog: 95% Staff: 95%	Prog: 94% Staff: 95%	Prog: 94% Staff: 94%	Prog: 95% Staff: 96%	Prog: 97% Staff: 97%	Prog: 95% Staff: 95%



# Recreation and Culture

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Delivery						
Level of Satisfaction and importance on Recreation and Facilities Services (Citizen Survey Results)	N/A	N/A	Satisfaction: 86% Importance: 92%	Satisfaction: 85% Importance: 91%	N/A	N/A

**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.*

Overall, the department continues to strive towards a 95% cost recovery rate of its direct expenses, while maintaining strong customer satisfaction rates and increasing event and program offerings. The department will continue to reassess its programming options, the impact of user fees and optimizing utilization rates.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

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## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actual	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Recreation</b>														
	<b>Revenue</b>													
		Advertising Revenue	163,977	160,000	165,000	0.9%	5,000	3.1%	165,000	0	165,000	0	165,000	0
		Dept. Misc. Revenues	11,961,881	12,393,250	12,442,000	65.1%	48,750	0.4%	12,626,645	184,645	13,219,394	592,749	13,409,280	189,886
		Insurance	55,709	0	15,000	0.1%	15,000	0.0%	15,225	225	15,453	228	15,685	232
		Rents and Concessions	4,402,043	4,464,600	4,631,900	24.2%	167,300	3.7%	4,684,858	52,958	4,962,393	277,535	5,013,005	50,612
		Revenues for Specific Funct.	35,363	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Taxable Sales-Postage Fees	1,044	1,250	1,250	0.0%	0	0.0%	1,250	0	1,250	0	1,250	0
		Tourism/Rec'n Grant	11,856	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Transit Fares	1,946,829	1,800,000	1,800,000	9.4%	0	0.0%	1,827,000	27,000	1,854,405	27,405	1,882,221	27,816
		Vending Commissions	50,875	51,000	51,000	0.3%	0	0.0%	51,000	0	51,000	0	51,000	0
		<b>Total Revenue</b>	<b>18,629,576</b>	<b>18,870,100</b>	<b>19,106,150</b>	<b>100.0%</b>	<b>236,050</b>	<b>1.3%</b>	<b>19,370,978</b>	<b>264,828</b>	<b>20,268,895</b>	<b>897,917</b>	<b>20,537,441</b>	<b>268,546</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	14,781,856	15,056,129	15,295,454	75.6%	239,325	1.6%	15,556,606	261,152	16,856,808	1,300,202	16,901,001	44,193
	<b>Other Expenses</b>													
		Communications	38,656	45,339	44,339	0.2%	(1,000)	(2.2)%	44,339	0	44,839	500	44,839	0
		Community Advertising & Promotion	0	500	500	0.0%	0	0.0%	500	0	2,000	1,500	500	(1,500)
		Corporate Accounts	297,260	279,613	279,650	1.4%	37	0.0%	279,650	0	279,700	50	279,700	0
		General Mtce & Repairs	92,152	95,225	95,100	0.5%	(125)	(0.1)%	95,100	0	95,100	0	95,100	0
		Insurance	50,805	0	13,500	0.1%	13,500	0.0%	13,703	203	13,908	205	14,117	209
		Joint Services & Department Transfers	7,785	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	15,986	21,875	21,500	0.1%	(375)	(1.7)%	21,500	0	23,300	1,800	23,000	(300)
		Office Equipment & Furniture	20,385	21,463	30,560	0.2%	9,097	42.4%	28,350	(2,210)	31,170	2,820	28,600	(2,570)
		Office Supplies & Expenses	312,353	330,875	334,100	1.7%	3,225	1.0%	334,200	100	341,750	7,550	341,750	0
		Operating Leases	5,144	48,938	14,000	0.1%	(34,938)	(71.4)%	14,000	0	19,500	5,500	19,500	0
		Other	10,400	24,675	19,675	0.1%	(5,000)	(20.3)%	19,675	0	19,675	0	19,675	0
		Professional Fees	46,191	58,125	60,500	0.3%	2,375	4.1%	60,500	0	60,500	0	60,500	0
		Recreation Subsidy	0	54,000	54,000	0.3%	0	0.0%	54,000	0	54,000	0	54,000	0
		Service Contracts and Materials	700,844	766,075	741,468	3.7%	(24,607)	(3.2)%	744,570	3,102	760,917	16,347	762,911	1,994
		Staff Development & Training	27,706	32,705	37,600	0.2%	4,895	15.0%	37,600	0	38,800	1,200	37,800	(1,000)
		Tools & Equipment	125,982	204,320	206,493	1.0%	2,173	1.1%	206,493	0	209,993	3,500	209,993	0
		Utilities & Fuel	137	0	0	0.0%	0	0.0%	0	0	3,200	3,200	0	(3,200)
		Vaughan Hockey Association Subsidy	1,230,915	1,232,375	1,232,375	6.1%	0	0.0%	1,232,375	0	1,232,375	0	1,232,375	0
		YRT Tickets	1,894,003	1,764,000	1,764,000	8.7%	0	0.0%	1,790,460	26,460	1,817,317	26,857	1,844,577	27,260
		<b>Total Other Expenses</b>	<b>4,876,702</b>	<b>4,980,103</b>	<b>4,949,360</b>	<b>24.4%</b>	<b>(30,743)</b>	<b>(0.6)%</b>	<b>4,977,015</b>	<b>27,655</b>	<b>5,048,044</b>	<b>71,029</b>	<b>5,068,937</b>	<b>20,893</b>
	<b>Total Expenses</b>		<b>19,658,559</b>	<b>20,036,232</b>	<b>20,244,814</b>	<b>100.0%</b>	<b>208,582</b>	<b>1.0%</b>	<b>20,533,621</b>	<b>288,807</b>	<b>21,904,852</b>	<b>1,371,231</b>	<b>21,969,938</b>	<b>65,086</b>
<b>Total Recreation</b>			<b>1,028,983</b>	<b>1,166,132</b>	<b>1,138,664</b>		<b>27,468</b>	<b>2.4%</b>	<b>(1,162,643)</b>	<b>(23,979)</b>	<b>(1,635,957)</b>	<b>(473,314)</b>	<b>(1,432,497)</b>	<b>203,460</b>

### 2015 ARR

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Recreation Business Services Specialist	FT	1.00	76,281	(76,281)				1.00		1,404		3,889		4,083	

### Recognized 2016 ARR

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Recreation</i> Client Services Specialist	FT	1.00	84,107		84,107			1.00	84,107		4,200		4,410
Customer Service Administration Clerk	PT	0.69	19,722		19,722			0.69	19,722		986		1,035

### Recognized 2017 ARR

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Recreation</i> Block 11 Community Centre - 5 ARRs	FT+PT	8.69	788,943		788,943			8.69	788,943		38,367
City Hall Corporate Liaison Coordinator (TEMPORARY)	FT-Cont 3 Yr	1.00	98,608		98,608			1.00	98,608		2,192
Open to Youth Pilot Project	FT+PT	1.55	74,281		74,281			1.55	74,281		3,404



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-2018 Operating Plan

			2014	2014	2015	% Total	\$	%	2016	2017	2018			
Department	Exp Category	Account	Actual	Budget	Budget	Budget	Variance	Variance	Forecast	Variance	Forecast	Variance	Forecast	Variance
Cultural Services														
	Revenue													
		Dept. Misc. Revenues	368,574	206,950	206,950	40.1%	0	0.0%	206,950	0	206,950	0	206,950	0
		General Revenue	8,060	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rents and Concessions	350,651	305,000	305,000	59.1%	0	0.0%	305,000	0	305,000	0	305,000	0
		Rev. frm Recov. Exp - Pd Duty	0	47,030	0	0.0%	(47,030)	(100.0)%	0	0	0	0	0	0
		Vending Commissions	0	4,000	4,000	0.8%	0	0.0%	4,000	0	4,000	0	4,000	0
		Total Revenue	727,285	562,980	515,950	100.0%	(47,030)	(8.4)%	515,950	0	515,950	0	515,950	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,585,049	1,565,933	1,617,303	81.5%	51,370	3.3%	1,724,637	107,334	1,738,195	13,558	1,751,786	13,591
	Other Expenses													
		Communications	4,863	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Community Advertising & Promotion	13,857	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Corporate Accounts	(588)	50	50	0.0%	0	0.0%	50	0	50	0	50	0
		Joint Services & Department Transfers	(47,030)	0	(47,030)	-2.4%	(47,030)	0.0%	(47,030)	0	(47,030)	0	(47,030)	0
		Meals & Travel	2,670	3,945	3,945	0.2%	0	0.0%	4,345	400	4,345	0	4,345	0
		Office Equipment & Furniture	4,748	13,245	13,245	0.7%	0	0.0%	18,245	5,000	13,245	(5,000)	13,245	0
		Office Supplies& Expenses	48,583	73,935	73,935	3.7%	0	0.0%	134,435	60,500	134,435	0	134,435	0
		Other	69,777	55,749	55,749	2.8%	0	0.0%	55,749	0	55,749	0	55,749	0
		Professional Fees	97	44,855	44,855	2.3%	0	0.0%	44,855	0	74,855	30,000	44,855	(30,000)
		Reserve Transfers	6,000	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	260,738	203,410	211,410	10.7%	8,000	3.9%	211,410	0	336,410	125,000	276,410	(60,000)
		Staff Development & Training	4,755	9,910	9,910	0.5%	0	0.0%	11,210	1,300	11,210	0	11,210	0
		Staffing Costs (incl Benefits)	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Tools & Equipment	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Other Expenses	368,472	405,099	366,069	18.5%	(39,030)	(9.6)%	433,269	67,200	583,269	150,000	493,269	(90,000)
	Total Expenses		1,953,521	1,971,032	1,983,372	100.0%	12,340	0.6%	2,157,906	174,534	2,321,464	163,558	2,245,055	(76,409)
	Total Cultural Services		1,226,236	1,408,052	1,467,422		59,370	4.2%	1,641,956	174,534	1,805,514	163,558	1,729,105	(76,409)



## Revenue and Expenditure Summary

### 2015 Operating Budget & 2016-2018 Operating Plan

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Cultural Services</i>													
Events Coordinator	FT	1.00	98,973		98,973			1.00	98,973		(411)		4,818
Arts & Culture Marketing Material			60,000		60,000				60,000				

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Cultural Services</i>											
Additional funding for Special Events				30,000	30,000				30,000		
Diversity & Inclusivity Signage and Communication Program				75,000	75,000				75,000		(60,000)
Concert Series Launch at City Hall				10,000	10,000				10,000		
Additional Funding for Recognition Events				10,000	10,000				10,000		
Aboriginal Facilitation & Coordination Support				30,000	30,000				30,000		(30,000)

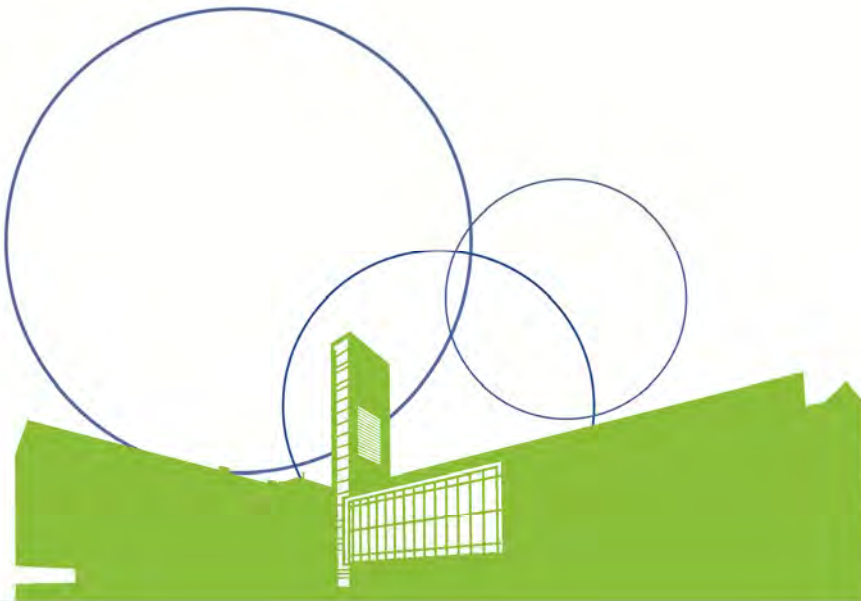
**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Description	Project Type	Region	Funding Source		Total Budget	Operating Impact
						Infrastructure Reserve	Taxation		
Recreation	2015	RE-9503-13	Fitness Centre Equipment Replacement	Replacement	City-Wide	180,250		180,250	
	2015 Total					180,250		180,250	
	2016	RE-9503-13	Fitness Centre Equipment Replacement	Replacement	City-Wide	231,750		231,750	
	2016 Total					231,750		231,750	
	2017	RE-9503-13	Fitness Centre Equipment Replacement	Replacement	City-Wide	231,750		231,750	
		RE-9519-17	Vaughan Art Gallery Site Study	New Initiative	City-Wide		51,500	51,500	
		RE-9527-17	Events Strategy	New Initiative	City-Wide		50,000	50,000	
	2017 Total					231,750	101,500	333,250	
	2018	RE-9503-13	Fitness Centre Equipment Replacement	Replacement	City-Wide	231,750		231,750	
	2018 Total					231,750		231,750	
Recreation Total						875,500	101,500	977,000	



# Building & Facilities

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# Building and Facilities

## 2015-2018 Business Plan

### Business Overview

#### **Service Statement:**

B&F provides professional construction and property management services for the benefit of Vaughan's residents and City of Vaughan staff.

#### **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; 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.
  - Building and Facilities maintains the facilities from which other departments operate programs that provide safety, health and wellness to City residents.
3. **Lead & Promote Environmental Sustainability**
  - The Building and Facilities supports projects and initiatives led by the Environmental Sustainability Department to make City buildings more energy efficient and reduce the environmental footprint of operations.
4. **Manage Corporate Assets**
  - Collaborating with stakeholders to develop and implement the corporate Asset Management Strategy.
  - Maintain facilities in a state of good working order which reduces the need for costly and disruptive emergency repairs.

#### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	107.00		3.00	11.00	
Part Time (Union)	2.07				
Part Time (Non Union)	4.33			1.80	
Overtime	\$60,815				



# Building and Facilities

## 2015-2018 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 & Eclipse.
  - Project Management skills are based on best practices and staff's considerable experience in the field. Training in Project Management has started and is ongoing
  - Communication with project stakeholders is good, and stakeholders are included in the decision making process.
  - Staff is challenged with managing numerous projects, and there is a lack of project management resources, resulting in necessary projects being deferred.
- **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. Recruiting an Asset Management Coordinator (approved 2014 position) is a priority.
  - B&F follows maintenance guidelines in maintaining equipment. A work order system is in place to handle work requests, however this system is rudimentary, and an upgraded system capable of scheduling and cost tracking is needed.
- **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.
  - A multitude of vacancies are being addressed by hiring and promoting employees with the necessary skills, education and experience to effect positive change. The following positions have been filled since January 2014:
    - Manager, Facilities
    - Supervisor, Facilities
    - Manager, Building Construction
    - Supervisor, Contract and Leases
    - Architectural Technologist
  - The following positions are expected to be filled by the end of 2014:
    - Supervisor of Corporate Facilities
    - Asset Management Coordinator
- **Environmental Sustainability**
  - An energy audit, initiated in 2013, has been completed. The Environmental Sustainability Department is looking into funding sources for implementing the audit's recommendations
  - 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).

#### 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.
  - Providing the tracking and invoicing of capital projects in B&F and ceasing to rely on PD staff in that respect

# Building and Facilities

## 2015-2018 Business Plan

- 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, and increase resources in that Division.
- **Environmental Sustainability**
  - Support the Environmental Sustainability department 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 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.
  - 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.
- **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.



# Building and Facilities

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
2015 Initiatives			
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	
	Conduct long term plans for space accommodation at City Hall	Q2	This will necessitate a capital project.
Increase Project Management Capabilities	Project Management staff to obtain PMP designations.	Q4	
	Document internal project management delivery standards	Q2	
	Increase the number of Project Managers in the Department so that here is a more realistic correlation between the number of capital projects, and the resources to implement them. Alternately, consider outsourcing more projects, which will increase capital requirements.	Q3	
Reorganize B&F	Review JD for various staff to make sure that they are current  Review the success of the reorganization that took place in 2014 and adjust where needed	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	Q4	



# Building and Facilities

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Lifecycle Database.		
	Act on the outcome of the long term plan for staff accommodations at City Hall and the JOC		If significant modifications are required, may require a large capital investment
Increase Project Management Capabilities	Seek to benchmark B&F Project Management proficiency with similar organizations.	Q4	
	Review the number of projects in light of PM staff. This specifically with regards to upcoming large capital projects: City Hall Master Plan continuation;	Q2	
	As per the proposed 2016 capital budget, begin the construction of the Block 11 Community Centre and Library	Q2	
	Initiate construction of F/H 7-3	Q2	
<b>2017 Initiatives</b>			
Effectively Manage Corporate Assets	Achieve a state in which the lifecycle database is up to date and captures all relevant building information. Use this information to plan the capital in 2018	Q2	
Increase Project Management Capabilities	Review the number of projects in light of PM staff.		
	As per the anticipated 2017 budget, continue the second phase of the City Hall master plan.		
<b>2018 Initiatives</b>			
Effectively Manage Corporate Assets	Utilizing the Lifecycle database, develop a long term plan for maintaining the City's buildings in a state of good repairs.  In conjunction with the Manager AM and the AM program implement a risk based methodology to define service levels		



# Building and Facilities

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Building Square Footage maintained and operated and Annual Cost*	1,433,201 \$19,726,233	1,729,103 \$20,280,610	1,737,903 \$20,280,610	1,686,903 \$20,235,775	1,691,903 \$20,813,309	1,691,903 \$21,704,626
Annual Cost divided by square footage	\$13.76	\$11.73	\$11.67	\$12.00	\$12.24	
Number of Building Square Feet Maintained and operated per FTE	18,734	22,168	16,872	21,086	21,148	
<b>EFFECTIVENESS: How well do we do it?</b>						
Utilities Consumption per Square Foot for all Major Buildings		\$34.00	\$34.00	\$34.00	\$36.70	
<b>SERVICE QUALITY: Is anyone better off?</b>						
Quality of the Facilities						To be obtained from planned community survey

**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.



# Building and Facilities

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actual	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Buildings and Facilities</b>														
	<b>Revenue</b>													
		Dept. Misc. Revenues	51,185	25,000	25,000	8.6%	0	0.0%	25,000	0	25,000	0	25,000	0
		General Revenue	15,711	20,000	20,000	6.9%	0	0.0%	20,000	0	20,000	0	20,000	0
		Outside Contributions	0	0	5,000	1.7%	5,000	0	5,000	0	5,000	0	5,000	0
		Rents and Concessions	188,029	158,940	159,760	55.0%	820	0.5%	160,621	861	161,480	859	161,480	0
		Reserves Revenue	200,528	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	91,586	80,416	80,621	27.8%	205	0.3%	80,853	232	81,110	257	81,110	0
		<b>Total Revenue</b>	<b>547,039</b>	<b>284,356</b>	<b>290,381</b>	<b>100.0%</b>	<b>6,025</b>	<b>0.4%</b>	<b>291,474</b>	<b>1,093</b>	<b>292,590</b>	<b>1,116</b>	<b>292,590</b>	<b>0</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	9,201,420	9,375,394	9,693,342	43.9%	317,948	3.4%	10,238,817	545,475	11,079,854	841,037	11,195,150	115,296
	<b>Other Expenses</b>													
		Communications	48,087	57,925	57,925	0.3%	0	0.0%	57,925	0	57,925	0	57,925	0
		Community Advertising & Promotion	0	641	641	0.0%	0	0.0%	641	0	641	0	641	0
		General Mtce & Repairs	2,030,228	3,682,225	2,838,312	12.8%	(843,913)	(22.9)%	2,837,927	(385)	3,039,055	201,128	3,039,545	490
		Joint Services & Department Transfers	(318,745)	(326,147)	(345,045)	-1.6%	(18,898)	5.8%	(345,045)	0	(345,045)	0	(345,045)	0
		Meals & Travel	16,008	23,277	23,277	0.1%	0	0.0%	24,777	1,500	24,777	0	24,777	0
		Office Equipment & Furniture	10,155	17,955	15,745	0.1%	(2,210)	(12.3)%	66,745	51,000	18,495	(48,250)	15,745	(2,750)
		Office Supplies & Expenses	35,058	26,492	35,808	0.2%	9,316	35.2%	36,558	750	36,758	200	36,758	0
		Operating Leases	439,659	436,623	441,650	2.0%	5,027	1.2%	446,879	5,229	448,046	1,167	448,046	0
		Other	4,176	3,190	2,190	0.0%	(1,000)	(31.3)%	2,190	0	2,190	0	2,190	0
		Professional Fees	36,433	0	17,000	0.1%	17,000	0.0%	20,000	3,000	20,000	0	20,000	0
		Reserve Transfers	200,528	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	2,716,422	3,132,997	3,468,659	15.7%	335,662	10.7%	3,468,659	0	3,611,548	142,889	3,611,548	0
		Staff Development & Training	21,359	24,828	24,733	0.1%	(95)	(0.4)%	26,983	2,250	26,983	0	26,983	0
		Tools & Equipment	50,015	192,398	192,398	0.9%	0	0.0%	192,398	0	198,144	5,746	198,144	0
		Utilities & Fuel	5,436,038	5,341,184	5,628,622	25.5%	287,438	5.4%	5,953,776	325,154	6,667,743	713,967	7,035,041	367,298
		<b>Total Other Expenses</b>	<b>10,725,423</b>	<b>12,613,588</b>	<b>12,401,915</b>	<b>56.1%</b>	<b>(211,673)</b>	<b>(1.7)%</b>	<b>12,790,413</b>	<b>388,498</b>	<b>13,807,260</b>	<b>1,016,847</b>	<b>14,172,298</b>	<b>365,038</b>
	<b>Total Expenses</b>		<b>19,926,843</b>	<b>21,988,982</b>	<b>22,095,257</b>	<b>100.0%</b>	<b>106,275</b>	<b>0.5%</b>	<b>23,029,230</b>	<b>933,973</b>	<b>24,887,114</b>	<b>1,857,884</b>	<b>25,367,448</b>	<b>480,334</b>
<b>Total Buildings and Facilities</b>			<b>19,379,804</b>	<b>21,704,626</b>	<b>21,804,876</b>		<b>100,250</b>	<b>0.5%</b>	<b>22,737,756</b>	<b>932,880</b>	<b>24,594,524</b>	<b>1,856,768</b>	<b>25,074,858</b>	<b>480,334</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Buildings and Facilities</i>													
Project Manager	FT	1.00	140,651		140,651			1.00	140,651		(10,892)		6,413
Property Manager	FT	1.00	140,651		140,651			1.00	140,651		(10,892)		6,413
Capital Project Supervisor	FT	1.00	129,543		129,543			1.00	129,543		(11,448)		5,830

# Revenue and Expenditure Summary

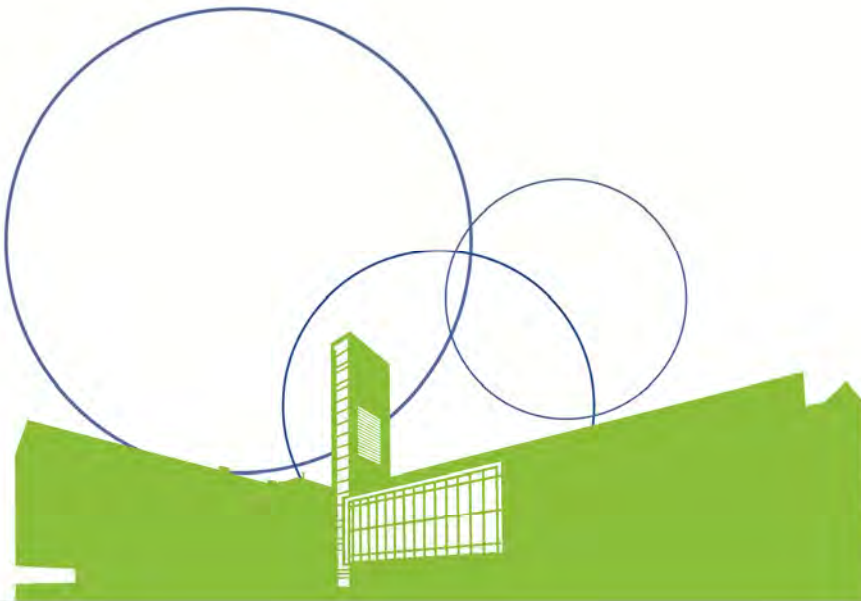
## 2015 Operating Budget & 2016-2018 Operating Plan

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Buildings and Facilities</i>											
Facility Operator I - Block 11	FT	9.00	556,288		556,288			9.00	556,288		27,814
PT Facility Operator - Carrville	PT	1.80	41,373		41,373			1.80	41,373		2,069
Assistant Foreperson	FT	1.00	68,105		68,105			1.00	68,105		3,405
Technical Clerk	FT	1.00	79,647		79,647			1.00	79,647		1,085

Department	Year	Project #	Project Description	Project Type	Region	Funding Source					Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Gas Tax	Taxation	LTD		
Buildings and Facilities	2015	BF-8378-15	Carrville Community Centre and District Park	Growth	Ward 4	3,421,283			451,075		3,872,358	
		BF-8479-15	Kleinburg United Church Renovation	New Initiative	Ward 1		980,200				980,200	
		BF-8473-15	Bathurst Clark Library - Parking Lot Redesign & Resurface	Replacement	Ward 5		401,700				401,700	
		BF-8470-15	All Facilities - Designated Substance Audits (approx. 85 facilities)	New Initiative	City-Wide		337,050				337,050	
		BF-8463-15	Al Palladini CC Refrigeration Plant Equipment Replacement	Replacement	Ward 2		334,750				334,750	
		BF-8476-15	Building upgrades to meet AODA Requirements	New Initiative	City-Wide		309,000				309,000	
		BF-8480-15	City Hall & JOC - Master Plan Study for Internal Space Utilization	New Initiative	Ward 1				283,300		283,300	
		BF-8462-15	Father Ermano Bulfon CC Outdoor Rink-Refrigeration Plant Equipment	Replacement	Ward 2		149,350				149,350	
		BF-8487-15	Building Condition Audits	New Initiative	City-Wide			110,000			110,000	
		BF-8436-13	Security Camera & Equipment Replacements	Replacement	City-Wide		87,550				87,550	
		BF-8425-15	Al Palladini Community Centre Painting East and West Arenas	Replacement	Ward 2		84,460				84,460	
		BF-8430-15	Garnet A Williams Community Centre - Boiler Replacements	Replacement	Ward 5		82,400				82,400	
		BF-8433-15	Al Palladini Community Centre - Boiler Replacements	Replacement	Ward 2		82,400				82,400	
		BF-8432-15	Rosemount Community Centre - Boiler System Upgrades	Replacement	Ward 5		82,400				82,400	
		BF-8434-15	Maple Community Centre - Boiler Replacements	Replacement	Ward 1		82,400				82,400	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Replacement	Ward 5		67,000				67,000	
		BF-8475-15	Father Ermano Bulfon CC Outdoor Rink - Replace Doors, Modify Concr	Replacement	Ward 2		61,800				61,800	
		BF-8429-15	Dufferin Clark Community Centre - Boiler Replacements	Replacement	Ward 5		61,800				61,800	
		BF-8474-15	Dufferin Clark C.C. - Replace roof shingles	Replacement	Ward 5		61,800				61,800	
		BF-8428-15	JOC - Rooftop Replacements	Replacement	Ward 1		61,800				61,800	
		BF-8472-15	Garnet A. Williams C.C. - Upgrade option study	New Initiative	Ward 5		56,650				56,650	
		BF-8407-15	Al Palladini Community Centre - East Side - Island - Concrete Curb	Replacement	Ward 2		52,406				52,406	
		BF-8435-15	Woodbridge Pool & Arena - Rooftop Replacements	Replacement	Ward 2		51,500				51,500	
		BF-8408-15	Al Palladini Community Centre - Patio Deck Concrete Replacement	Replacement	Ward 2		39,829				39,829	
		BF-8499-15	Condenser Fan Silencer Package	Health & Safety	Ward 2				25,750		25,750	
	2015 Total					3,421,283	3,528,245	110,000	760,125		7,819,653	
	2016	BF-8378-15	Carrville Community Centre and District Park	Growth	Ward 4	30,803,696			4,061,022		34,864,718	515,659
		BF-8476-15	Building upgrades to meet AODA Requirements	New Initiative	City-Wide		309,000				309,000	
		BF-8478-16	Garnet A. Williams C.C. - Building Automation System Replacement	Replacement	Ward 5		136,000				136,000	
		BF-8404-16	Woodbridge Arena - Replace Arena Boards	Replacement	Ward 2		118,750				118,750	
		BF-8487-15	Building Condition Audits	New Initiative	City-Wide			110,000			110,000	
		BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	New Initiative	City-Wide				107,100		107,100	
		BF-8399-16	Maple Community Centre - Outdoor Courtyard Refurbishment	Replacement	Ward 1		90,846				90,846	
		BF-8423-16	Al Palladini Community Centre New Score Clock for East Arena Centr	Replacement	Ward 2		77,250				77,250	
		BF-8297-16	JOC - Retrofit Fire Department Training Area Washrooms	Replacement	Ward 1		73,600				73,600	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Replacement	Ward 5		67,000				67,000	
		BF-8481-16	Fire Station 7-3 - Ex. Fuel Tank Removal	Legal/Regulatory	Ward 2		61,800				61,800	
		BF-8496-16	Maple Community Center Arena Header Replacement	Replacement	Ward 1		51,500				51,500	
		BF-8329-16	Al Palladini Community Centre Arena Benches Capping	Replacement	Ward 2		46,400				46,400	
		BF-8278-16	Chancellor Community Centre - Gym Locker Replacements	Replacement	Ward 3		37,900				37,900	
		BF-8431-16	Michael Cranny House - HVAC Upgrades	Replacement	Ward 1		25,750				25,750	
		BF-8358-16	Promenade Park - Electrical Cabinet Replacement	Replacement	Ward 5		20,600				20,600	
		BF-8357-16	Rainbow Creek Park - Electrical Cabinet Replacement	Replacement	Ward 2		20,600				20,600	
	2016 Total					30,803,696	1,136,996	110,000	4,168,122		36,218,814	515,659
	2017	BF-8387-17	City Hall Public Square/Underground Parking Structure/Outdoor Rink	New Initiative	Ward 1					20,970,800	20,970,800	
		BF-8482-17	Vellore Village C.C. - Renovations	New Initiative	Ward 1				502,700		502,700	
		BF-8483-17	Maple C.C. - Renovations	New Initiative	Ward 1				368,800		368,800	
		BF-8485-17	Dufferin Clark C.C. - Renovations	New Initiative	Ward 5				368,800		368,800	
		BF-8476-15	Building upgrades to meet AODA Requirements	New Initiative	City-Wide		309,000				309,000	
		BF-8405-17	Garnet Williams - Renovate Pool Changerooms	Replacement	Ward 5		157,220				157,220	
		BF-8487-15	Building Condition Audits	New Initiative	City-Wide			110,000			110,000	
		BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	New Initiative	City-Wide				107,100		107,100	
		BF-8471-17	Merino Centennial Centre - Parking Lot Expansion	New Initiative	Ward 1				88,400		88,400	
		BF-8486-17	New Sidewalk from Rutherford Rd south along Pierre Berton Resource	New Initiative	Ward 2				87,000		87,000	
		BF-8484-17	North Thornhill C.C. - Modify gym divider	New Initiative	Ward 5				74,200		74,200	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Replacement	Ward 5		67,000				67,000	
		BF-8410-17	Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC,	New Initiative	City-Wide				66,950		66,950	
	2017 Total						533,220	110,000	1,663,950	20,970,800	23,277,970	
	2018	BF-8094-18	Al Palladini Community Centre Pool Change Rooms Redesign and Add Y	New Initiative	Ward 2				1,081,500		1,081,500	
		BF-8476-15	Building upgrades to meet AODA Requirements	New Initiative	City-Wide		309,000				309,000	
		BF-8487-15	Building Condition Audits	New Initiative	City-Wide			110,000			110,000	
		BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	New Initiative	City-Wide				107,100		107,100	
		BF-8271-18	East District Parks Yard Parking Lot Modifications	New Initiative	Ward 4				102,000		102,000	
		BF-8419-18	Installation of Wall Matting at 8 Different Recreation Facilities	New Initiative	City-Wide				77,250		77,250	
		BF-8350-18	Security Camera Installations Various Parks	New Initiative	City-Wide				74,500		74,500	
		BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	Replacement	Ward 5		67,000				67,000	
		BF-8437-18	Sound Attenuations Partitions in Building Standards and Purchasing	New Initiative	Ward 1				56,650		56,650	
		BF-8331-18	Al Palladini Community Centre Construct a Storage Room	New Initiative	Ward 2				30,900		30,900	
	2018 Total						376,000	110,000	1,529,900		2,015,900	
Building and Facilities Total						34,224,979	5,574,461	440,000	8,122,097	20,970,800	69,332,337	515,659

# Fleet Services

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# Fleet Services

## 2015-2018 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.*

Fleet Services is responsible for procuring, maintaining and re-marketing all fleet assets. During the assets lifecycle, the administration of a proactive and cost effective maintenance program is employed to ensure that the asset is operating at peak performance, in a safe, reliable manner within of all City Bylaws and Corporate Policies, while adhering to federal and provincial legislative guidelines.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. City vehicles and equipment operate at peak efficiency, in a safe and reliable manner
2. Enable City staff to deliver timely and effective services
3. Promote a positive image of the City through branding, appearance and good state of repair
4. To enhance environmental sustainability by investigating new and emerging technologies that reduces the fleets overall environmental foot print

**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 (Service Excellence)
  - *Key Outcome:* City vehicles and equipment operate in a safe and reliable manner
2. Lead & Promote Environmental Sustainability (Service Excellence)
  - *Department Objective:* Promote environmental sustainability by reducing vehicle emissions
3. Ensure a High Performing Organization (Organizational Excellence)
  - *Department Objective:* Effectively manage the City's fleet assets
4. Attract, Retain & Promote Skilled Staff (Staff Excellence)
  - *Department Objective:* Support the professional development of City staff
5. 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*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	9	9		1		
Part Time	0	0.69	1			
Overtime	\$27,555					



# Fleet Services

## 2015-2018 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.*

- Fleet Asset Management
  - Vehicle/Equipment Reserve Fund and future planned contributions are not adequate to sustain the fleet on a long term basis
  - Vehicle lifecycles are prolonged due to lack of capital funds for replacement vehicles
  - Fleet utilization is inconsistent across the organization
  - Fleet compilation is inconsistent across the organization
  - Fleet acquisition timing does not coincide with seasonal demands making it difficult to meet customer's expectations
  - Fleet Policy is outdated and does not address key components of asset management
  - Fleet data collected is extensive but analysis is limited
  - Fleet Assets are acquired by various departments making it difficult to track PSAB requirements accurately
  - Fleet Asset disbursement is inconsistent
- Fleet Maintenance
  - Preventative maintenance schedule is based on straight timelines and performed on an ad-hoc basis for unlicensed equipment
  - User departments have challenges performing daily vehicle/equipment checks and maintenance increasing fleet maintenance costs and downtime
  - Maintenance of vehicles and equipment is largely contracted out and performed at the discretion of the contractors, hampering the sections ability to provide timely maintenance and repairs while increasing downtime
  - Majority of maintenance performed in house is on off road equipment allowing for quick response times and limited downtime
  - In season maintenance is difficult due to inadequate number of spare vehicles and pieces of equipment
  - Time allocation for minor repairs performed internally, specifically during the morning rush, are inconsistently captured on a work order
  - Internal electronic diagnosis is difficult due lack of training and diagnostic tools
- Fleet Staff Excellence
  - Fleet staff provide a high standard of customer service
  - Clients are not always aware of Fleet administrative processes
  - Training for operators to improve driving skills and educate on daily maintenance expectations is hampered by the lack of a driver Trainer
  - Supply all regulatory information for fleet equipment including licensing, insurance, CVOR forms, up to date ownership forms
  - Ensure the City's CVOR demerit points are within MTO guidelines
  - Enhance driver training for temporary drivers to promote vehicle safety and reduce costs
  - Investigate vehicle and equipment incidents and submit insurance claims
  - Ensure staff are licensed to operate appropriate equipment and are in good standing with all regulatory bodies



# Fleet Services

## 2015-2018 Business Plan

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Fleet Asset Management
  - Identify minimum vehicle/equipment reserve contributions for long term sustainability
  - Identify lifecycles for equipment based on utilization and timelines
  - Identify vehicles/equipment that are candidates for re-purposing (Over/under utilized)
  - Create Fleet acquisitions standards for all Fleet assets
  - Strategically align capital acquisitions delivery with peak seasonal demands
  - Update Fleet policy to reflect 2015 operational reality
  - Identify Fleet Services as the internal proprietor of all vehicles and equipment for the duration of the assets lifecycle
  - Include environmentally friendly options in all vehicle/equipment acquisitions
  - Create Semi-annual reports for Key Performance Indicators
  - Improve efficiency of record keeping, PSAB compliance and data collection for asset management
  - Improve control of surplus equipment
- Fleet Maintenance
  - Improve measurement of productivity and service delivery
  - Safeguard the environment by implementing green fleet maintenance initiatives
  - Reduce the backlog of training activities by moving forward with the recruitment of a driver trainer
  - Streamline preventative maintenance activities to better reflect utilization
  - Increase in house maintenance activities including Provincial Motor Vehicle Inspections
  - Acquire Provincial Motor Vehicle Inspection Station status for trailers, light and medium duty vehicles with a focus to include heavy duty vehicles in the future
  - Create pool vehicles/equipment to ease strain on operations while maintaining equipment during peak seasonal demands
  - Promote internal maintenance and repairs thus improving response times and improving return to service lag times
  - Streamline work order creation to allow quick/small repairs to be captured on work orders
  - Enhance inventory control by assigning specific parts to specific assets and numerating stock on hand
  - Utilize Road Sales Tax exemption fuel for all off road equipment
- Fleet Staff Excellence
  - Continue to provide high customer services standards
  - Develop the front line staff to become ambassadors for the all fleet processes
  - Train drivers to improve their driving skills and educate them on daily maintenance expectations
  - Controlling/reducing the accident rate
  - Ensuring the City's CVOR demerit points are within MTO guidelines
  - Create training programs for all vehicles/equipment while ensuring regulatory guidelines are adhered to
  - Approach other service departments to gauge interest in utilizing the current JDE system employed by Fleet for their assets and preventative maintenance schedules
- Client Staff Excellence
  - Train and educate front line staff on maintenance and regulatory requirements to operate the Fleet vehicles/equipment
  - Ensure each Commission, Department and District are consistently operating, checking and maintaining the vehicles/equipment on a daily basis
  - Utilizing the Driver trainer, create a train the train system that allows competent staff to train co-workers, students and seasonal employees on the operation of vehicles and equipment



# Fleet Services

## 2015-2018 Business Plan

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- 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.
- Create a reserve funding model that identifies the actual contributions needed for the vehicle/equipment reserve to be sustain on a long term basis.
- To create a provincially regulated inspection station for light duty vehicles and trailers, in turn reducing the expenses for general repairs, decreasing downtime and improving repair response.
- Additional Resource is required for a heavy duty mechanic (2016)
- Additional Resource is required for a heavy duty hoist (80,000lbs) and two medium duty hoists (15,000lbs)
- Additional Resource is required for electronic diagnostic tools and tough book laptop for the shop floor
- Additional Resource is required to add Wi-Fi to the shop area
- Additional Resource is required for training staff on new and emerging technologies
- By applying for the Road Sales Tax exemption for all fuel consumed by off road equipment employed by the City, a possible cost avoidance of \$0.14/litre could be recovered, current usage suggests this number could be as high as \$22,000/yr. The equipment affected would be Wood Chippers, Large Area Mowers (LAM's), Sidewalk Plows, Sweepers, Graders, Loaders, Back hoe etc.





# Fleet Services

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Promote environmental sustainability by reducing vehicle emissions	Acquire environmentally friendly vehicles that utilize alternative fuel technology and equipment that meets the Interim Tier IV diesel emissions standards	Q2	
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	
Provide access to Corporate vehicles for all Fleet clients	Create a Fleet pool of vehicles to be utilized while assets are in for maintenance or for departments that require one off usage of city vehicles	Q4	
<b>2015 Initiatives</b>			
Ensure all Fleet operational supplies are adequate for Seasonal and Emergency Operations	Improve fuel capacity and allocated quantities for City winter maintenance equipment at Public Works facilities	Q1	
Ensure seasonal demands of maintenance and repairs for corporate clients timelines are met	Achieve Provincial Motor Vehicle Inspection Station status, allowing mandatory light/medium duty vehicle and trailer inspections to be performed in house.	Q1	
Continuous support to the professional development of staff through vehicle operation and safety training	Provide training to City of Vaughan staff including seasonal refreshers, daily inspections and maintenance, license enhancements and compliance with provincial guidelines	Q1	
<b>2016 Initiatives</b>			
Effectively manage the City's fleet assets	Utilize existing data and corporate financial systems while providing support to Engineering Services in developing a sustainable financial plan based on AMS	Q1	Funding
Ensure seasonal demands of maintenance	Provide maintenance on heavy duty equipment including Provincial Motor	Q3	Funding Full Time Staff



# Fleet Services

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
and repairs for corporate clients timelines are met	Vehicle Inspections. Hiring a heavy duty mechanic. Reconfiguring the Fleet garage to better utilize existing space, addition hoists may be identified for acquisition		Heavy Duty Hoist
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	
<b>2017 Initiatives</b>			
Provide excellent Customer service to all Fleet Clients	Develop a Business Applications page for Fleet Services on the home page for Vaughan online that provide easy access to all Fleet applications, work orders, service requests, Fleet Pool reservations etc.	Q1	Funding for Development
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	
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	
<b>2018 Initiatives</b>			
Effectively manage the City's fleet assets	Support Engineering Services in the implementation a sustainable financial plan based on AMS	Q1	
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	Q2	
Ensure ideal utilization standards for asset classes	Analyze data collected through the fuel management system and compare against municipal fleet best practices for utilization	Q3	



# Fleet Services

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Operating Cost per vehicle KM (includes depreciation)					\$0.93/km	\$0.93/km
Fuel as % of Annual Operating Cost					28%	28%
Depreciation as % of Annual Operating Cost					47%	47%
Annual Replacement funds % to actual value of Fleet					>1%	1%
Total Actual Operating Costs vs. budgeted costs as a %					78.2%	57% (06/30/2014)
Total Costs of Preventative Maintenance (A, B & C) services for vehicles by class vs. Budgeted Costs as a %	\$140,557	\$154,123	\$175,776	\$200,384	\$228,438	\$81,352 (06/30/2014)



# Fleet Services

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Count of vehicles by class	\$140,557	\$154,123	\$175,776	\$200,384	\$228,438	\$81,352 as of May 31/14
Average age by vehicle class	Car – 2004 Dump – 2003 Pickup – 2003 Van - 2003	Car – 2004 Dump – 2004 Pickup – 2004 Van - 2003	Car – 2004 Dump - 2005 Pickup – 2004 Van - 2005	Car – 2004 Dump – 2007 Pickup – 2005 Van - 2005	Car – 2004 Dump – 2007 Pickup – 2005 Van - 2005	Car – 2004 Dump – 2007 Pickup - 2005 Van – 2005 As of June 30/14
Count of vehicles by class	Car – 8 Dump – 30 Pickup - 132 Van - 40	Car – 8 Dump – 34 Pickup – 149 Van - 40	Car – 8 Dump -42 Pickup – 148 Van - 49	Car – 8 Dump – 38 Pickup – 151 Van - 52	Car – 8 Dump – 39 Pickup – 152 Van - 48	Car – 8 Dump – 40 Pickup – 163 Van – 48 As of June 30/14
Utilization by vehicle class (kilometre)			Car –7,873 Dump -8,539 Pickup -11,324 Van – 9,913	Car -8,594 Dump -10,408 Pickup- 10,091 Van -10,770	Car – 7,420 Dump –11,080 Pickup-10,248 Van-10,677	Car – 2,822 Dump – 4,651 Pickup – 4,654 Van – 4,384 As of June 30/14
Number of Work Orders per Clerical FTE	2,705	2,699	2,754	2,598	2,810	1622 (06/30/2014)
Number of Work Orders per Mechanical FTE	466	495	496	496	557	288 (06/30/2014)
General Repair Costs Annual per Vehicle	\$594,711	\$834,012	\$974,973	\$1,072,470	\$1,179,717	\$437,029 (06/30/2014)
Average actual replacement cycle versus recommended					9.6yrs vs. 7.8yrs	9.6yrs vs. 7.8yrs
Replacement backlog as a % of total fleet replacement cost					31%	27%
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of Vehicles Receiving Preventative Maintenance on Schedule					98%	98%
Number of vehicles awaiting services as a %					3%	>1%



# Fleet Services

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
of average number of vehicles serviced per day						
<b>SERVICE QUALITY: Is anyone better off?</b>						
Downtime Rate - % of vehicles out of service for repair as a % of total vehicles in fleet					3.5%	3.5%
% of Fleet utilizing alternative fuel/hybrid technology					0.1%	0.1%
Rate of vehicles to fleet management personnel					517	517

**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.*

- 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

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Fleet Management</b>														
	<b>Revenue</b>													
		Rev. frm Recov. Exp - Pd Duty	327	0	0		0	0.0%	0	0	0	0	0	0
		Trsf. fm Res & Res Funds	0	0	0		0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>327</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	809,627	895,460	991,595	37.5%	96,135	10.7%	1,016,351	24,756	1,031,356	15,005	1,041,369	10,013
	<b>Other Expenses</b>													
		Communications	2,890	3,905	3,905	0.1%	0	0.0%	3,905	0	3,905	0	3,905	0
		General Mtce & Repairs	1,431,136	1,584,718	1,490,428	56.4%	(94,290)	(5.9)%	1,518,748	28,320	1,528,779	10,031	1,539,813	11,034
		Joint Services & Department	121	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	202	1,231	1,231	0.0%	0	0.0%	1,231	0	1,231	0	1,231	0
		Office Equipment & Furniture	4,778	3,655	3,395	0.1%	(260)	(7.1)%	3,395	0	3,395	0	3,395	0
		Office Supplies & Expenses	18,673	20,122	20,122	0.8%	0	0.0%	20,122	0	20,122	0	20,122	0
		Other	63	1,680	680	0.0%	(1,000)	(59.5)%	680	0	680	0	680	0
		Professional Fees	0	49,664	31,547	1.2%	(18,117)	(36.5)%	31,547	0	31,547	0	31,547	0
		Service Contracts and Materials	45,276	50,100	50,100	1.9%	0	0.0%	50,100	0	50,100	0	50,100	0
		Staff Development & Training	4,889	6,371	6,371	0.2%	0	0.0%	6,371	0	6,371	0	6,371	0
		Tools & Equipment	20,443	10,353	10,353	0.4%	0	0.0%	10,353	0	10,353	0	10,353	0
		Utilities & Fuel	17,200	32,621	32,621	1.2%	0	0.0%	32,621	0	32,621	0	32,621	0
		<b>Total Other Expenses</b>	<b>1,545,672</b>	<b>1,764,420</b>	<b>1,650,753</b>	<b>62.5%</b>	<b>(113,667)</b>	<b>(6.4)%</b>	<b>1,679,073</b>	<b>28,320</b>	<b>1,689,104</b>	<b>10,031</b>	<b>1,700,138</b>	<b>11,034</b>
	<b>Total Expenses</b>		<b>2,355,299</b>	<b>2,659,880</b>	<b>2,642,348</b>	<b>100.0%</b>	<b>(17,532)</b>	<b>(0.7)%</b>	<b>2,695,424</b>	<b>53,076</b>	<b>2,720,460</b>	<b>25,036</b>	<b>2,741,507</b>	<b>21,047</b>
	<b>Total Fleet Management</b>		<b>2,354,972</b>	<b>2,659,880</b>	<b>2,642,348</b>		<b>(17,532)</b>	<b>(0.7)%</b>	<b>2,695,424</b>	<b>53,076</b>	<b>2,720,460</b>	<b>25,036</b>	<b>2,741,507</b>	<b>21,047</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Fleet															
Driver and Compliance Trainer - FT Conversion	FT	0.31	89,622	(89,622)				0.31			4,481		4,705		4,940

Capital Budget: Departmental Project Listing  
2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

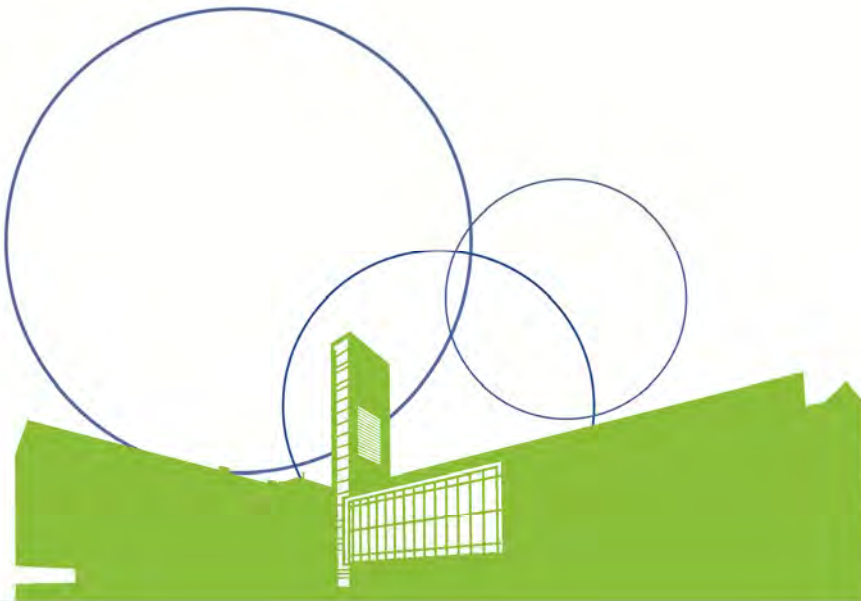
Department	Year	Project #	Project Title	Project Type	Region	Funding Source		Other	Taxation	Total Budget	Operating Impact	
						CWDC	Gas Tax					
Fleet	2015	FL-5422-15	PW-RDS-Replace Unit #1209 with tandem roll off dump truck	Replacement	City-Wide					283,250		
		FL-5452-15	PKS-Buy out sidewalk plow lease	New Initiative	City-Wide	76,000			36,900	112,900		
		FL-5315-15	PKS-Replace Units #1374,1375 with a 16' large area mower	Replacement	City-Wide					82,400		
		FL-5352-15	PKS-Replace Unit #1607 with 16' large area mower	Replacement	City-Wide					82,400		
		FL-5303-15	B&F-Replace Unit#1320 with 3/4 ton cargo van	Replacement	City-Wide					57,600		
		FL-5513-15	PW-WATER - Additional Quad cab pickup	New Initiative	City-Wide					51,500		
		FL-5514-15	PW - WATER - Additional Quad Cab Pickup	New Initiative	City-Wide					51,500		
		FL-5354-15	PKS-Replace Unit #1707,1708,1714 with zero turn mowers	Replacement	City-Wide					40,200		
		FL-5320-15	PKS- Replace Unit #1146 with a 3/4 ton crew cab pickup	Replacement	City-Wide					36,100		
		FL-5335-15	PKS - Replace Unit #1287 with 3/4 ton crew cab pickup	Replacement	City-Wide					36,100		
		FL-5396-15	PKS-Replace Unit #1656 with 3/4 ton crew cab pickup	Replacement	City-Wide					36,100		
		FL-5511-15	DEV/TRANS/ENG - Additional Quad Cab pickup	Growth	City-Wide	28,300			3,144	31,444		
		FL-5510-15	DEV/TRANS/ENG - Additional Quad Cab pickup	Growth	City-Wide	28,300			3,144	31,444		
		FL-5505-15	PW-RDS- Additional Small Equipment	Growth	City-Wide	28,299			3,144	31,443		
		FL-5504-15	PW-RDS - Additional Material handling arm & lifting forks for Cat	Growth	City-Wide	28,299			3,144	31,443		
		FL-5157-15	BYLAW- Replace Unit #1160 with Quad Cab 4x4 Pickup	Replacement	City-Wide					30,900		
		FL-5515-15	BYLAW - Replace Unit #2049 with 1/2 ton Quad cab pickup	Replacement	City-Wide				18,550	30,900		
		FL-5201-15	BYLAW-Replace Unit #1276 with 1/2 ton Quad Cab 4x4 pickup	Replacement	City-Wide					30,900		
		FL-5169-15	BYLAW-Replace Unit #1207 with 1/2 Quad Cab 4x4 pickup	Replacement	City-Wide					30,900		
		FL-5487-15	BYLAW-Replace Unit #1509 with compact sedan	Replacement	City-Wide					30,900		
		FL-5249-15	PKS-FORESTRY-Replace Unit #1346 with 1/2 ton Quad Cab 4x4 pickup	Replacement	City-Wide					30,100		
		FL-5158-15	BLDG STNDARDS-Replace Unit #1332 with 1/2 ton Quad Cab 4x2 pickup	Replacement	City-Wide					27,800		
		FL-5205-15	ENG DEV TRANSP-Replace Unit #1270 with 1/2 ton Quad Cab pickup	Replacement	City-Wide					27,800		
		FL-5232-15	ENG SERVICES-Replace Unit #1366 with 1/2 ton Quad Cab 4x2 pickup	Replacement	City-Wide					27,800		
		FL-5508-15	PW-RDS - Additional Hydraulic plate packer attachment for backhoe	Growth	City-Wide	18,866			2,096	20,962		
		FL-5512-15	B&F - Unit #6113 - Buy out of leased van	Growth	City-Wide	18,540			2,060	20,600		
	2015 Total						226,604		18,550	53,632	1,305,386	
	2016	FL-5421-16	PW-RDS-Replace Unit #1344 with Regenerative street sweeper	Replacement	City-Wide					288,400		
		FL-5500-16	PW-RDS- Additional tandem roll off dump truck with plow/wing .	Growth	City-Wide	254,925			28,325	283,250		
		FL-5353-16	PKS-Replace Unit #1608 with 16' large area mower	Replacement	City-Wide					82,400		
		FL-5361-16	PKS-Replace Unit #1565,1566 with 16' large area mower	Replacement	City-Wide					82,400		
		FL-5503-16	BYLAW - Additional Animal Control Vehicle	Growth	City-Wide	66,117			7,346	73,463	82,362	
		FL-5506-16	BYLAW - Additional Animal Control Vehicle	Growth	City-Wide	66,117			7,346	73,463	82,362	
		FL-5478-16	PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab pickup	Replacement	City-Wide					43,300		
		FL-5298-16	BYLAW- Additional 1/2 ton eco-diesel pickup	Growth	City-Wide	27,540	7,500		3,060	38,100		
		FL-5299-16	BYLAW- Additional 1/2 ton eco-diesel pickup	Growth	City-Wide	27,540	7,500		3,060	38,100		
		FL-5468-16	PW-WATER--Replace Unit #1563 with 3/4 ton cargo van	Replacement	City-Wide					36,100		
		FL-5243-16	PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van	Replacement	City-Wide					36,100		
		FL-5242-16	PW-WATER-Replace Unit #1554 with 3/4 ton cargo van	Replacement	City-Wide					36,100		
		FL-5211-16	PW-RDS-Replace Unit #1370 with 1/2 ton Quad Cab 4x4 pickup	Replacement	City-Wide					30,900		
		FL-5300-16	ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup	Replacement	City-Wide					27,800		
		FL-5488-16	BYLAW-Replace Unit #1684 with compact sedan	Replacement	City-Wide					25,800		
		FL-5489-16	BYLAW-Replace Unit #1685 with compact sedan	Replacement	City-Wide					25,800		
		FL-5501-16	BYLAW - Additional enduro-motorcycles	Growth	City-Wide	18,866			2,096	20,962	187,740	
		2016 Total						461,105	15,000		51,233	1,242,438
	2017	FL-5426-17	PW-RDS-Replace Unit #1373 with Regenerative street sweeper	Replacement	City-Wide					288,400		
		FL-5278-17	PKS- Additional dual stream compactor refuse truck	New Initiative	City-Wide				133,900	133,900		
		FL-5431-17	PW-RDS-Replace Unit #1702 with service body sign truck with slidin	Replacement	City-Wide					100,400		
		FL-5221-17	PKS- Additional sand sifters	New Initiative	City-Wide				72,100	72,100		
		FL-5215-17	PKS-Additional 2 ton 4x4 crew cab dump truck	New Initiative	City-Wide				67,000	67,000		
		FL-5436-17	B&F-Replace Unit #1670 with 3/4 ton cargo van	Replacement	City-Wide					61,800		
		FL-5333-17	PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	Replacement	City-Wide				28,900	56,700		
		FL-5466-17	PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	Replacement	City-Wide					36,100		
		FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	Replacement	City-Wide					36,100		
2017 Total									301,900	852,500		

Department	Year	Project #	Project Title	Project Type	Region	Funding Source					Operating Impact
						CWDC	Gas Tax	Other	Taxation	Total Budget	
	2018	FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck	Replacement	City-Wide					309,000	
		FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck	Replacement	City-Wide					309,000	
		FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	Replacement	City-Wide					226,600	
		FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	Replacement	City-Wide				25,700	113,300	
		FL-5313-18	B&F- Replace Unit #1070 with ice resurfacer	Replacement	City-Wide					103,000	
		FL-5311-18	B&F- Replace Unit #1055 with ice resurfacer	Replacement	City-Wide					103,000	
		FL-5306-18	B&F- Replace Unit #974 with ice resurfacer	Replacement	City-Wide					103,000	
		FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	Replacement	City-Wide					51,500	
		FL-5295-18	PW-RDS- Additional steamer/generator	New Initiative	City-Wide				51,500	51,500	
		FL-5290-18	PW-RDS-Additional Small Equipment	New Initiative	City-Wide				36,100	36,100	
		FL-5292-18	PW-RDS- Additional concrete grinder	New Initiative	City-Wide				36,100	36,100	
		FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper	New Initiative	City-Wide				36,050	36,050	
		FL-5200-18	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	Replacement	City-Wide					30,900	
		FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	Replacement	City-Wide					30,900	
		FL-5192-18	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	Replacement	City-Wide					30,900	
		FL-5168-18	Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2	Replacement	City-Wide					27,800	
		FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank	New Initiative	City-Wide				25,800	25,800	
		FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856	New Initiative	City-Wide				20,600	20,600	
		FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857	New Initiative	City-Wide				20,600	20,600	
		FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	New Initiative	City-Wide				20,600	20,600	
		FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858	New Initiative	City-Wide				20,600	20,600	
	2018 Total									293,650	1,706,850
Fleet Total						687,709	15,000	18,550	700,415	5,107,174	352,463



# Parks Development

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# Parks Development

## 2015-2018 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 Parks Development Department is responsible for the planning, design, construction and lifecycle replacement 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 while meeting the City's strategic parkland objectives.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Acquisition and/or dedication 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
5. Coordination of asset management and capital life cycle replacement of park facilities

**Link to Vaughan Vision 2020:** *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

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:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	11	14*		1	1	
Part Time	0.69	0.69				
Overtime	\$7,491	\$7,491				

\* Includes one 4 year VMC contract and two, 2 year OMB workload contract positions. A new Asset Management Coordinator position is also included, approved in the 2014 Budget.



# Parks Development

## 2015-2018 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 and Achievements
  - Assisted Parks & Forestry Operations with successful ice storm response and recovery
  - Initiated the Financial Advisory Review of potential partnerships for North Maple Regional Park
  - Completed a department functional reorganization to better streamline roles and responsibilities
  - Finalized future parkland requirements and plans for Block 55 and Block 59
  - Assisted VMC mediation with significant progress made on park and open space requirements
  - Participated and provided professional support to the VMC Black Creek Renewal project
- Current Challenges
  - Volume 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
  - Financial impact and associated workload with required infrastructure repair and replacement
  - Project implementation delays due to assistance with ice storm response and recovery
  - VOP 2010 policies for Parks and Open Space remain under appeal
- Growth Management
  - Development intensification pressures on parkland provision and service levels
  - Financial pressures related to non-DC funded portion required for new development projects

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Service Constraints
  - Additional staff resources required to address increasing workloads
  - Sustainable funding strategy required for park redevelopment and revitalization projects
  - Coordination with Parks & Forestry Operations in consideration of recent organizational changes
- Opportunities for Business Improvement
  - Increased collaboration with Planning, Engineering and Parks Operations
  - Asset management data collection to assist with park redevelopment strategies

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Significant Cash-in-Lieu of Parkland requirements will place pressure on the City to provide more credits to development, however, significant resources are required to secure parkland required to meet target provision standards and user/stakeholder needs
- Significant design and construction costs for major projects such as North Maple Regional Park, Civic Centre, VMC and urban intensification areas; non-DC supported funding is required
- Implementation of the Active Together Master Plan recommendations
- Parkland acquisition costs for larger Regional/District Parks and public realm in urban intensification areas



# Parks Development

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Parks Planning and Acquisition	Participate in OMB Mediations related to parkland and open space	Q1-Q4	Planning, Legal
	Assist Legal and Real Estate with the development of a Land Acquisition Strategy	Q3-Q4	Legal, Real Estate
Major Parks Development	Advance Phase 1 design and development of North Maple Regional Park	Q1-Q4	Consultant, Parks Operations, Purchasing
	Initiate the Park Redevelopment Strategy process	Q1-Q4	Consultant, Parks Operations, Recreation
Trail Development	Participate in the update of the City's Transportation Master Plan	Q2-Q4	Engineering, Parks Operations
Active Together Master Plan	Initiate a public consultation process for additional Off-Leash Dog Park area(s)	Q1-Q3	Consultant, Parks Operations, By-law
<b>2016 Initiatives</b>			
Parks Planning and Acquisition	Advance parkland acquisition and/or dedication in the VMC with Development Facilitator	Q1-Q4	Consultant, Planning, Real Estate
Major Parks Development	Construction of Block 40 District Park	Q2-Q4	Consultant, Recreation, Engineering
	Oakbank Pond Boardwalk Reconstruction	Q1-Q2	Parks Operations, Engineering
Trail Development	Develop trail planning and construction standards	Q1-Q4	Consultant, Engineering
Active Together Master Plan	Undertake a Skatepark Strategy	Q1-Q2	Consultant, Parks Operations
<b>2017 Initiatives</b>			
Parks Planning and Acquisition	Participate in Updating the Development Charges Background Study	Q4	Finance, Planning
Major Parks Development	Construction of District Parks in Block 11 and Block 59	Q1-Q4	Consultant, Recreation, Buildings & Facilities,



# Parks Development

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
			Engineering
	Continue to advance park design and construction in the VMC	Q1-Q4	Planning, Engineering
Trail Development	Continue to implement City Wide trail system and connections	Q1-Q4	Consultant, Engineering
Active Together Master Plan	Initiate the 5-year review and update to the ATMP and associated targets, provision standards, pressures, trends, etc.	Q1-Q4	Consultant, Recreation, Parks Operations, Building and Facilities, Finance
<b>2018 Initiatives</b>			
Parks Planning and Acquisition	Implementation of new development charge Study	Q1-Q4	Finance
Major Parks Development	Future phase design and development of North Maple Regional Park	Q1-Q4	Consultant, Parks Operations
Trail Development	Continue to implement City Wide trail system and connections	Q1-Q4	Consultant, Engineering
Active Together Master Plan	Finalize 5-year review and update of the ATMP for Council approval	Q1-Q2	Recreation, Parks Operations, Planning, Finance

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*



# Parks Development

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Total Annual Capital Budget Expenditures for Parks Development projects (\$Million) *estimated	5.79	10.80	4.40	4.64	6.65	6.20*
Total Area of new Neighbourhood Parks developed (hectares) **projected	2.37	4.86	8.54	2.50	4.32	9.3**
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of projects completed within Department Head limits of Capital Project Financial Administration and Reporting Policy - Section 8 *estimated	100%	100%	100%	100%	100%	100*
Average length of time to develop a typical Neighbourhood park from date contract award is approved by Council to date of Substantial Completion (Months) **projected	8.0	6.6	6.6	6.5	6.5	8.8**
<b>SERVICE QUALITY: Is anyone better off?</b>						
CTS response time to public inquiries (number of cases Green, Yellow, Red) *estimated	41 Green 0 Yellow 0 Red	44 Green 2 Yellow 0 Red	43 Green 0 Yellow 0 Red	145 Green 0 Yellow 0 Red	98 Green 1 Yellow 0 Red	70 Green* 0 Yellow* 0 Red*

**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 length of time required to construct a typical Neighbourhood Park from date of Council Approval is co-dependent upon the workload of Purchasing Services and factors like weather and site conditions.
- 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 is an issue resulting in delays to project delivery and/or service provided to other departments and external agencies. Additional resources are proposed for 2015 and beyond to address this area of concern.
- CTS response times continue to be well within acceptable service standards



# Parks Development

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Parks Development</b>														
<b>Revenue</b>														
		Trsf. fm Res & Res Funds	587,000	702,879	669,000	100.0%	(33,879)	(4.8)%	696,000	27,000	710,000	14,000	726,000	16,000
		Trsf. from Capital Fund	72,500	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>659,500</b>	<b>702,879</b>	<b>669,000</b>	<b>100.0%</b>	<b>(33,879)</b>	<b>(4.8)%</b>	<b>696,000</b>	<b>27,000</b>	<b>710,000</b>	<b>14,000</b>	<b>726,000</b>	<b>16,000</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	1,205,993	1,281,537	1,457,698	105%	176,161	13.7%	1,585,267	127,569	1,734,881	149,614	1,671,092	(63,789)
<b>Other Expenses</b>														
		Capital Funding	0	0	(130,949)	-9.5%	(130,949)	0.0%	(137,158)	(6,209)	(143,631)	(6,473)	(57,539)	86,092
		Communications	4,636	4,415	5,015	0.4%	600	13.6%	5,615	600	5,015	(600)	5,015	0
		Community Advertising & Promotion	41	100	100	0.0%	0	0.0%	100	0	100	0	100	0
		Meals & Travel	1,267	1,180	1,180	0.1%	0	0.0%	1,480	300	1,630	150	1,630	0
		Office Equipment & Furniture	10,837	7,500	7,500	0.5%	0	0.0%	12,560	5,060	7,500	(5,060)	7,500	0
		Office Supplies & Expenses	11,720	15,625	15,625	1.1%	0	0.0%	15,775	150	15,925	150	15,925	0
		Other	456	385	385	0.0%	0	0.0%	385	0	385	0	385	0
		Professional Fees	1,984	10,402	10,402	0.8%	0	0.0%	10,402	0	10,402	0	10,402	0
		Staff Development & Training	8,563	8,250	8,250	0.6%	0	0.0%	9,150	900	10,050	900	10,050	0
		Tools & Equipment	183	300	300	0.0%	0	0.0%	300	0	300	0	300	0
		Utilities & Fuel	1,925	5,416	6,652	0.5%	1,236	22.8%	6,652	0	6,652	0	6,652	0
		<b>Total Other Expenses</b>	<b>41,612</b>	<b>53,573</b>	<b>(75,540)</b>	<b>-5.5%</b>	<b>(129,113)</b>	<b>(241.0)%</b>	<b>(74,739)</b>	<b>801</b>	<b>(85,672)</b>	<b>(10,933)</b>	<b>420</b>	<b>86,092</b>
<b>Total Expenses</b>			<b>1,247,606</b>	<b>1,335,110</b>	<b>1,382,158</b>	<b>100.0%</b>	<b>47,048</b>	<b>3.5%</b>	<b>1,510,528</b>	<b>128,370</b>	<b>1,649,209</b>	<b>138,681</b>	<b>1,671,512</b>	<b>22,303</b>
<b>Total Parks Development</b>			<b>588,105</b>	<b>632,231</b>	<b>713,158</b>		<b>80,927</b>	<b>12.8%</b>	<b>814,528</b>	<b>101,370</b>	<b>939,209</b>	<b>124,681</b>	<b>945,512</b>	<b>6,303</b>

### Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Parks Development</i>													
Landscape Architect 4yr Contract	Contract	1.00	100,460		100,460			1.00	100,460		(988)		4,906

### Recognized 2017 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
<i>Parks Development</i>											
Sr Parks and Open Space Planner	FT	1.00	126,477		126,477			1.00	126,477		6,264

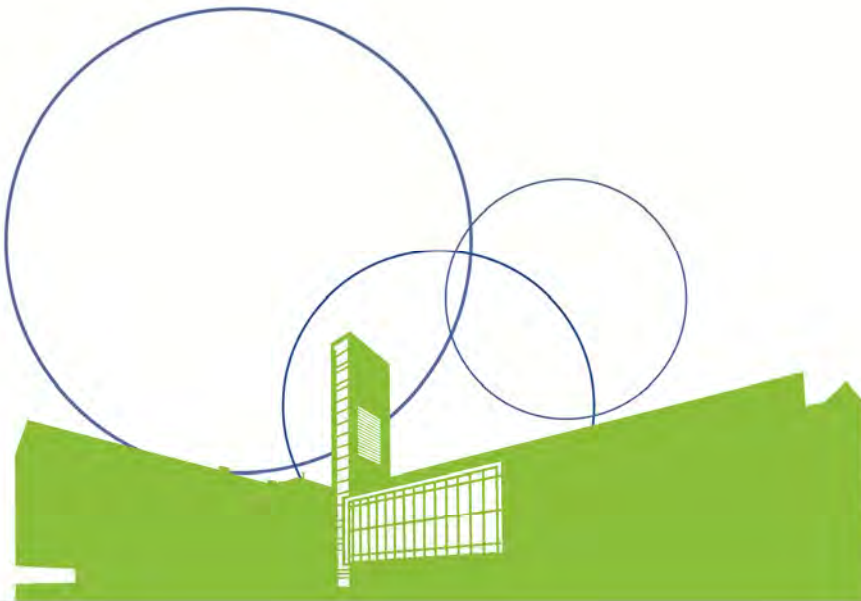


Department	Year	Project #	Project Title	Project Type	Region	Funding Source					Capital Total	Operating Impact
						CWDC	Gas Tax	Infrastructure	Other	Taxation		
Parks Development	2015	PK-6305-15	North Maple Regional Park Phase I Construction	Growth	W1	3,939,750		900,014	150,000	437,750	5,427,514	699,527
		PK-6455-15	UV2-N19 - Block 12 Neighbourhood Park Design and Construction	Growth	W4	1,387,993				154,221	1,542,214	
		PK-6357-15	Agostino Park - Expansion Design & Construction	Growth	W4	472,835				52,537	525,372	
		PK-6521-15	MS1 Block 19 Neighbourhood Park Design and Construction	Growth	W4	361,924				40,214	402,138	
		PK-6525-15	City Hall-Tennis Courts Redevelopment	Replacement	W1			298,612			298,612	
		PK-6497-15	KA-S5 Block 51- Public Square- Design and Construction	Growth	W2	260,236				28,915	289,151	
		PK-6500-15	WP13 Block 52 Neighbour Park-Design and Construction	Growth	W2	214,551				23,839	238,390	
		PK-6522-15	MS2 Block 19 Neighbourhood Park Design and Construction	Growth	W4	207,675				23,075	230,750	
		PK-6504-15	Hefhill Pk-Tennis Court Redevelopment	Replacement	W5			180,741	25,000		205,741	
		PK-6496-15	CC17-P3 Block 17 Parkette-Design and Construction	Growth	W4	89,072				9,896	98,968	
		PK-6474-15	Keffer Marsh - Bridge Replacement	Replacement	W4		89,726				89,726	
		PK-6523-15	Off Leash Dog Park-Community Consultation	Growth	City-Wide	23,175				2,575	25,750	
		PK-6527-15	Hwy 27 & Milani Blvd Soccer Field	New Initiative	W2				25,000		25,000	
	2015 Total					6,957,211	89,726	1,379,367	200,000	773,022	9,399,326	699,527
	2016	PK-6365-16	UV1-D4 - Block 40 District Park Construction	Growth	W3	3,208,185				356,466	3,564,651	
		PK-6370-16	Uplands Golf & Ski Centre - Irrigation/Snow Making Water System	Replacement	W5			663,732			663,732	
		PK-6401-16	61W-N2 - Block 61 Neighbourhood Park Design and Construction	Growth	W1	468,847				52,094	520,941	
		PK-6373-16	Pedestrian & Bicycle Master Plan (Off Road System) - Construction	New Initiative	W2		460,000				460,000	
		PK-6344-13	York Hill Park - Tennis Court Reconstruction	Replacement	W5			362,848			362,848	
		PK-6501-16	Vaughan Crest Pk-Tennis Court Reconstruction	Replacement	W5			349,700			349,700	
		PK-6389-16	Glen Shields Park - Tennis Court Reconstruction	Replacement	W5			284,872			284,872	
		PK-6409-16	Glen Shields Park - Activity Centre Improvements	Replacement	W5			243,415			243,415	
		PK-6489-16	Oak Bank Pond - Boardwalk Reconstruction	Replacement	W5			237,930			237,930	
		PK-6438-16	Marco Park - Tennis Court Reconstruction	Replacement	W3			224,463			224,463	
		PK-6393-16	West Maple Creek Park - Playground Replacement & Safety Surfacing	Replacement	W1			204,102			204,102	
		PK-6421-16	Princeton Gate Park - Playground Replacement & Safety Surfacing	Replacement	W1			158,404			158,404	
		PK-6461-16	Marco Park - Playground Replacement & Safety Surfacing	Replacement	W3			138,872			138,872	
		PK-6380-16	9v9 and 11v11 Soccer Field Upgrades	Replacement	City-Wide			136,514			136,514	
		PK-6302-16	Off Leash Free Dog Park	New Initiative	City-Wide					136,500	136,500	
		PK-6515-16	Uplands Golf and Ski Centre-Bridge Replacement	Replacement	W5			133,241			133,241	
		PK-6405-16	Don and Humber River System Trail Signage	New Initiative	W1,W2,W4,W5		108,905				108,905	
		PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Replacement	W5		91,650				91,650	
		PK-6513-16	Tudor Park-Ball Diamond Fencing	Replacement	W4			84,409			84,409	
		PK-6517-16	McNaughton Park-Soccer Field Fencing Extension	New Initiative	W1					76,756	76,756	
		PK-6466-16	Woodbridge Highlands Park - Basketball Court Reconstruction	Replacement	W2			74,244			74,244	
		PK-6464-16	Rosedale North Park - Basketball Court Reconstruction	Replacement	W5			73,321			73,321	
		PK-6465-16	Dufferin District Park - Basketball Court Reconstruction	Replacement	W5			72,965			72,965	
		PK-6478-16	Maple Airport - Playground Surfacing and Accessible Swings	Replacement	W1			70,422			70,422	
		PK-6514-16	Maple Reservoir Park-Parking Lot Improvements	Replacement	W1			63,590			63,590	
		PK-6505-16	Ramsey Armitage Park-Playground Curb/Safety Surfacing	Replacement	W1			50,138			50,138	
	2016 Total					3,677,032	660,555	3,627,182		621,816	8,586,585	
	2017	PK-6498-17	WVEA59-D1 Block 59 District Park-Design and Construction	Growth	W2	4,670,416				518,935	5,189,351	
		PK-6456-17	61W-N4 - Block 61 Neighbourhood Park Design and Construction	Growth	W1	830,349				92,261	922,610	
		PK-6287-17	UV2-D1 - Block 18 District Park Development	Growth	W4	619,852				68,873	688,725	
		PK-6441-17	York Hill District Park - Hardscape and Walkway Replacement	Replacement	W5		406,002				406,002	
		PK-6360-17	Vellore Village Community Centre - Soccer Field Redevelopment	Replacement	W3			389,340			389,340	
		PK-6112-17	LeParc Park - Tennis Court Reconstruction	Replacement	W4			321,000			321,000	
		PK-6345-17	Conley South Park - Tennis Court Reconstruction	Replacement	W5			280,531			280,531	
		PK-6404-17	Glen Shields Park - Pathway Lighting	Replacement	W5		269,675				269,675	
		PK-6329-17	Civic Centre - Public Square Design	New Initiative	W1					262,700	262,700	
		PK-6472-17	Rosedale Park North - Tennis Court Reconstruction	Replacement	W5			245,292			245,292	
		PK-6437-17	Giovanni Caboto Park - Tennis Court Reconstruction	Replacement	W3			224,463			224,463	
		PK-6418-17	Vaughan Mills Park - Playground Replacement & Safety Surfacing	Replacement	W2			201,602			201,602	
		PK-6477-17	Wade Gate Park - Tennis Court Reconstruction	Replacement	W5			192,037			192,037	
		PK-6408-17	Concord Thornhill Regional Park - Playground Rubber Surfacing Repl	Replacement	W5			151,438			151,438	
		PK-6433-17	Active Together Master Plan 5 year update	Growth	City-Wide	124,729				13,859	138,588	
		PK-6460-17	Robert Watson Park - Playground Replacement & Safety Surfacing	Replacement	W3			129,840			129,840	
		PK-6459-17	Maple Lions Park - Playground Replacement & Safety Surfacing	Replacement	W1			129,286			129,286	
		PK-6420-17	Fossil Hill Park - Playground Replacement & Safety Surfacing	Replacement	W3			122,643			122,643	
		PK-6419-17	Almont Park - Playground Replacement & Safety Surfacing	Replacement	W2			118,984			118,984	
		PK-6462-17	Vellore Heritage Square - Playground Replacement & Safety Surfacing	Replacement	W3			100,837			100,837	
		PK-6443-17	Maple Community Centre - Ball Diamond Irrigation	Replacement	W1			97,881			97,881	
		PK-6468-17	Joseph Aaron Park - Basketball Court Reconstruction	Replacement	W5			95,601			95,601	
		PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Replacement	W5		91,650				91,650	
		PK-6340-17	Frank Robson Park - Ball Diamond Irrigation System	New Initiative	W1					86,469	86,469	

Department	Year	Project #	Project Title	Project Type	Region	Funding Source					Capital Total	Operating Impact
						CWDC	Gas Tax	Infrastructure	Other	Taxation		
Parks Development	2017	PK-6467-17	Comdel Park - Basketball Court Reconstruction	Replacement	W3			85,770			85,770	
		PK-6323-17	Marita Payne Park - Basketball Court Reconstruction	Replacement	W5			72,965			72,965	
		PK-6351-17	Jersey Creek Park - Playground Equipment (Swing)	Replacement	W3			36,460			36,460	
	2017 Total					6,245,346	767,327	2,995,971		1,043,097	11,051,741	
	2018	PK-6287-17	UV2-D1 - Block 18 District Park Development	Growth	W4	5,512,653				612,516	6,125,169	
		PK-6499-18	CC11-N1(Carrville District Centre) Neighbourhood Park Design	Growth	W4	1,076,240				119,582	1,195,822	
		PK-6442-18	Concord Thornhill Regional Park -Washroom and Change Room	New Initiative	W5					730,000	730,000	
		PK-6349-18	Vaughan Grove Sports Park - OSA Sports Lighting	New Initiative	W2					473,208	473,208	
		PK-6502-18	Promenade Green Park-Tennis Court Redevelopment	Replacement	W5			378,275			378,275	
		PK-6422-18	Pedestrian and Bicycle Master Plan (off road system) Design and Co	New Initiative	City-Wide		368,000				368,000	
		PK-6108-18	Riverside Park - Tennis Court Design & Construction	New Initiative	W5				159,908		159,908	
		PK-6347-18	LP-N6 Block 12 Linear Park- Design and Construction	Growth	W4	138,967				15,440	154,407	
		PK-6476-18	Matthew Park - Shade Structure	New Initiative	W3					134,487	134,487	
		PK-6296-18	Bathurst Estate Park - Tennis Lighting	New Initiative	W5					107,197	107,197	
		PK-6384-16	Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	Replacement	W5		91,650				91,650	
		PK-6321-18	Alexandra Elisa Park - Basketball Court Reconstruction	Replacement	W2			84,194			84,194	
		PK-6279-18	Reeves Park - Basketball Court Reconstruction	Replacement	W1			76,258			76,258	
		PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study	New Initiative	W2					73,439	73,439	
		PK-6471-18	Worth Park - Basketball Court Reconstruction	Replacement	W5			54,877			54,877	
		PK-6275-18	Rimwood Park - Fencing	New Initiative	W1					46,453	46,453	
		PK-6470-18	Winding Lane Park - Basketball Court Reconstruction	Replacement	W5			42,370			42,370	
		PK-6369-18	Rosemount Community Centre/City Playhouse - Ball Diamond Fence	New Initiative	W5					32,064	32,064	
		PK-6440-18	York Hill District Park - Basketball Court Reconstruction	Replacement	W5			10,512			10,512	
	2018 Total					6,727,860	459,650	646,486		2,504,294	10,338,290	
Parks Development Total						23,607,449	1,977,258	8,649,006	200,000	4,942,229	39,375,942	699,527

# Commissioner of Planning

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# Commissioner of Planning



**John MacKenzie**

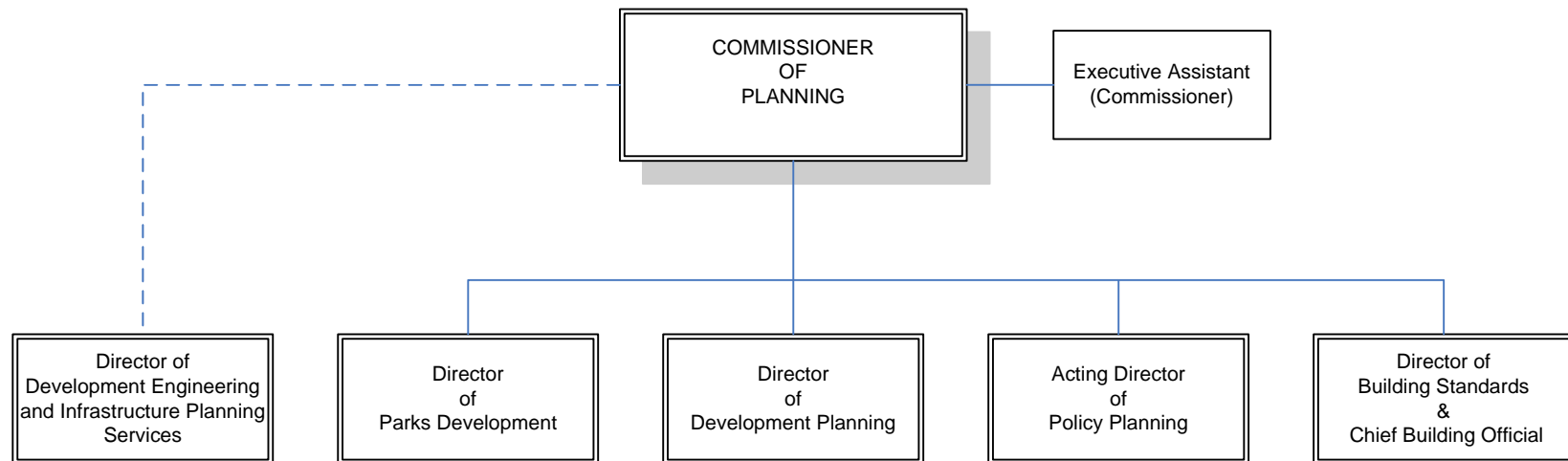
The Planning Commission is responsible for the City's Building Standards, Development Planning, Policy Planning and Parks Development Departments. Together, these departments, under the direction of departmental Directors, plan and regulate development throughout the City. This work includes preparing 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.

**OFFICE OF COMMISSIONER OF PLANNING  
ORGANIZATIONAL CHART (INTERIM)**



# Revenue and Expenditure Summary

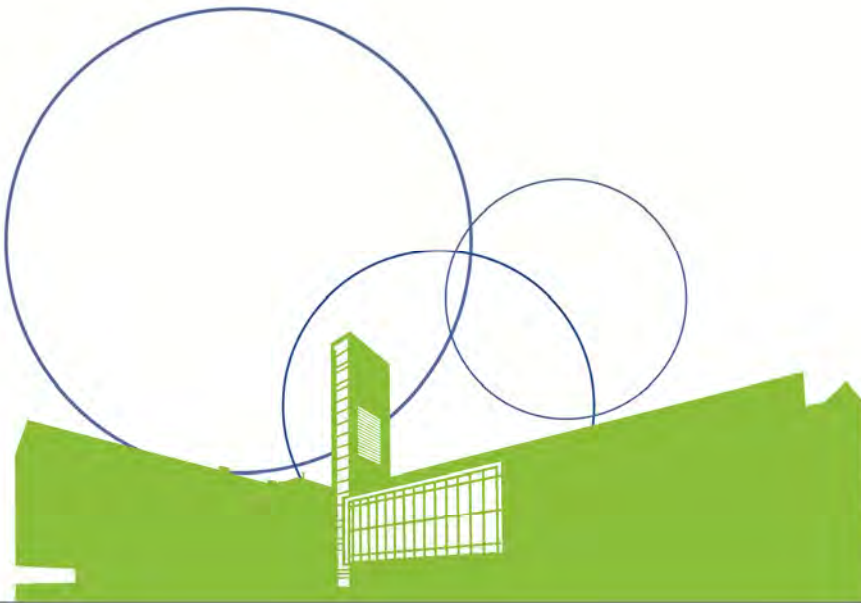
## 2015 Operating Budget & 2016-2018 Operating Plan

475

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Commissioner of Planning</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	369,259	365,952	381,104	93.3%	15,152	4.1%	386,477	5,373	388,395	1,918	390,462	2,067
	<b>Other Expenses</b>													
		Communications	1,445	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
		Meals & Travel	6,567	7,540	8,140	2.0%	600	8.0%	8,140	0	8,140	0	8,140	0
		Office Equipment & Furniture	1,257	1,060	0	0.0%	(1,060)	(100.0)%	0	0	0	0	0	0
		Office Supplies & Expenses	1,210	1,280	1,280	0.3%	0	0.0%	1,280	0	1,280	0	1,280	0
		Operating Leases	7,909	7,910	7,910	1.9%	0	0.0%	7,910	0	7,910	0	7,910	0
		Other	384	500	500	0.1%	0	0.0%	500	0	500	0	500	0
		Professional Fees	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	797	2,360	2,820	0.7%	460	19.5%	2,820	0	2,820	0	2,820	0
		Utilities & Fuel	6,257	5,100	5,300	1.3%	200	3.9%	5,410	110	5,520	110	5,630	110
		<b>Total Other Expenses</b>	<b>25,826</b>	<b>27,210</b>	<b>27,410</b>	<b>6.7%</b>	<b>200</b>	<b>0.7%</b>	<b>27,520</b>	<b>110</b>	<b>27,630</b>	<b>110</b>	<b>27,740</b>	<b>110</b>
<b>Total Commissioner of Planning</b>			<b>395,085</b>	<b>393,162</b>	<b>408,514</b>	<b>100.0%</b>	<b>15,352</b>	<b>3.9%</b>	<b>413,997</b>	<b>5,483</b>	<b>416,025</b>	<b>2,028</b>	<b>418,202</b>	<b>2,177</b>

# Development Planning

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# Development Planning

## 2015-2018 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 and heritage applications submitted by private landowners, and provide 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
  - Staff 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
4. Preserve Our Heritage to Support Diversity, Arts & Culture
  - Staff works to preserve and protect Vaughan's cultural heritage including its buildings and lands with historical and cultural significance, and heritage conservation districts. In 2014, the Development Planning Department is now responsible for Cultural Heritage matters and the Heritage Vaughan Committee.

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	31	34		2		
Part Time	0.3	0.3				
Overtime	\$30,129	\$31,304	-	-	-	-



# Development Planning

## 2015-2018 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 related to DTA and GIS capacity are still required.
  - Through the Public Service Renewal exercise, the Development and Policy Planning Departments are working towards merging into a single unified Planning Department, with Development staff now overseeing Cultural Heritage (previously under Recreation and Culture Department) and Heritage Vaughan Committee. In addition, in 2014, Council approved the Design Review Panel (DRP) as a full-time body. These changes require administrative support and additional resources.
  - An additional two Clerk Typist positions to perform data and document entry into the DTA system and assist the Urban Design and the Cultural Heritage Division and the running of Heritage Vaughan Committee would assist the Planners, Urban Designers and Cultural Heritage Co-ordinators to better utilize their time and be more cost effective by reducing overtime costs.
- 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. There is a need for updated planning tools (accessible GIS layers) to position staff to respond. The two Clerk Typist positions would also support the IT Strategy by ensuring documents are digitized and uploaded to support public and stakeholder requests for more on-line and accessible information.
  - 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 being finalized with other departments.
  - Close cooperation and reliance on other departments (i.e. Engineering, Building Standards) for comments impacts service level.
  - The inclusion of the Design Review Panel, Cultural Heritage review, and Heritage Vaughan Committee under the responsibility of the Development Planning Department has placed a greater workload on staff and resources.
  - Increasing demand for on-line information in digital format.

**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. Staff is lacking tools including GIS tools and data to respond to the challenge.
  - Collaboration with other City Departments to manage growth in the VMC including ensuring that the area surrounding the VMC Subway Station and Intensification Areas where transit is proposed and ready to facilitate opening in late 2016.



# Development Planning

## 2015-2018 Business Plan

- 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), and the hospital do not for some reason proceed to the site plan stage.



# Development Planning

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2014 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Facilitate the review of draft plan of subdivision, zoning and site plan applications to allow for the timely construction of the Vaughan Hospital building and infrastructure for abutting lands in consultation with the Province and stakeholders.	Q4	Staff resources for hiring of staff to process applications as per 2014 budget approval.
Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Initiate a City-Wide Urban Design Manual to support development within intensification areas.  Better leverage DTA and existing GIS system through upgrades and data input.	Q4	Existing and new staff resources to make data available in digital formats and to process and track applications.
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Secondary Plan through review of development applications, managing VMC Development Implementation Group Meetings and by completing urban design studies.	Q4	
	Support the resolution of VMC Secondary Plan appeals where development applications are present.	Q4	
	Consultant to initiate design and develop a digital three-dimensional model of the VMC.	Q4	
<b>2015 Initiatives</b>			
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. Support for new resource to administer new added roles in Cultural Heritage and Design Review Panel and to make information accessible in digital formats. ITM support for necessary upgrades.



# Development Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Ensure adherence to the City's Official Plan through the development application process	Continue to facilitate the planning and approvals of the Vaughan Hospital building and abutting lands in consultation with the Province and stakeholders.	Q4	
	Support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through review of development applications and urban design studies.	Q4	Support from existing resources including Purchasing Department.
	Initiate RFP to hire a consultant to design and develop a physical three-dimensional model of the VMC.	Q4	
Initiate Urban Design Capital Projects	Includes: Yonge Street Corridor Urban Design Streetscape and Open Space Master Plan; obtaining and implementing the Building Pedestrian Level Wind Study Impact software.	Q4	Support from existing resources including ITM and Purchasing staff to ensure software is available to staff.
<b>2016 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Continue to support the Building Standards initiative to engage in a comprehensive city-wide review of Zoning By-law 1-88.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders		Q4	
<b>2017 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Continue to support the Building Standards initiative to engage in a comprehensive city-wide review/implementation of Zoning By-	Q4	



# Development Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	law 1-88.		
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders		Q4	
Initiate Urban Design Capital Projects	Includes the Vaughan Mills Urban Design Streetscape and Open Space Master Plan.	Q4	
<b>2018 Initiatives</b>			
Ensure adherence to the City's Official Plan through the development application process	Continue to support the Building Standards initiative to engage in a comprehensive city-wide review/implementation of Zoning By-law 1-88, and support in resolving OMB appeals.	Q4	
Support the timely development of the Vaughan Metropolitan Centre	Implement the VMC Plan through development applications and urban design studies.	Q4	
Facilitate development by working collaboratively with developers, the public, and other key stakeholders	Undertake the 2018 Urban Design Awards.	Q4	Utilize existing resources jointly with the Economic Development Department.



# Development Planning

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Total Number of Development Applications by type*	181	188	215	218	211	212
Number of Reports, Official Plan and Zoning Amendments, Agreements	260	244	205	254	254	285
Total Number of Consent and Variance Applications	340	362	367	400	419	440
Number of Architectural / Urban Design Guidelines, Subdivisions Landscape / Streetscape Plans, Environmental Reports	101	159	135	156	227	285
Number of Cultural Heritage and Heritage Vaughan reports	-	-	-	-	43	34
Number of Design Review Panel projects	-	-	-	-	19	20
Capital Projects and Studies/Major Projects (i.e. VMC, Vaughan Hospital)	-	-	-	-	9	13
<b>EFFECTIVENESS: How well do we do it?</b>						
<b>SERVICE QUALITY: Is anyone better off?</b>						



# Development Planning

## 2015-2018 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.*

- 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
- OMB hearings require an increasingly larger dedication of staff time and departmental resources; the 2-year contract position for Senior Planner (OMB) approved in the 2014 budget will assist to alleviate this workload and reduce the number of appeals to VOP 2010.
- The complexity and time commitment required to process development applications has increased with infill and mid/high rise proposals.
- With the addition of the Design Review Panel (DRP) on a permanent basis and Cultural Heritage/Heritage Vaughan Committee (previously under Recreation and Culture Department) responsibilities added to the Development Planning Department in 2014, additional administrative staff (2 Clerk Typists) ARR's are being requested for the 2015 budget deliberations. Also, administrative support to the Planners and Urban Designers can also be provided to address the increase in the complexity and number of application circulations and front counter support, and data entry into the Development Tracking Application (DTA) system.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

485

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Development Planning</b>														
<b>Revenue</b>														
		Admin Fee OMB appeals	10,050	3,350	3,450	0.1%	100	3.0%	3,600	150	3,710	110	3,785	75
		Dept. Misc. Revenues	300	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Inspection Fees	9,518	11,000	7,268	0.2%	(3,732)	(33.9)%	7,268	0	7,268	0	7,268	0
		Reserves Revenue	15,915	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Charges	3,424,317	4,435,665	4,583,756	99.8%	148,091	3.3%	4,770,525	186,769	4,919,654	149,129	5,030,704	111,050
		Trsf. fm Res & Res Funds	0	144,079	0	0.0%	(144,079)	(100.0)%	0	0	0	0	0	0
		Trsf. from Capital Fund	124,650	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>3,584,749</b>	<b>4,594,094</b>	<b>4,594,474</b>	<b>100.0%</b>	<b>380</b>	<b>0.0%</b>	<b>4,781,393</b>	<b>186,919</b>	<b>4,930,632</b>	<b>149,239</b>	<b>5,041,757</b>	<b>111,125</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	3,326,639	3,687,622	3,873,484	99.5%	185,862	5.0%	4,093,371	219,887	4,131,520	38,149	4,039,362	(92,158)
<b>Other Expenses</b>														
		Capital Funding	0	0	(134,539)	-3.5%	(134,539)	0.0%	(140,760)	(6,221)	(129,652)	11,108	0	129,652
		Communications	2,919	6,940	6,640	0.2%	(300)	(4.3)%	6,640	0	6,640	0	5,840	(800)
		Community Advertising & Promotion	2,746	3,540	3,540	0.1%	0	0.0%	3,540	0	2,940	(600)	2,940	0
		Joint Services & Department Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	5,244	11,120	9,120	0.2%	(2,000)	(18.0)%	9,120	0	9,120	0	8,920	(200)
		Office Equipment & Furniture	54,389	90,675	25,700	0.7%	(64,975)	(71.7)%	34,700	9,000	25,700	(9,000)	25,700	0
		Office Supplies & Expenses	31,400	30,880	32,880	0.8%	2,000	6.5%	33,280	400	33,480	200	33,280	(200)
		Other	1,396	9,870	19,870	0.5%	10,000	101.3%	9,870	(10,000)	20,270	10,400	19,870	(400)
		Professional Fees	16,400	23,960	13,960	0.4%	(10,000)	(41.7)%	23,960	10,000	13,960	(10,000)	13,960	0
		Reserve Transfers	15,915	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	870	2,000	2,000	0.1%	0	0.0%	2,000	0	2,000	0	2,000	0
		Staff Development & Training	23,835	36,340	34,340	0.9%	(2,000)	(5.5)%	35,340	1,000	35,340	0	34,140	(1,200)
		Staffing Costs (incl Benefits)	4,030	5,000	5,000	0.1%	0	0.0%	5,000	0	5,000	0	5,000	0
		Tools & Equipment	627	1,010	1,010	0.0%	0	0.0%	1,010	0	1,010	0	1,010	0
		<b>Total Other Expenses</b>	<b>159,772</b>	<b>221,335</b>	<b>19,521</b>	<b>0.5%</b>	<b>(201,814)</b>	<b>(91.2)%</b>	<b>23,700</b>	<b>4,179</b>	<b>25,808</b>	<b>2,108</b>	<b>152,660</b>	<b>126,852</b>
		<b>Total Expenses</b>	<b>3,486,411</b>	<b>3,908,957</b>	<b>3,893,005</b>	<b>100.0%</b>	<b>(15,952)</b>	<b>(0.4)%</b>	<b>4,117,071</b>	<b>224,066</b>	<b>4,157,328</b>	<b>40,257</b>	<b>4,192,022</b>	<b>34,694</b>
<b>Total Development Planning</b>			<b>(98,337)</b>	<b>(685,137)</b>	<b>(701,469)</b>		<b>(16,332)</b>	<b>2.4%</b>	<b>(664,322)</b>	<b>37,147</b>	<b>(773,304)</b>	<b>(108,982)</b>	<b>(849,735)</b>	<b>(76,431)</b>

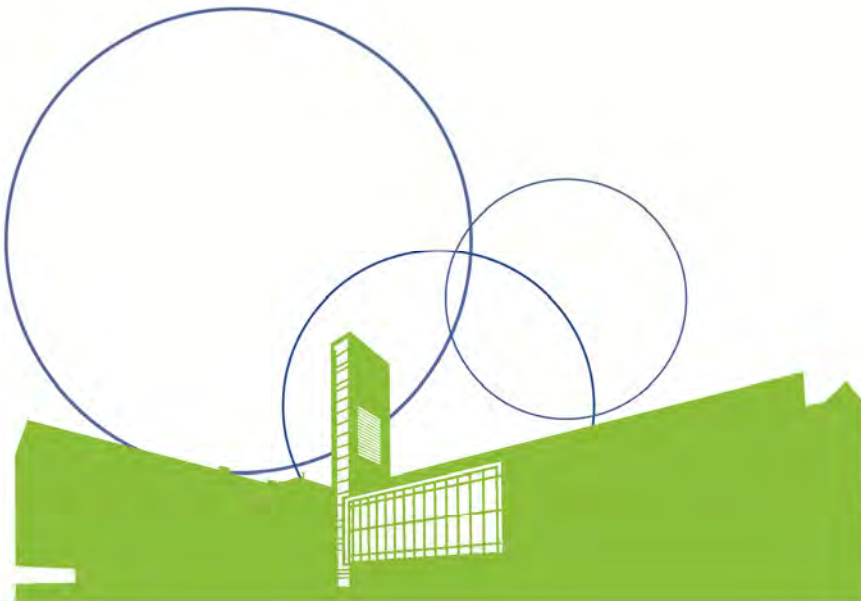
Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Development Planning													
Administrative Assistant	FT	1.00	83,049		83,049			1.00	83,049		(2,708)		3,982
Clerk Typist E (DTA)	FT	1.00	69,423		69,423			1.00	69,423		811		3,477



Department	Year	Project #	Project Title	Project Type	Region	Funding Source				Operating Impact
						CWDC	Debenture	Taxation	Capital Total	
Development Planning	2015	DP-9545-15	Vaughan Healthcare Centre Precinct Streetscape Phase 1	Growth	W1	1,628,080			1,628,080	33,000
		DP-9544-15	Streetscape for Concord West by York Region - Highway 7 and Keele	Growth	W4	211,898	394,128	208,968	814,994	43,904
		DP-9542-15	Islington Avenue Streetscape Phase 1	Growth	W1	140,061	260,003	138,630	538,694	61,130
		DP-9543-15	Centre Street Design and Construction Phase 1	Growth	W5	124,423	230,806	123,322	478,551	18,750
		DP-9525-15	Vaughan Mills Urban Design Streetscape & Open Space Master Plan			117,000		13,000	130,000	
		DP-9536-15	Building Pedestrian Level Wind Study Impact-Software	Growth	City-Wide	45,000		5,000	50,000	
		DP-9529-13	Design Review Panel Administration	Growth	City-Wide	20,394		206	20,600	
	2015 Total					2,286,856	884,937	489,126	3,660,919	156,784
	2017	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Sp	Growth	W5	162,000		18,000	180,000	
	2017 Total					162,000		18,000	180,000	
Development Planning Total						2,448,856	884,937	507,126	3,840,919	156,784

# Policy Planning

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# Policy Planning

## 2015-2018 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 Section within the 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 section 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*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	11	12	-	1*	-	-
Part Time	0.69	0.69	-	-	-	-
Overtime	\$7,205	\$7,850	-	-	-	-

**\*Note:** 0.69 Existing Part-Time + 0.31 ARR = 1 Full-Time

# Policy Planning

## 2015-2018 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 – 2010 (VOP 2010)
  - The City is continuing to work through the Ontario Municipal Board appeals resulting from the adoption and subsequent modification of VOP 2010. Current work is focusing on the site specific appeals. This will continue to consume substantial staff time throughout 2015 and into 2016.
  - Continuing OMB commitments may also result from the Centre Street Land Use Study and the Yonge Steeles Corridor Secondary Plan.
  - The adoption of new Secondary Plans resulting from the implementation of VOP 2010, such as the Vaughan Mills Centre and the Concord GO Centre Secondary Plans.
  - The City will soon enter a consultation process with York Region as it begins its Municipal Comprehensive Review Process and Transportation Master Planning Work. This will provide a basis for the City of Vaughan Official Plan Review. Policy Planning at this point is not staffed to address some of data requirements that may be forthcoming from the Region for housing, demographic and other development data.
  - Policy Planning will also be called upon to provide input into a number of Provincial Policy exercises, including the “Big Move” RTP, “Places to Grow” and the Oak Ridges Moraine Conservation Plan and Greenbelt Plan Review.
- VOP 2010 Implementation
  - Projects regarding the implementation of VOP 2010 will become increasingly important;
  - This includes the preparation of Block Plans and new Secondary Plans.
  - The New Community Area Secondary Plans will be a major part of the work program for 2015-2016. New staff has already been dedicated to accommodate this surge.
  - Block Planning work will continue over the next 3 years.
  - Given the increasing complexity of these files, including OMB appeals it is difficult for individual planners to handle multiple assignments, placing a strain on other Policy Planning functions.
- Resources
  - Policy Planning 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, retrieve, organize and analyze City and externally derived data to meet the needs of the Policy Planning functions and responsibilities and the broader Corporate needs.
  - As part of the Public Service Renewal program, this matter will need to be addressed and the skills and resources identified to build this type of service into operations.
  - Responding to ad hoc Council/Citizen inquiries or follow-up reporting is becoming increasingly time consuming. While necessary, they are unplanned, complex and sometimes politically and time-sensitive, requiring senior staff and cross-commission consultation. This can disrupt work flow in other areas.
  - The Policy Planning Department currently utilizes the efforts of a Part-Time (P/T) Clerk-Typist. An ARR will be further considered for in the 2016 budget deliberations for approval of a Full time (F/T) Clerk Typist. This ARR for a full-time administrative position will assist both the Policy and Development divisions of the Planning Department to address the administrative functions associated with the front counter, filing, circulation of applications, data entry, making information available digitally and on-line to address IT strategies and service requests, and other administrative duties.

# Policy Planning

## 2015-2018 Business Plan

- Professional Development
  - The number of staff members in relatively new positions and new and emerging Planning related legislation/guidelines further places pressures 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.
  - Base skills for Policy Planning rest in land use planning and project management. Improvements in these areas are on-going. However, it is becoming apparent that more specialized expertise will need to be developed to enhance performance, either through further education or recruitment. Environment/sustainability is one such discipline that is now covered by one specialist; other specialists in environmental matters need to be developed and specialists in areas like transportation, housing, economics (land use, retail/employment/demographics), data management and quantitative analysis are needed as the Policy Planning function matures and more data becomes available.
  - The future staffing needs of Policy Planning should be addressed as part of a more comprehensive review involving IT, Development Planning, Economic Development and other departments to ensure research capacity and tools are available to respond to citizen service needs.

**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.



# Policy Planning

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Achieve an approved Official Plan framework	<p>Continue with the resolution of appeals to Volume 1 and Volume 2, e.g. Yonge Steeles Corridor Secondary Plan, Centre Street Land Use Study.</p> <p>Updated Plan to be presented at the inaugural Council meeting, late 2014, with approvals to-date; continuous updates to Volumes 1 and 2 in 2015 as appeals are resolved.</p>	<p>Q4</p> <p>Q1-Q4</p>	Support from Human Resources to fill positions approved in 2014 budget and for training of new staff.
Engage and respond to all public & regulatory stakeholders to conduct planning studies and projects in support of sustainable growth	<p>Finalize Secondary Plan Studies and OPA's adopted in 2013 - 2014 and continue through to OMB approvals, as required,</p> <p>e.g. - Vaughan Mills Centre Secondary Plan; - Concord GO Secondary Plan.</p>	Q4	
	On-going Plan monitoring and renewal and response to site specific issues as they emerge. (Monitoring contingent on developing capacity in this area.)	Q1 – Q4	<p>The ability to monitor development statistics and conduct analysis is limited by current staffing levels and other priorities. The extent to which a monitoring program can be implemented will depend on the corporate data management review, an internal review of Policy operations and the outcome of the PSR work. (See "Examine opportunity to enhance departmental operations" below.</p> <p>An ARR to make the existing P/T Clerk Typist into a F/T position will be applied for in the 2016 budget deliberations to address the workload and need for support to provide information in digital format</p>

# Policy Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
			with the unified Planning Department as identified earlier in this Business Plan.
	Continue with the New Community Area Secondary Plans for Blocks 17 and 41.	Q1-Q4	Funding for external experts as per capital planning process.
	Complete the reporting, finalization and adoption of Natural Heritage Network study and its implementation by way of an Official Plan amendment and the finalization and approval of the Environmental Management Guideline.	Q1	Funding for external experts as required per capital planning process.
	Report on the outcome of the Sustainability Performance Metrics pilot project for the purposes of establishing the protocol for the permanent implementation of the program.	Q1	
	Participate in York Region's initiation of its 5-year Official Plan/Municipal Comprehensive Review Process and Regional Transportation Plan review, including providing input from the City's perspective and development statistics, as available.	Q1-Q4	Support from IT and other departments for broader discussion of GIS layers/tools.
	Provide comment and input on Provincial statutory review processes including: "The Big Move", Region Transportation Plan and Places to Grow, the Growth Plan for GTHA.	Q1-Q4	Support from IT and other departments for broader discussion of GIS layers/tools.
	Advance the preparation of the Dufferin Street/Centre Street Study to inform the City's position at the OMB on VOP 2010 appeals.	Q1-Q3	
	Continue with the review and approval of Block Plans for Greenfield and Whitebelt communities 34E, 34W, 66, 59 as they are submitted,	Q1-Q4	Support from IT and other departments for broader discussion of GIS layers/tools.
	Provide support to Economic Development in the preparation of the Community Improvement Plan for intensification areas, for the purposes of developing office incentives.	Q1-Q2	Support from IT and other departments for broader discussion of GIS layers/tools.

# Policy Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Complete work on the Secondary Suites Study resulting in a Public Hearing, Technical Report, leading to the adoption of an Official Plan amendment and regulatory measures.	Q1	Vaughan Fire and Rescue Service and By-law Enforcement to consider ARR request related to work inventory.
	Initiate, Complete Studies as may be directed throughout the year, as priority responses as may be initiated by Senior Management/Council	Q1-Q4	TBD
	Bring to finalization an Affordable Housing Framework and Implementation measures in order to implement VOP 2010 in respect of Housing targets and collection of performance measures, consistent with York Region.	Q1-Q3	
	Undertake/complete a range of Potential Studies depending on priorities and staff availability: <ul style="list-style-type: none"> <li>- Places of Worship;</li> <li>- Keele Street Land Use: Kirby to King-Vaughan line;</li> <li>- Medical Marijuana</li> <li>- Participate in potential feasibility study for the potential GO Rail/Concord overpass</li> </ul>	Q1-Q4	
Examine opportunity to enhance departmental operations	Complete the identification and implementation of a vision for the evolution of Policy in respect of its role in the Planning Commission and corporation, for the purpose of informing the PSR work. (Review initiated in Q3 of 2014). Will develop a future direction, for services to be provided; internal organization and operations, areas of in house expertise required and implementation measures.	Q1-Q4	Staffing issues may be identified and the outcome may identify a need for the evolution of the staffing levels to be identified as an ARR for the 2016 Budget year.  An ARR for GIS tools, e.g. software and workstations may be required.
	Conduct a review of procurement processes for the purposes of: <ul style="list-style-type: none"> <li>- Streamlining the system;</li> <li>- Identifying the major cost drivers of Policy projects;</li> <li>- Enhancing consultation with Finance;</li> <li>- Establishing a better</li> </ul>	Q1-Q4	The extent to which a monitoring program can be implemented will depend on the corporate data management review, an internal review of Policy operations and the outcome of the PSR work.



# Policy Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<p>predictive model for estimating project costs.</p> <p>Advance capabilities in monitoring, data capture and analysis in conjunction with the corporate data management initiative.</p>		
<b>2016 Initiatives</b>			
Achieve an approved Official Plan framework	<p>Continue with appeals process for approval of VOP 2010 (Volumes 1 and 2)</p> <p>Preparation for City's 5-year Official Plan Review. Creation of Work plan, review data and assemble background information and consult with stakeholders</p>	<p>Q4</p> <p>Q1-Q4</p>	<p>Continuation of a contract Senior Policy Planner (OMB Hearings).</p> <p>Staffing needs to be assessed and any additional ARR's to be requested in 2017 Budget year.</p>
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 2013, 2014 and 2015, through to OMB approval process, as required.	Q4	Continuation of a contract Senior Policy Planner (OP/OMB).
	Continue the review and preparation and approval of Block Plans for Greenfield and Whitebelt	Q1-Q4	
	Continue with the preparation of the New Community Areas Secondary Plans (Blocks 27 and 41) with adoption targeted for Q4.	Q1-Q4	Support from IT and other departments for GIS tools and layers to inform reviews.
	Continue to participate in York Region's 5-year Official Plan/Municipal Comprehensive Review Process and Regional Transportation Plan review, including providing input from the City's perspective and development statistics, as available. Review and comment on resulting studies and policy changes.	Q1-Q4	<p>Support from IT and other departments for GIS tools and layers to inform reviews.</p> <p>An ARR to make the existing P/T Clerk Typist into a F/T position will be applied for in the 2016 budget deliberations to address the workload and need for support to provide information in digital format within the Planning Department as identified earlier in this Business Plan.</p>



# Policy Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Examine opportunity to enhance departmental operations	Continue to implement the outcome of the internal review/PSR work, resulting from any shifts in mandate, responsibilities or staffing.	Q1-Q4	
Improve Data Management Capability	Implement Corporate Data Management Strategy. GIS layers emerging from studies and from LIO updates must be accessible for staff to inform, review and respond to Council requests.	Q4	
<b>2017 Initiatives</b>			
Conduct planning studies and policy development to support sustainable growth	Continue the review and preparation of OPAs and Block Plans for greenfield and whitebelt communities 34E, 34W, 59, 40, 47, 62.	Q4	
	New Community Areas Secondary Plans (Blocks 27 and 41) and subwatershed studies.	Q4	Staffing needs to be assessed and any additional ARR's to be requested in 2018 Budget year.
Improve Data Management Capability	Implementation	Q4	
Update Official Plan	Commence 5 year Official Plan Review	2018	Staffing needs to be assessed and any additional ARR's to be requested in 2018 Budget year.
<b>2018 Initiatives</b>			
Update Official Plan	Continue 5-year Official Plan Review Finalization	Q4	
Improve Data Management Capability		Q4	

# Policy Planning

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Policy Planning has been using the number of planned and on-going projects as a performance measure. Increasingly, the number of projects is becoming a less valid indicator of time-commitment and efficiency. The timing and time-commitment varies directly as to the complexity of the project. Complexity can be defined by a number of variables, which include: The size of the project (the geography impacted), the number of people and agencies it affects, the extent of the public consultation process, the nature of the issues (e.g. intensification/traffic impact and the environment are generally contentious) and the potential for appeals to the Ontario Municipal Board. This can turn any project into a two-year plus process when taken from the preparation of Terms of Reference/RFP through to Council approval. It is unlikely that efficiencies can be achieved in many of these areas, especially in the need for public consultation (for which there are statutory requirements and Council expectations) and agency commenting times and OMB appeals are beyond City control.

One area that should be explored is achieving efficiencies in the consultant recruitment process and budgeting process. It is recommended that Policy Planning review the consultant retention process with a view to identifying efficiencies in how professional services are retained and managed. This would form the basis for discussions with the Finance and Purchasing Services staff on potential changes to current processes.

The continuation in the number of active or pending projects from 29 in 2013 to an estimate of 37 in 2014 is considered a significant advancement from recent years. However, given the complexity and time-commitment for each, no relief in workload is expected.

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Total Number of Active Projects	25	26	21	24	29	37
<b>EFFECTIVENESS: How well do we do it?</b>						



# Policy Planning

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>SERVICE QUALITY: Is anyone better off?</b>						

### **Key Performance Indicators Conclusion:**

Generally, Policy Planning has been successful in reducing the number of 2014 projects it has been working on. VOP 2010 and its associated OMB appeals and resolution thereof still represents a significant workload. However, new work has been programmed which will result in the total number of potential projects remaining static at 37. It is noted that York Region is now starting its 5-year review of the Regional Official Plan, which will have implications for Policy Planning in the immediate and long term future. Potentially this will lead to the City beginning its Official Plan review in 2017, with preparation starting in 2016.



# Policy Planning

## 2015-2018 Business Plan

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**Department Head Sign-off**

Roy McQuillin  
Acting Director of Policy Planning

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

John MacKenzie  
Commissioner of Planning

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

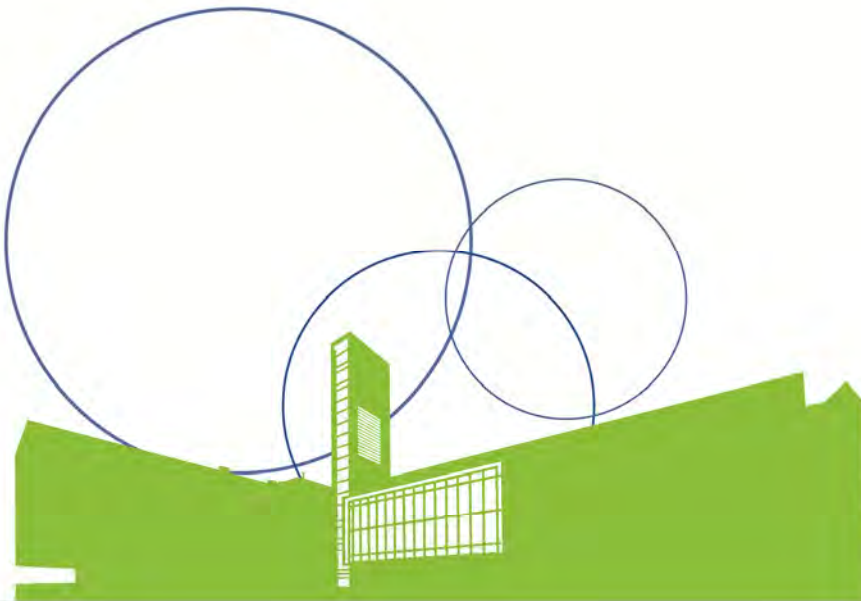
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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Policy Planning</b>														
	<b>Revenue</b>													
		Admin Fee OMB appeals	3,400	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Block Plan Review	182,155	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Prior Year Surplus C/F	5,419	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Charges	58	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Trsf. from Capital Fund	5,334	157,077	0	0.0%	(157,077)	(100.0)%	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>196,365</b>	<b>157,077</b>	<b>0</b>	<b>0.0%</b>	<b>(157,077)</b>	<b>(100.0)%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	1,170,978	1,522,748	1,580,149	104.1%	57,401	3.8%	1,392,660	(187,489)	1,409,994	17,334	1,421,148	11,154
	<b>Other Expenses</b>													
		Capital Funding	0	0	(131,312)	(8.7)%	(131,312)	0.0%	0	131,312	0	0	0	0
		Communications	530	2,280	2,130	0.1%	(150)	(6.6)%	1,530	(600)	1,530	0	1,530	0
		Community Advertising & Promotion	1,522	3,000	3,000	0.2%	0	0.0%	3,000	0	3,000	0	3,000	0
		Joint Services & Department	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,957	2,524	2,524	0.2%	0	0.0%	1,774	(750)	1,774	0	1,774	0
		Office Equipment & Furniture	2,505	19,805	6,680	0.4%	(13,125)	(66.3)%	5,980	(700)	5,980	0	5,980	0
		Office Supplies & Expenses	12,437	16,300	16,300	1.1%	0	0.0%	16,100	(200)	16,100	0	16,100	0
		Other	182,813	1,250	1,250	0.1%	0	0.0%	1,250	0	1,250	0	1,250	0
		Professional Fees	5,419	13,902	13,902	0.9%	0	0.0%	13,902	0	13,902	0	13,902	0
		Reserve Transfers	10,843	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	11,831	22,830	22,830	1.5%	0	0.0%	21,130	(1,700)	21,130	0	21,130	0
		Tools & Equipment	102	180	180	0.0%	0	0.0%	180	0	180	0	180	0
		<b>Total Other Expenses</b>	<b>229,959</b>	<b>82,071</b>	<b>(62,516)</b>	<b>(4.1)%</b>	<b>(144,587)</b>	<b>(176.2)%</b>	<b>64,846</b>	<b>127,362</b>	<b>64,846</b>	<b>0</b>	<b>64,846</b>	<b>0</b>
	<b>Total Expenses</b>		<b>1,400,936</b>	<b>1,604,819</b>	<b>1,517,633</b>	<b>100.0%</b>	<b>(87,186)</b>	<b>(5.4)%</b>	<b>1,457,506</b>	<b>(60,127)</b>	<b>1,474,840</b>	<b>17,334</b>	<b>1,485,994</b>	<b>11,154</b>
<b>Total Policy Planning</b>			<b>1,204,572</b>	<b>1,447,742</b>	<b>1,517,633</b>		<b>69,891</b>	<b>4.8%</b>	<b>1,457,506</b>	<b>(60,127)</b>	<b>1,474,840</b>	<b>17,334</b>	<b>1,485,994</b>	<b>11,154</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Policy Planning													
ClerkTypist E (Conversion from PT)	FT	0.31	66,223	(32,954)	33,269			0.31	33,269	3,311		3,477	

# Building Standards

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# Building Standards

## 2015-2018 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 regulations under the Authority of the Ontario Building Code Act. The Department also provides interpretation and assistance with the City's land use zoning by-law as well as reviewing site plans and providing advice on fencing and signs.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Ensure minimum Code provisions are met thereby providing safe accommodation for residents.
2. Provide safe buildings for all users of City-owned facilities.
3. Support all City Departments operating facilities from which they provide services to the public.
4. Maintain approved services standards while ensuring operational efficiency and effectiveness.

**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*

	2013	2014 Base	Additional Resource Requests			
			2015	2016	2017	2018
Full Time	63	65	2			
Part Time	1.6	.5	0			
Overtime	\$262,224	\$262,224	0			





# Building Standards

## 2015-2018 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, coming in force Jan. 1, 2015, place additional pressure on existing staff resources
- Resources
  - Participation in various corporate initiatives such as web based applications and continuous software upgrades will have a direct impact on existing department resources. In addition new corporate business processes will continue to challenge senior management in attempting to meet multiple service delivery requirements.

**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 will enter into a Memorandum of Understanding and will continue to share in the responsibility for all plans review related to fire safety issues with Vaughan Fire Services.
  - Increasing pressures to provide additional/improved services so as to implement directions from Public Service Renewal.
  - 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.
  - Creating GIS capacity in Building Standards to support reviews.
  - Move to integrate systems and to leverage and upgrade corporate GIS and other systems.

**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



# Building Standards

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Effectively manage and continuously improve processes for issuing building permits within the City	Implement web-based permit applications, web-based permit review processes, and system software upgrade		Capital Budget & New ARR's proposed for 2015
Create project team for public hospital project		Q1	ARR's proposed
Maintain provincially mandated standards established in <i>the Building Code</i>	City Composite Zoning By-Law Project: Hire a consultant to review the project and begin building internal team and capacity for project (3 year)  Develop and update department operational policies  Training- Code for 6 storey wood	Q4	Capital Budget ARR  Resources to procure a consultant
<b>2016 Initiatives</b>			
Effectively manage and continuously improve processes for issuing building permits within the City	Continuous improvements to the Departments automated systems. (Amanda Database, new GIS capacity for Building Standards)		ARRs to be coordinated with IT and Planning Department
Maintain provincially mandated standards established in <i>the Building Code</i>	Training for new OBC energy requirements for 2017		
Maintain provincially mandated standards established in <i>the Building Code</i>	City Composite Zoning By-Law Project: Continuation work with consultant to review the project and begin building internal team and capacity for project (3 year)	ongoing	
<b>2017 Initiatives</b>			
Effectively manage and continuously improve processes for issuing building permits within	Assess and implement a digital plans review process leading to paperless permitting process Continue to integrate and to upgrade	Q4	Capital budget – ARR request (Additional Hardware and Software processes)



# Building Standards

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
the City	systems (GIS, AMANDA)		
Maintain provincially mandated standards established in <i>the Building Code</i>		Ongoing	
Maintain provincially mandated standards established in <i>the Building Code</i>	City Composite Zoning By-Law Project: Continuation work with consultant to review the project and begin building internal team and capacity for project (3 year)	Ongoing	
2018 Initiatives			
Effectively manage and continuously improve processes for issuing building permits within the City	Develop consultation processes for a new Code review and assessment. Delegate staff to assist in developing Policies and Procedures	Q2	
Maintain provincially mandated standards established in <i>the Building Code</i>	Training on New Code requirements.	Ongoing	
Maintain provincially mandated standards established in <i>the Building Code</i>	City Composite Zoning By-Law Project: Continuation work with consultant to review the project and begin building internal team and capacity for project (3 year)		



# Building Standards

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
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	Res: 2 wks Comm: 3 wks Misc: 2 wks
Average number of Inspections per FTE (per day)	12.3	13.8	11.6	10.2	11.9	12
Number of Order and Number of Prosecution	Orders 1646 Pros. 442	Orders 1125 Pros. 264	Orders 887 Pros. 234	Orders 798 Pros. 64	Orders 511 Pros. 61	Orders 320 Pros. 35
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of Inspection Requests Responded to within 48 hours*	99%	99%	99%	99%	99%	99%
Number of Outstanding Permits	14,000	13,000	12,500	11,500	10,000	9,000
Number of incomplete applications	16	27	35	44	225	275
<b>SERVICE QUALITY: Is anyone better off?</b>						



# Building Standards

## 2015-2018 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.*

- 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
- Number of Orders and Prosecutions is on a decline because of the Department's attempt to do business and resolve issues in a cooperative way.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

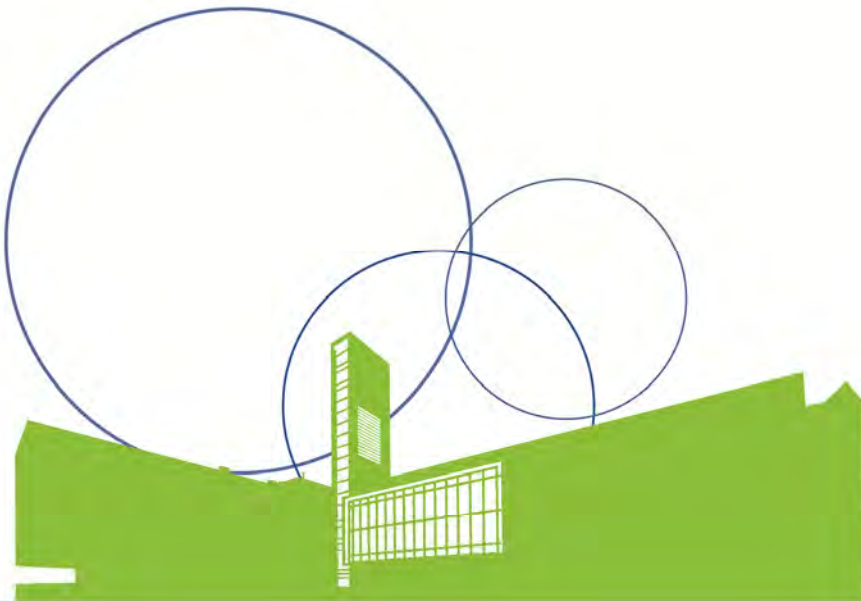
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Building Standards</b>														
<b>Revenue</b>														
		Dept. Misc. Revenues	17,982	17,975	21,975	0.2%	4,000	22.3%	21,975	0	26,975	5,000	26,975	0
		Infill Lot Grading	386,610	357,036	390,036	3.5%	33,000	9.2%	437,786	47,750	446,536	8,750	446,536	0
		License Letter Fees	14,013	9,900	9,900	0.1%	0	0.0%	10,350	450	10,350	0	10,350	0
		Licenses and Permits	6,284,933	6,650,000	7,452,000	67.8%	802,000	12.1%	7,757,000	305,000	7,912,000	155,000	8,070,000	158,000
		Plumbing Permit Fees	390,635	485,000	666,000	6.1%	181,000	37.3%	693,000	27,000	707,000	14,000	721,000	14,000
		Property Information Fees	27,750	26,250	26,250	0.2%	0	0.0%	28,000	1,750	28,000	0	28,000	0
		Septic Tank Inspections	4,637	4,500	4,500	0.0%	0	0.0%	4,500	0	4,500	0	4,500	0
		Service Charges	76,210	88,500	92,000	0.8%	3,500	4.0%	92,000	0	95,500	3,500	95,500	0
		Taxable Sales-Postage Fees	24,503	19,800	19,800	0.2%	0	0.0%	21,000	1,200	21,000	0	21,000	0
		Trsf. fm Res & Res Funds	1,262,640	2,849,680	2,306,298	21.0%	(543,382)	(19.1)%	2,317,837	11,539	2,381,113	63,276	2,331,202	(49,911)
		Trsf. from Capital Fund	47,705	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Zoning Response Fees	29,571	7,700	7,700	0.1%	0	0.0%	8,050	350	8,050	0	8,400	350
		<b>Total Revenue</b>	<b>8,567,190</b>	<b>10,516,341</b>	<b>10,996,459</b>	<b>100.0%</b>	<b>480,118</b>	<b>4.6%</b>	<b>11,391,498</b>	<b>395,039</b>	<b>11,641,024</b>	<b>249,526</b>	<b>11,763,463</b>	<b>122,439</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	5,581,437	6,796,858	7,193,221	95.0%	396,363	5.8%	7,335,592	142,371	7,422,642	87,050	7,475,228	52,586
<b>Other Expenses</b>														
		Communications	10,166	15,750	15,450	0.2%	(300)	(1.9)%	15,450	0	15,450	0	15,450	0
		Joint Services & Department	1,313	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	66,051	84,530	84,530	1.1%	0	0.0%	84,530	0	84,530	0	84,530	0
		Office Equipment & Furniture	1,034	89,450	79,350	1.0%	(10,100)	(11.3)%	79,350	0	79,350	0	79,350	0
		Office Supplies & Expenses	59,429	68,689	68,889	0.9%	200	0.3%	68,889	0	68,889	0	68,889	0
		Operating Leases	0	920	920	0.0%	0	0.0%	920	0	920	0	920	0
		Other	510	3,360	3,360	0.0%	0	0.0%	3,360	0	3,360	0	3,360	0
		Professional Fees	9,973	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Reserve Transfers	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	36,842	100,820	104,320	1.4%	3,500	3.5%	104,320	0	104,320	0	104,320	0
		Tools & Equipment	2,281	5,690	5,690	0.1%	0	0.0%	5,690	0	5,690	0	5,690	0
		Utilities & Fuel	9,332	16,000	16,000	0.2%	0	0.0%	16,000	0	16,000	0	16,000	0
		<b>Total Other Expenses</b>	<b>196,930</b>	<b>385,209</b>	<b>378,509</b>	<b>5.0%</b>	<b>(6,700)</b>	<b>(1.7)%</b>	<b>378,509</b>	<b>0</b>	<b>378,509</b>	<b>0</b>	<b>378,509</b>	<b>0</b>
		<b>Total Expenses</b>	<b>5,778,368</b>	<b>7,182,067</b>	<b>7,571,730</b>	<b>100.0%</b>	<b>389,663</b>	<b>5.4%</b>	<b>7,714,101</b>	<b>142,371</b>	<b>7,801,151</b>	<b>87,050</b>	<b>7,853,737</b>	<b>52,586</b>
<b>Total Building Standards</b>			<b>(2,788,822)</b>	<b>(3,334,274)</b>	<b>(3,424,729)</b>		<b>(90,455)</b>	<b>2.7%</b>	<b>(3,677,397)</b>	<b>(252,668)</b>	<b>(3,839,873)</b>	<b>(162,476)</b>	<b>(3,909,726)</b>	<b>(69,853)</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Building Standards															
AMANDA Technician	FT	1.00	97,319	(97,319)	0			1.00	0						
Plan Examiner/Inspector Plumbing and Mechanical	FT	1.00	95,228	(95,228)	0			1.00	0						

Department	Year	Project #	Project Title	Project Type	Region	Funding Source				Operating Impact
						CWDC	Other	Taxation	Capital Total	
Building Standards	2015	BS-1006-15	Zoning Bylaw Review	Growth	City-Wide	139,050	103,000	272,950	515,000	
	2015 Total					139,050	103,000	272,950	515,000	
	2016	BS-1006-15	Zoning Bylaw Review	Growth	City-Wide	243,767	206,000	682,375	1,132,142	
	2016 Total					243,767	206,000	682,375	1,132,142	
	2017	BS-1006-15	Zoning Bylaw Review	Growth	City-Wide	243,767	206,000	682,375	1,132,142	
	2017 Total					243,767	206,000	682,375	1,132,142	
	2018	BS-1006-15	Zoning Bylaw Review	Growth	City-Wide	207,717	103,000		310,717	
	2018 Total					207,717	103,000		310,717	
Building Standards Total						834,301	618,000	1,637,700	3,090,001	

# Commissioner of Strategic and Corporate Services

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# Commission of Strategic and Corporate Services

## Commission's Message:

Strategic and Corporate Services is responsible for the development, organization, implementation and management of a collaborative and service-oriented commission that develops skills, increases efficiencies, assesses cost effectiveness, and streamlines processes by utilizing technology and process re-engineering where appropriate.

The Commission includes the following departments –

**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 190,000 calls a year and handles more than 17,000 inquiries at the Information Desk. The department's mandate is to answer 80 per cent 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 amount of building space managed by this team is approximately 1.7-million square feet.

**Environmental Sustainability** is responsible for ensuring the City considers the impacts of change on our environment and community. The main functions include the implementation of the City's Community Sustainability and Environmental Master Plan, *Green Directions Vaughan*, monitoring and tracking progress against the community sustainability and environmental goals, and driving initiatives that address environmental priorities and community outreach, education and awareness.

**Fleet Services** is responsible for the complete lifecycle of more than 300 vehicles and more than 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.

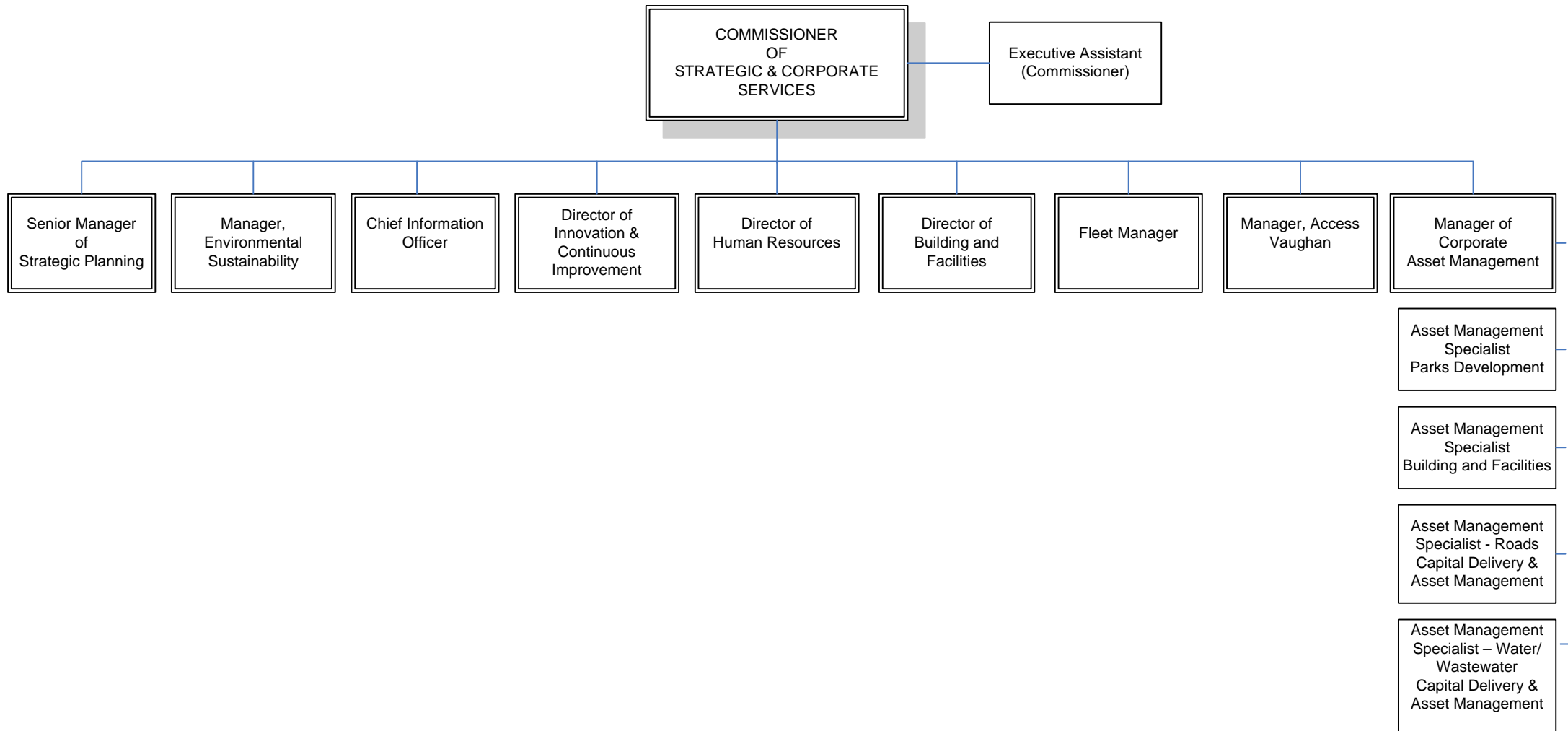
**Human Resources** oversees a number of services aimed at fostering a positive working relationship for all employees of the City of Vaughan and Vaughan Public Libraries. The main functions include recruitment, training and development, employee benefits and pension, labour relations, absence and disability management, salary administration, and crossing guards.

**Information and Technology Management** 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** is responsible for managing change and how the City delivers its 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 are 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.

## OFFICE OF COMMISSIONER OF STRATEGIC & CORPORATE SERVICES ORGANIZATIONAL CHART



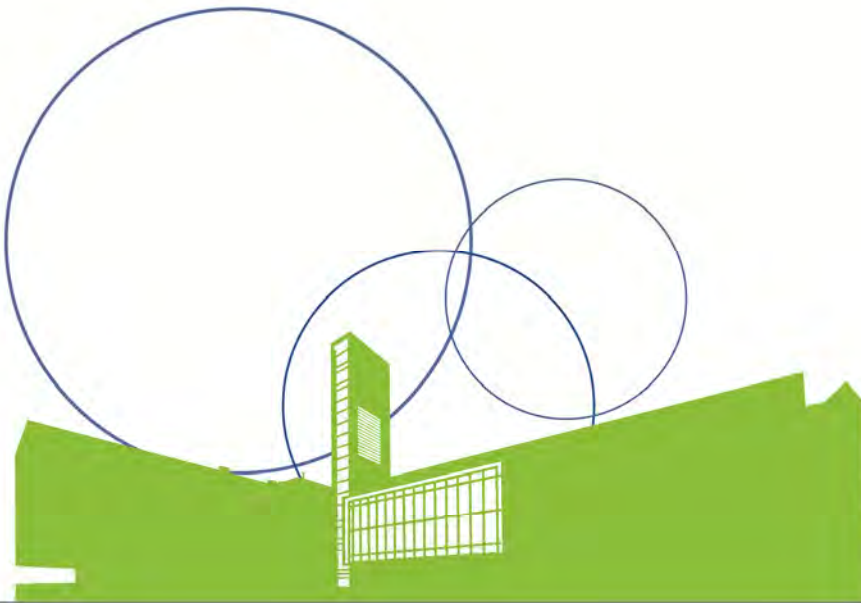
# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm. of Strategic & Corporate Serv.														
	Labour Costs													
		Staffing Costs (incl Benefits)	365,150	363,434	379,622	88.9%	16,188	4.5%	386,477	6,855	388,395	1,918	390,462	2,067
	Other Expenses													
		Communications	1,511	3,600	2,100	0.5%	(1,500)	(41.7)%	2,100	0	2,100	0	2,100	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,327	1,060	1,560	0.4%	500	47.2%	1,560	0	1,560	0	1,560	0
		Office Equipment & Furniture	0	670	670	0.2%	0	0.0%	670	0	670	0	670	0
		Office Supplies& Expenses	1,153	1,300	7,490	1.8%	6,190	476.2%	7,490	0	7,490	0	7,490	0
		Operating Leases	7,369	9,000	9,000	2.1%	0	0.0%	9,000	0	9,000	0	9,000	0
		Other	61	300	300	0.1%	0	0.0%	300	0	300	0	300	0
		Professional Fees	17,185	18,500	16,000	3.7%	(2,500)	(13.5)%	19,000	3,000	19,000	0	19,000	0
		Staff Development & Training	124	6,150	6,150	1.4%	0	0.0%	6,150	0	6,150	0	6,150	0
		Utilities & Fuel	4,264	3,900	3,900	0.9%	0	0.0%	3,900	0	3,900	0	3,900	0
		Total Other Expenses	32,994	44,480	47,170	11.1%	2,690	6.0%	50,170	3,000	50,170	0	50,170	0
	Total Expenses		398,145	407,914	426,792	100.0%	18,878	6.0%	436,647	9,855	438,565	1,918	440,632	2,067
Total Comm. of Strategic & Corporate Serv.			398,145	407,914	426,792		18,878	4.6%	436,647	9,855	438,565	1,918	440,632	2,067

# Innovation & Continuous Improvement

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# Innovation and Continuous Improvement

## 2015-2018 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.*

The new department of Innovation & Continuous Improvement was created to be “a Centre of Excellence for change, providing services such as project management, change management, business process re-engineering and benefits realization”. The focus of the department is to support departmental and inter-departmental continuous improvement initiatives, establish and maintain a framework for operational reviews and to facilitate the development of a culture, within the City, that is comfortable with change.

**Core Activities:** *Describe your regular business functions and responsibilities.*

Operational reviews, service level comparison studies, continuous improvement initiatives and other techniques are ways in which the Innovation & Continuous Improvement department will assist Commissions and Departments across the City to:

- Identify opportunities to enhance the client and resident experience, for both external and internal interactions;
- Ensure that the City is focused on the right things with respect to stakeholder expectations, i.e., are we being effective;
- Assess the way in which expected services are being delivered, i.e., are we being efficient; and,
- Develop a deep understanding of the drivers and levers of service delivery costs, i.e., are using taxpayers’ funds wisely.

The Innovation and Continuous Improvement department will work with the Learning & Development team (Human Resources) to assist in developing the capabilities and competencies to make the organization “more ready” for change.

**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.



# Innovation and Continuous Improvement

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	2015	Additional Resource Requests			
	2014 Base	2015	2016	2017	2018	2019
Full Time	6	6	1			
Part Time						
Overtime						
Secondment						

\* In 2016, the scope and number of continuous improvement initiatives may warrant additional resources.

## 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 conducting and completing five initial Operational Reviews. The department will use these as opportunities:
  - To position the assistance that ICI can provide;
  - To promote the customer / resident experience;
  - To develop standardized approaches and tools;
  - To assess the organization's readiness for change and to develop a strategy for building change capabilities.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- 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
- Data Analysis
  - There is a lack of focus and available skills within the organization so that the “What if” and “So what” questions are not adequately analyzed – at times access to the appropriate data is also a challenge
- 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.*



# Innovation and Continuous Improvement

## 2015-2018 Business Plan

- Operational costs may increase due to a need to increase resources depending on the department's involvement in implementing recommendations arising from Operational Reviews and Continuous Improvement initiatives.

## Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>Development &amp; Land Use Planning</li> <li>Program Development &amp; Management</li> <li>Green Space Management</li> <li>Softscape Management</li> <li>Revenue Management</li> <li>Corporate Services – Human Resources</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>Conduct readiness assessment</li> <li>Develop strategy for “improving” capability</li> <li>Launch capability building</li> </ul>	On-going	
<b>2016 Initiatives</b>			
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>Traffic Management</li> <li>Building &amp; Renovation Management</li> <li>Licensing &amp; Elections Management</li> <li>Corporate Services – Support</li> <li>Property Tax Assessment, Billing &amp; Collection</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>Conduct readiness assessment</li> <li>Amend strategy and tools (where necessary)</li> </ul>	On-going	
<b>2017 Initiatives</b>			



# Innovation and Continuous Improvement

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>• Water Distribution</li> <li>• Fire / Emergency Planning &amp; Response Management</li> <li>• Facilities Management</li> <li>• Storm Sewer / Catch Basin Management</li> <li>• Budgeting &amp; Financial Management</li> <li>• Council &amp; Committee Governance</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>• Conduct readiness assessment</li> <li>• Amend strategy and tools (where necessary)</li> </ul>	On-going	
2018 Initiatives			
Develop, implement and monitor ICI projects within specified timeframes	Support/Drive identified operational reviews: <ul style="list-style-type: none"> <li>• Sewer Management</li> <li>• Information Technology</li> <li>• Community Engagement</li> <li>• Legal Services</li> <li>• Mail, Courier &amp; Print Services</li> <li>• Cemetery Management</li> </ul>	Q4	
Promote a culture of learning and continuous improvement	<ul style="list-style-type: none"> <li>• Conduct readiness assessment</li> <li>• Amend strategy and tools (where necessary)</li> </ul>	On-going	

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**





# Innovation and Continuous Improvement

## 2015-2018 Business Plan

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Continuous Improvement Initiatives Completed					1	2
# of Staff Trained / Engaged / Seconded by ICI					25	50
# of Operational Reviews Completed*					1	4
<b>EFFECTIVENESS: How well do we do it?</b>						
Continuous Improvement Capabilities (Change Maturity)					TBD	TBD
Continuous Improvement Initiative Delivery (Project Performance)					TBD	TBD
<b>SERVICE QUALITY: Is anyone better off?</b>						
Client Satisfaction						90%

**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 2014/2015 as the Department continues to establish itself

**Department Head Sign-off**

**Date (mm/dd/yy)**

**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

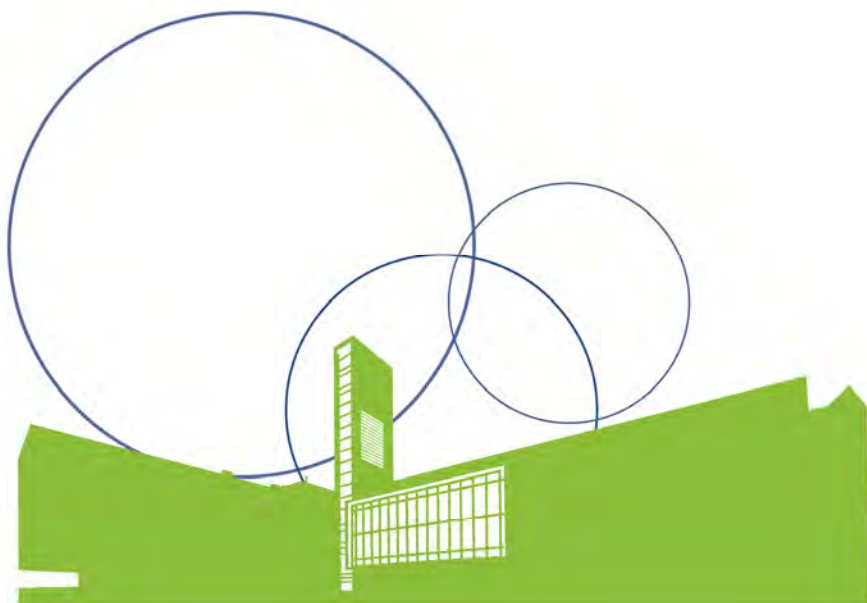
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Innov. & Cont. Improvement														
Labour Costs														
		Staffing Costs (incl Benefits)	756,301	809,056	832,019	82.7%	22,963	2.8%	1,063,027	231,008	1,296,202	233,175	1,324,413	28,211
Other Expenses														
		Communications	3,611	2,400	4,400	0.4%	2,000	83.3%	6,000	1,600	6,800	800	6,800	0
		Meals & Travel	1,486	2,600	2,600	0.3%	0	0.0%	3,000	400	3,000	0	3,000	0
		Office Equipment & Furniture	23,141	12,869	9,400	0.9%	(3,469)	(27.0)%	33,400	24,000	22,400	(11,000)	9,400	(13,000)
		Office Supplies & Expenses	6,535	12,200	9,800	1.0%	(2,400)	(19.7)%	9,800	0	10,400	600	10,400	0
		Other	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	58,803	130,000	130,000	12.9%	0	0.0%	130,000	0	130,000	0	130,000	0
		Reserve Transfers	(4,328)	(100,000)	0	0.0%	100,000	(100.0)%	0	0	0	0	0	0
		Staff Development & Training	11,609	14,100	17,500	1.7%	3,400	24.1%	22,500	5,000	28,500	6,000	28,500	0
		<b>Total Other Expenses</b>	<b>100,857</b>	<b>74,169</b>	<b>173,700</b>	<b>17.3%</b>	<b>99,531</b>	<b>134.2%</b>	<b>204,700</b>	<b>31,000</b>	<b>201,100</b>	<b>(3,600)</b>	<b>188,100</b>	<b>(13,000)</b>
	<b>Total Expenses</b>		<b>857,158</b>	<b>883,225</b>	<b>1,005,719</b>	<b>100.0%</b>	<b>122,494</b>	<b>13.9%</b>	<b>1,267,727</b>	<b>262,008</b>	<b>1,497,302</b>	<b>229,575</b>	<b>1,512,513</b>	<b>15,211</b>
<b>Total Innov. &amp; Cont. Improvement</b>			<b>857,158</b>	<b>883,225</b>	<b>1,005,719</b>		<b>122,494</b>	<b>13.9%</b>	<b>1,267,727</b>	<b>262,008</b>	<b>1,497,302</b>	<b>229,575</b>	<b>1,512,513</b>	<b>15,211</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Innovation & Continuous Improvement													
Business Analyst	FT	2.00	242,514		242,514			2.00	242,514		(13,424)		11,104

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Innovation & Continuous Improvement											
Business Analyst	FT	1.00	123,463		123,463			1.00	123,463		(6,077)
Business Change Consultant	FT	1.00	108,937		108,937			1.00	108,937		3,677

# Access Vaughan

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# Access Vaughan

## 2015-2018 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.*

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.

**Core Activities:** *Describe your regular business functions and responsibilities.*

Access Vaughan handles general inquiries as well as detailed inquiries for integrated departments. On average the call centre receives 187,000 calls a year and handles over 25,000 inquiries at the Information desk per year.

The call centre is integrated with the following departments:

- Animal Services
- By-Law and Compliance Department
- Parks and Forestry Operations Department
- Public Works Department – Waste Division
- Recreation and Culture Department
- Tax Department

**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
3. Generate business efficiencies for the organization through integration

**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*

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	7				
Part Time	6.21				
Overtime	\$9,000				



# Access Vaughan

## 2015-2018 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 have been instances of 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 2013 and the average maximum wait time for callers was 39 minutes.
  - In 2013 with the addition of 2 PTE staff, the service level has increased by approximately 6 % in by the end of the year. Maximum wait times have decreased by approximately 9 minutes, on average as of May 2014.
  - On average the call centre resolves 65% of the inbound calls, resulting in improved service for the caller as first call resolution was provided for that 65%; an overall improvement of 5%.
- 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
  - Extending operational hours in 2014 will allow Access Vaughan to deliver service excellence to callers for an additional 3 hours Monday to Friday from 4:30-7:30pm

**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 Public Works and Recreation and Culture in 2015
- 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



# Access Vaughan

## 2015-2018 Business Plan

**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 continue with planned integration with existing and additional departments. Financial assessment will be completed to determine staffing needs and/or the repurposing of existing staff from user department to Access Vaughan.

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step A: Integration or expansion with another department ( <i>Recreation and Culture and/or Public Works</i> )	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
	Develop and update Accessibility Plan for Access Vaughan	Q4	
Provide information and customer service support for City departments	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>
<b>2016 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step B: Integration or expansion with another department	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>



# Access Vaughan

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2017 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step C: Integration or expansion with another department	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
Provide information and customer service support for City departments	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>
<b>2018 Initiatives</b>			
Continuously improve the range and quality of services provided	Access Vaughan Phase III – Step D: Integration or expansion with another department	Q4	<ul style="list-style-type: none"> <li>Equipment</li> <li>(hardware/software)</li> <li>Textnet – license fee</li> <li>CC7- license fee</li> <li>Call Pilot</li> <li>CRQM</li> <li>JD Edwards – Support Person</li> <li>ITM – Project Leader/Business Analyst</li> </ul>
Provide information and customer service support for City departments	Support Finance, Special Events and other City departments with the promotion of their key events (i.e. Draft Budget – Public Meetings)	Q1 through to Q4	<ul style="list-style-type: none"> <li>Synthia via Nuance and ITM</li> </ul>



# Access Vaughan

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (effective April 2014)
<b>EFFICIENCY: What/How much do we do?</b>						
Aggregate number of calls offered monthly by average number of FTE/CSR	2,255	2,401	2,538	2,906	2,273	1,805
Aggregate number of calls answered monthly by average number of FTE/CSR	2,098	2,216	2,268	2,385	2,001	1,671
Call Volume Monthly Average – Offered	14,658	15,608	16,485	16,364	16,216	15,500
Call Volume Monthly Average – Answered	13,636	14,406	14,743	13,604	14,688	14,022
Information Desk Inquiries	19,472	17,253	31,828	23,251	19,775	4,616
Average Handle Time (seconds)	69	75	84	103	109	105
Monthly Average Calls Abandoned before threshold	959	1,169	1,707	2,726	1,875	700
Monthly Average Calls Abandoned after threshold	154	218	476	978	580	178
<b>EFFECTIVENESS: How well do we do it?</b>						
Average Service Level*	90%	87%	81%	72%	79%	82%
<b>SERVICE QUALITY: Is anyone better off?</b>						





# Access Vaughan

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (effective April 2014)
Number of Calls by Type						
First Call Resolution (% of calls resolved without the need for a transfer)	58%	59%	64%	62%	56%	60%

**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.*

- First call resolution is a driver for customer satisfaction. First Call Resolution is 65%. For approximately 65% of incoming calls, callers receive a response/resolution or are assisted without the need to transfer the caller to another department.
- Aggregate calls answered monthly per FTE continues to increase annually
- Monthly average call volumes 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, as well as during the winter months of December and January when snow events occur
- In 2014, effective end of April, calls handled within the 80/20 service level is improving by approximately 5% over the previous year.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

06/17/14

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Access Vaughan</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	960,662	1,054,020	1,061,709	96.0%	7,689	0.7%	1,167,925	106,216	1,228,949	61,024	1,293,609	64,660
	<b>Other Expenses</b>													
		Communications	3,662	6,710	3,710	0.3%	(3,000)	(44.7)%	3,710	0	3,710	0	3,710	0
		Community Advertising & Promotion	8,282	9,000	9,000	0.8%	0	0.0%	9,000	0	9,000	0	9,000	0
		Meals & Travel	969	1,020	1,020	0.1%	0	0.0%	1,020	0	1,020	0	1,020	0
		Office Equipment & Furniture	4,123	21,450	3,450	0.3%	(18,000)	(83.9)%	3,450	0	3,450	0	3,450	0
		Office Supplies & Expenses	5,171	9,785	9,785	0.9%	0	0.0%	9,785	0	9,785	0	9,815	30
		Other	0	282	282	0.0%	0	0.0%	282	0	282	0	282	0
		Professional Fees	4,122	3,200	3,200	0.3%	0	0.0%	3,200	0	3,200	0	3,200	0
		Staff Development & Training	11,728	13,880	13,880	1.3%	0	0.0%	13,880	0	13,880	0	14,380	500
		<b>Total Other Expenses</b>	<b>38,056</b>	<b>65,327</b>	<b>44,327</b>	<b>4.0%</b>	<b>(21,000)</b>	<b>(32.1)%</b>	<b>44,327</b>	<b>0</b>	<b>44,327</b>	<b>0</b>	<b>44,857</b>	<b>530</b>
	<b>Total Expenses</b>		<b>998,718</b>	<b>1,119,347</b>	<b>1,106,036</b>	<b>100.0%</b>	<b>(13,311)</b>	<b>(1.2)%</b>	<b>1,212,252</b>	<b>106,216</b>	<b>1,273,276</b>	<b>61,024</b>	<b>1,338,466</b>	<b>65,190</b>
	<b>Total Access Vaughan</b>		<b>998,718</b>	<b>1,119,347</b>	<b>1,106,036</b>		<b>(13,311)</b>	<b>(1.2)%</b>	<b>1,212,252</b>	<b>106,216</b>	<b>1,273,276</b>	<b>61,024</b>	<b>1,338,466</b>	<b>65,190</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Access Vaughan													
Customer Service Reps	FT	1.00	84,664		84,664			1.00	84,664		4,233		4,445

Recognized 2017 ARR's												
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact		
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	
Access Vaughan												
Customer Service Reps	PT	0.69	42,783		42,783			0.69	42,783		2,139	

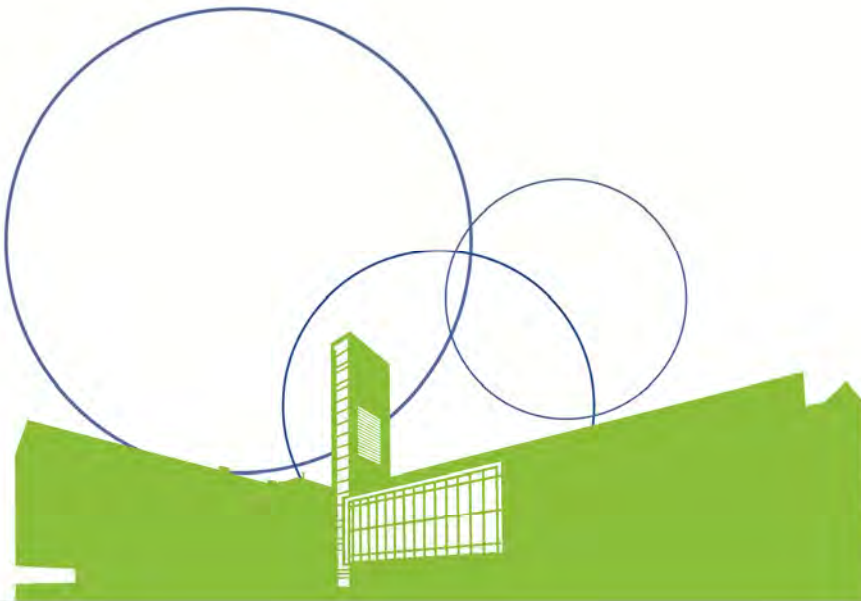
Recognized 2018 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
Access Vaughan									
Clerk	FT	1.00	59,051	(5,351)	53,700			1.00	53,700

Capital Budget: Departmental Project Listing  
 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Department	Year	Project #	Project Title	Project Type	Region	Funding Source	Total Budget	Operating Impact
						Taxation		
Access Vaughan	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						50,500	50,500	

# Strategic Planning

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# Strategic Planning

## 2015-2018 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.*

The Strategic Planning department is responsible for the management and implementation of the Vaughan Vision 2020 Strategic Plan, including managing the corporate planning process and key strategic priority initiatives. The Strategic Planning Department manages the strategic and operational performance measurement process, project management and business planning, and facilitates inclusive and innovative engagement of Council, Staff, Stakeholders and the Residents in the strategic initiatives and planning process.

**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 and the Senior Management Team (SMT).

This includes:

- Managing the Corporate Planning Process related to the Key Strategic Priority Initiatives
- Development and Management of the Strategic and operational performance measurement process
- Business planning implementation
- Renewing and updating the Vaughan Vision 2020 Strategic plan and related Council, Staff, Stakeholder and Community engagement.

**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
  - Work with Council, Senior Management and staff in all departments to ensure alignment between the Vaughan Vision 2020 and department operations
  - Facilitate the development and on-going management of a Corporate Planning Process and Corporate Performance Measurement framework which will ensure the Corporate sets clear strategic goals and mechanisms to measure success
2. Demonstrate Excellence in Service Delivery
  - Work with all departments to ensure alignment between the VV 2020 strategic plan and operational service delivery
  - Add value to departmental operations by providing them with key, up to date, information for business planning, corporate planning and performance measurement purpose
  - Facilitating strategic planning sessions with interested departments and the provision of assistance in work plan development and supporting the development of strategic action plans.



# Strategic Planning

## 2015-2018 Business Plan

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	2	0	1		
Part Time					
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.*

- Resources
  - Hiring of a Strategic Business Analyst in 2014 has improved the organization's ability to engage in department business planning, long-range strategic planning and performance measurement
  - ARR for an additional business analyst in 2015 proposed to support priority strategic initiative: Further evolving performance indicators and the 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
  - Prepare to launch the VV2020 update through a community-based approach that includes innovative engagement opportunities
- Corporate Initiatives
  - Coordination of the corporate performance measurement dashboard. Which will position the corporation to measure strategic and operational success and establish a system of use
  - The 14 strategic priorities identified in Spring 2014 are well underway and will be completed as scheduled. Regular progress updates on the priorities enhances the confidence of both council and staff that everyone is on the same page, ensuring clear roles with a defined focus and a process to monitor progress.
  - As we approach this critical time in the lifespan of VV2020, we want to suggest a review process that allows for engagement of Council, staff and citizens – ensuring all an opportunity to provide feedback on key priorities to achieve our vision in response to current opportunities and challenges. This task will be guided by the development and implementation of a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City initiatives.
- Performance Measurement
  - Continue to review and update operational performance measures for all departments that include outputs, outcomes and efficiencies metrics
  - Finalization of the corporate strategic performance measures for VV2020 and launch the public dashboard – on-line to present the strategic measures



# Strategic Planning

## 2015-2018 Business Plan

**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 2015 budget process to assist in the Corporate Performance Measurement project and VV2020 update.
- Business Planning
  - Continued opportunities to enhance the department business planning framework through facilitated planning meetings, and performance measurement will ensure a consistent and complete business planning cycle across the corporation.
  - Continued development and refinement of Key Performance Indicators and management of the Corporate Performance Measurement dashboard in conjunction with all departments will be a priority in 2014/15. A process will be followed to ensure a consistent system of use for the newly implemented dashboard systems.
- 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
  - Facilitating the development and implementation of a citizen survey to gather information from citizens on Quality of Life and Services, Citizen Satisfaction, Financial Planning and Communications. It is proposed that this survey occur in Q4 2014 with follow up presented to Council and SMT in Q1 2015. The information collected during this survey will provide background information to assist with updating VV2020.
- Key Strategic Priority Initiatives
  - The 14 Key Strategic Priority Initiatives identified, approved and re-validated in 2013 are at various stages of implementation and completion. Many of the initiatives have moved beyond planning to execution. As such, some of the initiatives have been slightly modified in title only to accurately reflect the progress that has occurred and will continue over the balance of 2014. They have been categorized (on track, caution, or behind schedule) based on the progress of the initiative with respect to meeting the identified milestones and moving the project forward.
  - As we approach this critical time in the lifespan of VV2020, we want to suggest a review process that allows for engagement of Council, staff and citizens – ensuring all an opportunity to provide feedback on key priorities to achieve our vision in response to current opportunities and challenges. This task will be guided by the development and implementation of a dynamic stakeholder engagement model to ensure citizen-focused communication activities for City initiatives.
  - We will work with council and stakeholders to review the existing initiatives and identify new strategic initiatives and directions – based on a renewed sense of direction and priorities.
  - With the planned strategic plan update next year, the process will include gathering input through a comprehensive engagement strategy that encompasses all key stages of a strategic consultation process.

**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 and recognized in 2015 budget
- Future costs associated with revising the Vaughan Vision 2020, conducting community surveys and deploying other data collection tools have been recognized in an ARR for 2015 budget



# Strategic Planning

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Present Community Survey Results (From 2014 Q4) findings to Council and SMT	Q1	
	Preparation of a workplan 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.  Implement the workplan associated with VV2020 Update.	Q1	VV2020 Update ARR
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. Including the facilitation of on-going department meetings.	Q1	
	Launch "How do we Measure up" Website. Collect and review feedback on the launched "How do we Measure up" Website	Q1	
	On-going Management of performance measurement dashboard system in collaboration with City departments ensuring a continued system of use.	Q2	
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	





# Strategic Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Integrate outcome based logic models into the Business Planning Cycle.	Q1	
	Carry out community engagement events for gathering input on Key Strategic Priority Initiatives	Q2	
	Review and provide updates on Key Priority Strategic Initiatives	Q2	
Continually improve the range and quality of service provided	Collaborate with Corporate Communications to develop an Engagement Model that will be used for corporate wide public and stakeholder engagement	Q1	
	Implement Corporate Projects including working with departments requesting strategic planning assistance (By Law and Compliance, Public Works Commission)	Q1	
<b>2016 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Ongoing implementation of various components to revise Vaughan Vision 2020	Q4	Business Analyst ARR submission
	Conduct a community survey in collaboration with Corporate Communications to collect feedback on Vaughan Vision new direction and Key Strategic Priority Initiatives	Q1	ARR required for Community Survey bi-annually  ARR proposed for Innovative On-line Engagement
Optimize the City's ability to measure Corporate and operational performance	Management of performance measurement dashboard system in collaboration with City departments and ongoing Department meetings to review performance measures and use of the dashboard	Q1	
Effectively facilitate the management of the Corporate Planning process	Facilitate departmental meeting to develop business plans and update performance measurement data	Q1	
	Review and provide updates on Key	Q2	



# Strategic Planning

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Priority Strategic Initiatives		
	Provide assistance in drafting and finalizing business plans	Q2	
Continually improve the range and quality of service provided	Implement Corporate Projects including working with departments requesting strategic planning assistance	Q2	
<b>2017 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Continue with the implementation of the Revised Strategic Plan	Q1	
Optimize the City's ability to measure Corporate and operational performance	Management of performance measurement dashboard system in collaboration with City departments	Q1	
Effectively facilitate the management of the Corporate Planning process	Conduct departmental meetings for review and update of Business Plans	Q2	
Continually improve the range and quality of service provided	Implement Corporate Projects including working with departments requesting strategic planning assistance	Q2	
<b>2018 Initiatives</b>			
Manage the Vaughan Vision 2020 strategic planning process	Conduct a community survey in collaboration with Corporate Communications to collect feedback on Vaughan Vision new direction and Key Strategic Priority Initiatives	Q1	
Optimize the City's ability to measure Corporate and operational performance	Management of performance measurement dashboard system in collaboration with City departments	Q1	
Effectively facilitate the management of the Corporate Planning process	Conduct departmental meetings for review and update of Business Plans	Q2	
Continually improve the range and quality of service provided	Implement Corporate Projects including working with departments requesting strategic planning assistance	Q2	

# Strategic Planning

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014
<b>EFFICIENCY: What/How much do we do?</b>						
# of Departmental Business Planning Meetings Held Annually						
# of Residents engaged in Strategic planning Processes						
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of How Do we Measure Up Website Views						
% of Business Plans Completed on Time					95% (Estimate)	
<b>SERVICE QUALITY: Is anyone better off?</b>						
Community Engagement opportunities in the VV2020 process						
Staff Satisfaction with the Value and Leadership Provided by Strategic Planning Departmental 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.



# Strategic Planning

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Strategic Planning</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	251,904	263,049	268,831	83.4%	5,782	2.2%	383,933	115,102	400,532	16,599	407,422	6,890
	<b>Other Expenses</b>													
		Communications	784	1,665	1,665	0.5%	0	0.0%	1,665	0	1,665	0	1,665	0
		Meals & Travel	6,768	10,800	10,800	3.3%	0	0.0%	11,300	500	11,300	0	11,300	0
		Office Equipment & Furniture	7,939	12,075	12,075	3.7%	0	0.0%	13,075	1,000	12,075	(1,000)	12,075	0
		Office Supplies & Expenses	797	3,000	3,000	0.9%	0	0.0%	3,500	500	3,500	0	3,500	0
		Other	0	250	250	0.1%	0	0.0%	250	0	250	0	250	0
		Professional Fees	51,166	18,970	18,970	5.9%	0	0.0%	93,970	75,000	53,970	(40,000)	53,970	0
		Reserve Transfers	(32,217)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	2,826	6,900	6,900	2.1%	0	0.0%	9,400	2,500	9,400	0	9,400	0
		<b>Total Other Expenses</b>	<b>38,063</b>	<b>53,660</b>	<b>53,660</b>	<b>16.6%</b>	<b>0</b>	<b>0.0%</b>	<b>133,160</b>	<b>79,500</b>	<b>92,160</b>	<b>(41,000)</b>	<b>92,160</b>	<b>0</b>
	<b>Total Expenses</b>		<b>289,967</b>	<b>316,709</b>	<b>322,491</b>	<b>100.0%</b>	<b>5,782</b>	<b>1.8%</b>	<b>517,093</b>	<b>194,602</b>	<b>492,692</b>	<b>(24,401)</b>	<b>499,582</b>	<b>6,890</b>
	<b>Total Strategic Planning</b>		<b>289,967</b>	<b>316,709</b>	<b>322,491</b>		<b>5,782</b>	<b>1.8%</b>	<b>517,093</b>	<b>194,602</b>	<b>492,692</b>	<b>(24,401)</b>	<b>499,582</b>	<b>6,890</b>

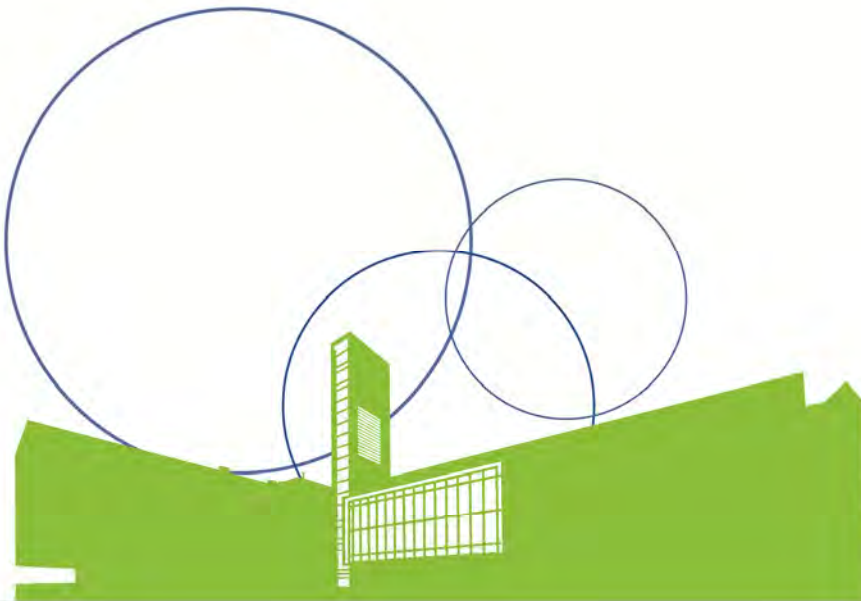
Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Strategic Planning													
On-Line Citizen Public Engagement Survey			75,000		75,000				75,000		(40,000)		
Strategic Planning Business Analysts	FT	1.00	105,454		105,454			1.00	105,454		4,048		5,300

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Title	Project Type	Region	Funding Source	Total Budget	Operating Impact
						Taxation		
Strategic Planning	2015	SP-0010-15	Update to Vaughan Vision Strategic Plan	New Initiative	City-Wide	94,245	94,245	
2015 Total						94,245	94,245	
Strategic Planning Total						94,245	94,245	

# Environmental Sustainability

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# Environmental Sustainability

## 2015-2018 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.*

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.

**Core Activities:** *Describe your regular business functions and responsibilities.*

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*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	2	2	1			
Part Time						
Overtime						





# Environmental Sustainability

## 2015-2018 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 (98%) of the eighty five actions in Green Directions Vaughan have been initiated.
  - Thirty-two of 48 action items which have established time frames are fully completed.
- Information Requests
  - In 2013, the number of requests per FTE for information/support received and addressed within the Environmental Sustainability Office was 65.4.
- 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.
  - Leveraged creative communication vehicles (social media, newspaper articles, partner platforms) to better engage target audiences.
  - Engagement of external stakeholders has improved as a result of a cultivating targeted strategic partnerships.

**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
  - Outward facing programs, such as community gardens, may demand more staff should interest in these initiatives increase in the future.



# Environmental Sustainability

## 2015-2018 Business Plan

**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.
- The Ontario Power Authority's Embedded Energy Manager incentive program, administered through PowerStream, provides up to 80 % of funding support to dedicate a resource towards energy management activities.

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
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
Enhance energy conservation efforts	Assist with the implementation of the Energy Conservation Demand Management Plan	Q4	Contract conversion offset by OPA funding incentive
Continue to develop and promote climate change adaptation	Continue to address vulnerability to climate change and actions to adapt to climate change impacts.	Q4	No additional resources
<b>2016 Initiatives</b>			
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
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



# Environmental Sustainability

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Pursue alternative approaches to environmental/energy improvements	Establish the framework for a community project fund that would support opportunities identified by the Community Climate Action Plan	Q3	\$60k over a three year period
Share sustainable best practices	Develop an interactive approach to communicate the highlights of five years of implementing Green Directions Vaughan	Q3	No additional resources required.
<b>2017 Initiatives</b>			
Share sustainable best practices with the community	Partner with leading, local business champions to host a regional forum on the business case for climate change mitigation.	Q2	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	Provide support to ensure environmental/energy initiatives (i.e community gardens, EV infrastructure) are considered during the development of VMC area	Q3	No additional resources
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
<b>2018 Initiatives</b>			
Pursue alternative approaches to environmental/energy improvements	Research the cost and benefits of existing renewable energy projects and determine what can implemented to achieve further advancement in this area.	Q3	No additional resources
Evaluate and measure progress towards environmental sustainability	Take stock of actions implemented in the Conservation Demand Management Plan to determine impact on energy reductions achieved	Q4	No additional resources
Pursue alternative	Partner with other organizations to identify, initiate and implement an	Q3	\$ 15 k for promotional/marketing and logistical



# Environmental Sustainability

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
approaches to environmental/energy improvements	energy conservation project at a neighbourhood or block level		support to execute project.
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
2018 Initiatives			
Share sustainable best practices with the community	Develop a series of communication pieces to raise awareness within the broader community of what Vaughan based businesses are doing to address climate change.	Q4	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.	Q1	No additional resources
Share sustainable best practices	Initiate a study to document the attitudes and behaviours of Vaughan citizen towards the environment in order to respond effectively with core programming.	Q2	Consultants cost would be covered by existing resources.
Integrate sustainability into the core culture of the City	Work with HR to pilot the integration of an environmental sustainability objective into the performance measures of a select number of directors	Q4	No additional resources

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**



# Environmental Sustainability

## 2015-2018 Business Plan

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of requests for information/support received and addressed per FTE	N/A	N/A	55.5	61	65.4	71
<b>EFFECTIVENESS: How well do we do it?</b>						
Percentage of requests resulting in subsequent projects	N/A	N/A	N/A	5.7%	8.3	9.5
Green Space (hectares per 1000 people)					3.52	
Building floor area certified under recognized Green Building program (ft <sup>2</sup> )*	N/A	N/A	2,317,250	4,019,223	4,138,453	4,262,606
Length of walkways and cycling paths (km)*	N/A	N/A	N/A	1,126.98	1,149.52	1171
City of Vaughan Buildings Energy Use (kWh/1000ft <sup>2</sup> )*	N/A	N/A	750,368	672,269		
<b>SERVICE QUALITY: Is anyone better off?</b>						
# of Environmentally related public outreach events held by City of Vaughan*	N/A	N/A	8	9	9	10
# of attendees at environmentally related public outreach events held by the City of Vaughan*	N/A	N/A	13,150	10,662	10,580	17000
Number of participants involved in activities intended to embed sustainability into organizational core culture	N/A	N/A	277	218	400	500

**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.*



# Environmental Sustainability

## 2015-2018 Business Plan

- 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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Environmental Sustainability</b>														
<b>Revenue</b>														
		Revenues for Specific Funct.	(6,408)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Tourism/Rec'n Grant	0	0	113,061	100.0%	113,061	0.0%	0	(113,061)	0	0	0	0
		<b>Total Revenue</b>	<b>(6,408)</b>	<b>0</b>	<b>113,061</b>	<b>100.0%</b>	<b>113,061</b>	<b>0.0%</b>	<b>0</b>	<b>(113,061)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	238,141	256,729	347,247	82.0%	90,518	35.3%	375,657	28,410	382,461	6,804	389,643	7,182
<b>Other Expenses</b>														
		Communications	667	600	600	0.2%	0	0.0%	600	0	600	0	600	0
		Community Advertising & Promotion	10,639	10,500	10,500	3.4%	0	0.0%	10,500	0	10,500	0	10,500	0
		Meals & Travel	800	900	900	0.3%	0	0.0%	900	0	900	0	900	0
		Office Equipment & Furniture	1,151	0	2,000	0.6%	2,000	0.0%	0	(2,000)	0	0	0	0
		Office Supplies & Expenses	1,058	965	965	0.3%	0	0.0%	1,065	100	1,065	0	1,065	0
		Other	86	200	200	0.1%	0	0.0%	200	0	200	0	200	0
		Professional Fees	31,969	31,000	39,846	12.8%	8,846	28.5%	21,000	(18,846)	21,000	0	21,000	0
		Reserve Transfers	(15,779)	(10,876)	0	0.0%	10,876	(100.0)%	0	0	0	0	0	0
		Service Contracts and Materials	919	3,500	3,500	1.1%	0	0.0%	3,500	0	3,500	0	3,500	0
		Staff Development & Training	16,351	17,650	17,650	5.7%	0	0.0%	17,650	0	17,650	0	17,650	0
		<b>Total Other Expenses</b>	<b>47,862</b>	<b>54,439</b>	<b>76,161</b>	<b>18.0%</b>	<b>21,722</b>	<b>39.9%</b>	<b>55,415</b>	<b>(20,746)</b>	<b>55,415</b>	<b>0</b>	<b>55,415</b>	<b>0</b>
		<b>Total Expenses</b>	<b>286,003</b>	<b>311,168</b>	<b>423,408</b>	<b>100.0%</b>	<b>112,240</b>	<b>36.1%</b>	<b>431,072</b>	<b>7,664</b>	<b>437,876</b>	<b>6,804</b>	<b>445,058</b>	<b>7,182</b>
<b>Total Environmental Sustainability</b>			<b>292,410</b>	<b>311,168</b>	<b>310,347</b>		<b>(821)</b>	<b>(0.3)%</b>	<b>431,072</b>	<b>120,725</b>	<b>437,876</b>	<b>6,804</b>	<b>445,058</b>	<b>7,182</b>

### 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Environmental Sustainability															
Sustainability Coordinator Contract	FT - Cont	1.00	85,215	(85,215)				1.00			2,161		4,369		4,587

### Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Environmental Sustainability													
Sustainability Coordinator Contract	FT	1.00	109,350		109,350			1.00	109,350		5,463		5,736
Community Climate Change Action Plan Project Fund			15,000		15,000				15,000				

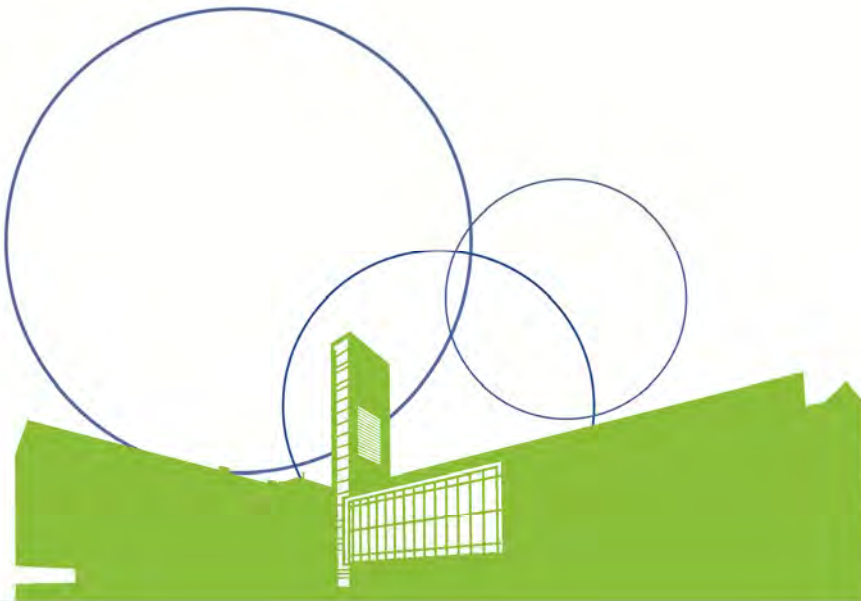
**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Title	Project Type	Region	Funding Source		Total Budget	Operating Impact
						CWDC	Taxation		
Environmental Sustainability	2015	ES-2521-15	Community Sustainability and Environmental Master Plan Renewal	Replacement	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

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# Human Resources

## 2015-2018 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.*

The Human Resources Department provides services that encompass multiple professional specialties aimed at supporting the City's workforce.

**Core Activities:** *Describe your regular business functions and responsibilities.*

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 and collective agreements
2. Ensure a high level of employee engagement
3. Invest in the talent management lifecycle in support of staff excellence
4. An accessible work place and diverse workforce.

**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*

Additional Resource Requests					
	2014 Base	2015	2016	2017	2018
Full Time	18	1	2	1	
Part Time					
Overtime					

## 2015-2018 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 reduce transactional HR services and elevate the role of the HR practitioners where they become strategic advisors to the business units and therefore contributing to the achievement of the corporations strategic objectives.
  - Implementing the revised Performance Management system is a priority initiative.
- **Learning & Organizational Development**
  - Learning & Development strategy is being implemented with the addition of a new resource in 2014.
  - Organizational Development opportunities through the Public Sector Renewal initiative. HR is consulting key stakeholders on the development of an OD strategy.
- **Labour Relations**
  - All labour agreements up to date.
  - Part time CUPE agreement expires in 2015.
  - Maintaining a positive and collaborative working relationship with our bargaining partners.
- **Accessibility and Diversity**
  - Continue to work on accessibility plan and ensure compliance with legislative requirements
  - Demonstrate the value and benefits of diversity
  - Build a strong diverse workforce
- **Technology**
  - Manual data entry and reporting processes limit available resources.
  - Partnering with Information and Technology Management and Innovation and Continuous Improvement in identifying and implementing opportunities to leverage technology on HRM processes.
- **Strategic Planning**
  - The Department continues to move towards a proactive model for Organizational Development and service delivery, facilitated by the HR partners and the revised role of Learning and Organizational Development Specialist.
  - The Department continues to perform 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 renewals — salary compression issues.
  - Maintaining a positive working relationship with our bargaining partners.
- **Human Resources Strategy**
  - The Corporation's goal of becoming an employer of choice though improved levels of engagement is on track. There are a number of initiatives across the organization that contributes towards this goal.
- **Growth Management**
  - Population growth continues to strain resources to deliver services.
  - VMC and other developments bring unique human resources challenges that do not always

# Human Resources

## 2015-2018 Business Plan

- conform with current collective agreements.
- Supporting the implementation of operational reviews.
- Significant recruitment volume as a result of newly created FTEs required to maintain service delivery across the organization.
- **Technology**
  - Opportunity to reduce administrative burden through technology and expand value-added business support.
  - Support for technological solution is dependent upon competing priorities within Innovation and Continuous Improvement and Information Technology and Management.

**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 (or longer term cost avoidance) in automation of tasks
- Costs associated with upcoming retirements – Knowledge gaps
- Costs associated with securing professional consulting services
- Sustainability of benefits packages

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Become a strategic partner that empowers our people to create a high performing organization	Implementation of new corporate performance evaluation process including new forms, guides and training supports.	Q1	
	Conduct the Employee Engagement Survey. Develop recommendations based on Employee Engagement Survey results.	Q2	
	Review/enhance the City's recruitment strategy (integrating use of technology/ATS) including, implementing a recruitment policy/procedures, employment branding strategy, training and tools.	Q3	
	Implement a Leadership Development Program including Succession Planning framework, competency models.	Q4	



# Human Resources

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Improve Staff Engagement	Implement new onboarding/orientation program.	Q1	
	Implement results of Compensation Review and Develop a new Rewards and Recognition Program.	Q2-4	
Promote a learning organizational culture	Implement new Learning & Development Strategy including Blended Learning; Centres for Excellence; Individual Learning Plans (ILPs); Career Pathing.	Q3	
	Assess accessibility and diversity improvement opportunities and prioritize implementation of same.	Q1	
Leverage technology to improve organizational efficiency and effectiveness	Implement new technology selected for e-performance, e-learning management system, e-applicant recruitment systems.	Q1	*Note: Contingent on supports and resources from ITM for implementation
	Upgrade HRIS infrastructure to support e-applicant/recruitment.	Q1-2	1 FTE
	Upgrade HRIS to support to support e-performance.	Q4	
	Upgrade HRIS to support e-LMS.	Q4	
	Scope out business process analysis and requirements for e-time and attendance management system.	Q2	
<b>2016 Initiatives</b>			
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
	Review City's practices related to seasonal and temporary recruitments and implement improvements to streamline processes, improve timeliness and quality of hire.	Q2	
Promote a learning organizational culture	Enhance the City's Occupational Health and Safety Program including a review of the disability	Q3	1 additional FTE



# Human Resources

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	management k programs within the City (training, reporting, processes) and efforts to develop/enhance the City's wellness program.		
	Conduct Needs Analysis for future learning and development requirements.	Q4	
Leverage technology to improve organizational efficiency and effectiveness	Implementation of Time and Attendance Management system for the entire organization (including VFRS).	Q4	1 additional FTE
Improve Staff Engagement	Develop programs that encourage and recognize staff who promote Vaughan through their leadership in professional and other organizations outside the City.	Q3	
2017 Initiatives			
Improve Staff Engagement through knowledge transfer	Develop a mentoring program where select 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:  <i>Key Features:</i> <ul style="list-style-type: none"> <li>Track employee activity against position budgets and monitor budget to actuals.</li> <li>Automatically generate next year position budgets from employee data or prior budgets.</li> <li>Incorporate approvals for better control over budget allocation.</li> <li>Project year-end costs for headcount, FTEs, salary amounts and hours.</li> <li>Establish position relationships according to organizational hierarchy.</li> </ul>	Q4	



# Human Resources

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2018 Initiatives</b>			
Become a strategic partner that empowers our people to create a high performing organization	Integrate HRM solutions with employee/Manager Self-Serve i.e. benefits, attendance etc.	Q2	
Promote a learning organizational culture	Refresh of the Learning & Development Strategy.	Q2	
Improve Staff engagement through knowledge transfer	Central information – improve information validity and reliability; collection, storage, and access.	Q3	
Leverage technology to improve organizational efficiency and effectiveness	Upgrade and integrate e-business solutions in support of recruitment, performance management, learning & development, and succession planning.	Q4	

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to Vaughan Vision 2020 Strategic Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Turnover Rate* (Gross, Voluntary, Involuntary)		Gross:4.39% Vol: Invol:	Gross:3.18% Vol: Invol:	Gross: 4.6% Vol: 3.2% Invol: 1.5%	Gross: 5.9% Vol: 3.9% Invol: 2.0%	
Vacancy Rate				6.2%	7.7%	



# Human Resources

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Number of Training Courses and Sessions Offered	Course: 48 Session: 128	Course: 40 Session: 105	Course: 64 Session: 55	Course: 43 Session: 78	Course: 47 Session: 171	Course: Session: 47
Number of Employees Participated in Training	2,234	2,444	1,252	974	1,979	
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of City FTEs per HR FTE*				95.6	109.6	104
<b>SERVICE QUALITY: Is anyone better off?</b>						
Percentage of Employees Engaged*	40%	N/A	N/A	53% (+13% from 2009 survey)	N/A	60%
Number of Employee We Are Vaughan Awards Handed Out*			99	108	117	99
Total Number of Grievances*	28	31	27	27	24	16

**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
- The City is experience a significant amount of growth and as a result there is significant pressure to attract and retain top talent. KPIs suggest that we are moving in the right direction through improved overall employee engagement.

**Department Head Sign-off**

**Date (mm/dd/yy)**

**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Human Resources</b>														
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	3,104,316	3,079,850	3,270,296	82.3%	190,446	6.2%	3,739,589	469,293	3,892,765	153,176	3,860,235	(32,530)
	<b>Other Expenses</b>													
		Awards, Sponsorships & Grants	26,054	35,000	35,000	0.9%	0	0.0%	35,000	0	50,000	15,000	50,000	0
		Communications	8,058	7,420	7,420	0.2%	0	0.0%	8,620	1,200	8,620	0	8,620	0
		Community Advertising & Promotion	87,621	50,000	50,000	1.3%	0	0.0%	50,000	0	50,000	0	50,000	0
		General Mtce & Repairs	9,306	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	(39,368)	(40,000)	(40,000)	-1.0%	0	0.0%	(40,000)	0	(40,000)	0	(40,000)	0
		Meals & Travel	30,768	26,150	27,150	0.7%	1,000	3.8%	28,250	1,100	28,250	0	28,250	0
		Office Equipment & Furniture	50,920	10,915	5,415	0.1%	(5,500)	(50.4)%	21,515	16,100	11,015	(10,500)	5,415	(5,600)
		Office Supplies & Expenses	29,820	30,005	30,005	0.8%	0	0.0%	31,005	1,000	31,505	500	31,505	0
		Other	18,877	29,480	15,650	0.4%	(13,830)	(46.9)%	15,650	0	15,650	0	15,650	0
		Professional Fees	623,470	462,990	462,990	11.7%	0	0.0%	462,990	0	462,990	0	462,990	0
		Reserve Transfers	(54,900)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	0	0	6,750	0.2%	6,750	0.0%	6,750	0	6,750	0	6,750	0
		Staff Development & Training	136,839	86,794	86,794	2.2%	0	0.0%	91,794	5,000	92,294	500	91,794	(500)
		Staffing Costs (incl Benefits)	0	0	6,080	0.2%	6,080	0.0%	6,080	0	6,080	0	6,080	0
		Tools & Equipment	4,839	7,830	7,830	0.2%	0	0.0%	7,830	0	7,830	0	7,830	0
		<b>Total Other Expenses</b>	<b>932,306</b>	<b>706,584</b>	<b>701,084</b>	<b>17.7%</b>	<b>(5,500)</b>	<b>(0.8)%</b>	<b>725,484</b>	<b>24,400</b>	<b>730,984</b>	<b>5,500</b>	<b>724,884</b>	<b>(6,100)</b>
	<b>Total Expenses</b>		<b>4,036,621</b>	<b>3,786,434</b>	<b>3,971,380</b>	<b>100.0%</b>	<b>184,946</b>	<b>4.9%</b>	<b>4,465,073</b>	<b>493,693</b>	<b>4,623,749</b>	<b>158,676</b>	<b>4,585,119</b>	<b>(38,630)</b>
<b>Total Human Resources</b>			<b>4,036,621</b>	<b>3,786,434</b>	<b>3,971,380</b>		<b>184,946</b>	<b>4.9%</b>	<b>4,465,073</b>	<b>493,693</b>	<b>4,623,749</b>	<b>158,676</b>	<b>4,585,119</b>	<b>(38,630)</b>

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Human Resources													
Admin Coordinator (2yr Contract)	FT - Cont	1.00	77,729		77,729			1.00	77,729		3,861		(81,590)
Human Resources Partner	FT	1.00	118,543		118,543			1.00	118,543		552		5,830
HR Specialist, Workplace Health and Safety	FT	1.00	130,651		130,651			1.00	130,651		608		6,413
HR Specialist, Absence and Disability Management	FT	1.00	99,673		99,673			1.00	99,673		(1,011)		4,818

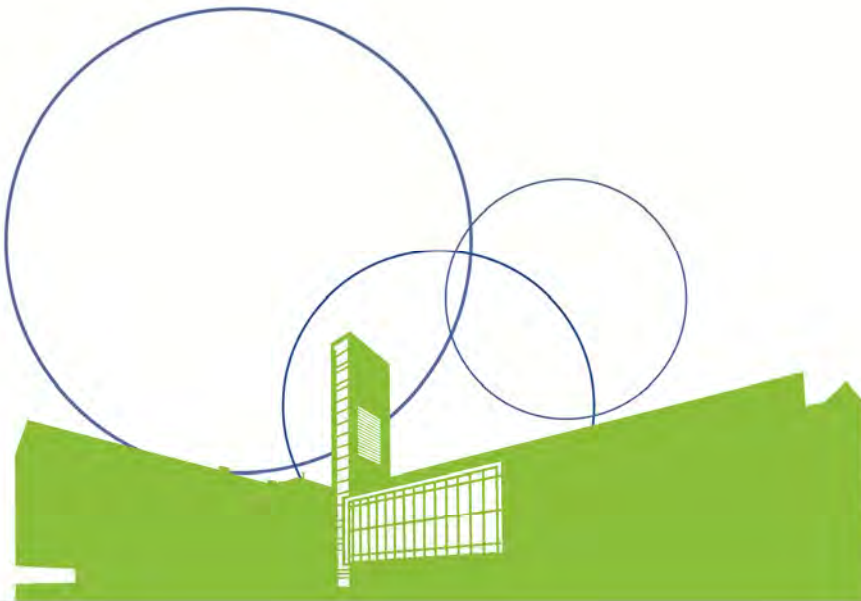
Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Human Resources											
HR Admin Coordinator	FT	1.00	92,166		92,166			1.00	92,166		(1,322)
Awards Budget Increase			15,000		15,000				15,000		

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Title	Project Type	Region	Funding Source	Total Budget	Operating Impact
						Taxation		
Human Resources	2017	HR-9533-14	Attendance Management Automation	New Initiative	City-Wide	103,000	103,000	
	2017 Total					103,000	103,000	
Human Resources Total						103,000	103,000	

# Information and Technology Management

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# Information and Technology Management

## 2015-2018 Business Plan

### Business Overview

#### **Service Statement:**

The Information & Technology Management (ITM) Department enables City departments to achieve strategic and business objectives through effective use of information and technology resources.

#### **Core Activities:**

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

**Link to Vaughan Vision 2020:** *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. 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).
2. 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-



# Information and Technology Management

## 2015-2018 Business Plan

- 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.
3. 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*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	46	8.5	5	5	1
Part Time					
Overtime					



# Information and Technology Management

## 2015-2018 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
  - Current office space has reached maximum capacity to accommodate staff
  - 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 EDRMS will soon increase pressure on existing resources as well.
- Opportunities for Improvement
  - Implementation of selective/appropriate recommendations in the IT Strategic Plan
  - 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 & Records Management Systems (EDRMS) 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
- IT Strategic Plan initiatives will require corporate champions and appropriate resourcing to implement



# Information and Technology Management

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation  JD Edwards System enhancements  Enterprise GIS Capabilities Enhancements  Planning/Development process automation	Q4	ARR's needed – waiting on definition of roles / responsibilities and requirements
	Implementation phase of Electronic Documents & Records Management System (EDRMS) – multi-year implementation	Q4	ARR's recognized for EDRMS Business Analyst & EDRMS Technical SME
Continuously improve IT security controls to achieve ISO27001 compliance	Implement Incident Response Plan	Q4	
Continuously improve data and information management framework	Implement Master Data Management framework	Q4	
<b>2016 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Asset Management systems – multi-year implementation  JDE Human Resources Functionality Enhancements  Point-of-Sale Automation	Q4	
	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	



# Information and Technology Management

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Continuously improve data and information management framework	Implement Data Analysis and Business Intelligence (BI) tools	Q4	
<b>2017 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	Implementation phase of Electronic Documents & Records Management System (EDRMS) – multi-year implementation	Q4	
	Property Tax System Replacement		
	Implementation phase of Asset Management systems – multi-year implementation	Q4	
Continuously improve IT security controls to achieve ISO27001 compliance	Implement encryption and digital signature controls	Q4	
Continuously improve data and information management framework	Implement Predictive Analysis framework and tools	Q4	
<b>2018 Initiatives</b>			
Collaborate with City departments to advance strategic corporate initiatives	CRM business requirements gathering and business case	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 Activity Monitoring	Q4	





# Information and Technology Management

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Resource Capacity vs. Demand	Approved: 12 Required: +19	Approved: 14 Required: +20	Approved: 14 Required: +12	Approved: 15 Required: +8	Approved: 15 Required: +6	Approved: 16 Required: +2
Number of Supported Applications	105	111	126	136	146	229
ITM Health Avg. Monthly Caseload	570	550	750	800	850	900
Monthly Completed Incidents					660	750
Average Response Time to HelpDesk Calls					27 sec	32 sec
Number of PCs supported per FTE					280	230
<b>EFFECTIVENESS: How well do we do it?</b>						
Network Availability During Normal Business Hours	99.999%	99.999%	99.999%	99.999%	99.999%	99.8%
Service Request Progress (Avg. SR/Staff)				4.6	5.3	5.2
Missions Critical Downtime During Business Hours						
Average Monthly	Opened:	Opened:	Opened:	Opened:	Opened: 650	Opened: 780



# Information and Technology Management

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Incident Activity	Closed:	Closed:	Closed:	Closed:	Closed: 644	Closed: 750
Average Monthly Percentage of Closure Method for Incidents	Phone: Visit:	Phone: Visit:	Phone: Visit:	Phone: Visit:	Phone: 55% Visit: 45%	Phone: 56% Visit: 44%
<b>SERVICE QUALITY: Is anyone better off?</b>						
ITM Helpdesk Service Effectiveness	99.1% service satisfaction	99.3% service satisfaction	99.0% service satisfaction	99.1% service satisfaction	99.0% service satisfaction	98.9% service satisfaction

**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 have been identified in the IT Strategy and are being requested through the corporate financial planning process to keep pace with the growing demand for new projects and initiatives.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

568

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Information &amp; Technology Mgmt.</b>														
	<b>Joint Service Revenue</b>													
		Joint Service Revenue	43,326	43,326	44,626	100.0%	1,300	3.0%	44,626	0	44,626	0	44,626	0
		<b>Total Joint Service Revenue</b>	<b>43,326</b>	<b>43,326</b>	<b>44,626</b>	<b>100.0%</b>	<b>1,300</b>	<b>3.0%</b>	<b>44,626</b>	<b>0</b>	<b>44,626</b>	<b>0</b>	<b>44,626</b>	<b>0</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	5,503,161	5,684,561	6,418,177	66.2%	733,616	12.9%	7,461,010	1,042,833	7,973,902	512,892	8,481,490	507,588
	<b>Other Expenses</b>													
		Communications	755,593	773,636	683,636	7.0%	(90,000)	(11.6)%	684,896	1,260	684,696	(200)	686,096	1,400
		Joint Services & Department Transfers	(77,500)	(78,864)	(80,300)	-0.8%	(1,436)	1.8%	(80,300)	0	(80,300)	0	(80,300)	0
		Meals & Travel	10,805	13,909	13,909	0.1%	0	0.0%	14,309	400	14,309	0	14,309	0
		Office Equipment & Furniture	350,070	322,823	322,323	3.3%	(500)	(0.2)%	333,323	11,000	315,323	(18,000)	318,323	3,000
		Office Supplies & Expenses	22,225	24,956	24,956	0.3%	0	0.0%	25,256	300	25,256	0	25,656	400
		Other	234	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Professional Fees	258,479	354,023	426,010	4.4%	71,987	20.3%	426,010	0	426,010	0	426,010	0
		Service Contracts and Materials	1,777,108	1,736,007	1,800,136	18.6%	64,129	3.7%	1,871,948	71,812	1,840,828	(31,120)	1,861,088	20,260
		Staff Development & Training	72,492	77,141	91,891	0.9%	14,750	19.1%	110,491	18,600	119,441	8,950	125,591	6,150
		Utilities & Fuel	192	1,230	1,230	0.0%	0	0.0%	1,230	0	1,230	0	1,230	0
		<b>Total Other Expenses</b>	<b>3,169,699</b>	<b>3,224,861</b>	<b>3,283,791</b>	<b>33.8%</b>	<b>58,930</b>	<b>1.8%</b>	<b>3,387,163</b>	<b>103,372</b>	<b>3,346,793</b>	<b>(40,370)</b>	<b>3,378,003</b>	<b>31,210</b>
	<b>Total Expenses</b>		<b>8,672,860</b>	<b>8,909,422</b>	<b>9,701,968</b>	<b>100.0%</b>	<b>792,546</b>	<b>8.9%</b>	<b>10,848,173</b>	<b>1,146,205</b>	<b>11,320,695</b>	<b>472,522</b>	<b>11,859,493</b>	<b>538,798</b>
<b>Total Information &amp; Technology Mgmt.</b>			<b>8,629,534</b>	<b>8,866,096</b>	<b>9,657,342</b>		<b>791,246</b>	<b>8.9%</b>	<b>10,803,547</b>	<b>1,146,205</b>	<b>11,276,069</b>	<b>472,522</b>	<b>11,814,867</b>	<b>538,798</b>

### 2015 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
ITM															
Systems Analyst/project leader JDE PT	PT	0.69	73,013	(73,013)				0.69			(132)		3,537		3,713
Systems Analyst/Project leader (AMANDA - Mobility)	FT	1.00	115,089	(86,751)	28,338			1.00	28,338		1,922		5,693		5,978
Systems Analyst/Project leader (Asset Mgmt/Sys Integration)	FT	1.00	115,089		115,089			1.00	115,089		1,922		5,693		5,978
Systems Analyst/Project leader (JDE-Purchasing CI)	FT	1.00	115,089		115,089			1.00	115,089		1,922		5,693		5,978
Systems Analyst/Project leader (GIS Architect)	FT	1.00	115,089		115,089			1.00	115,089		1,922		5,693		5,978

### Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
ITM													
Systems Analyst/Project Leader (Asset Mgt/Sys Integration)	FT	1.00	117,693		117,693			1.00	117,693		2,052		5,830
Client Support Analyst - Audio/Video	FT	1.00	99,573		99,573			1.00	99,573		(1,411)		4,818
Systems Analyst/Project Leader (eGov/eServices)	FT	1.00	117,693		117,693			1.00	117,693		2,052		5,830
Systems Analyst/Project Leader (GIS)	FT	1.00	117,693		117,693			1.00	117,693		2,052		5,830
Systems Analyst/Project Leader (JDE - HR)	FT	1.00	117,693		117,693			1.00	117,693		2,052		5,830
Systems Analyst/Project leader (Fire House)	FT	1.00	118,303		118,303			1.00	118,303		1,852		5,830
New Property Tax System	FT	0.31	111,043	(36,321)	74,722			0.31	74,722		5,552		5,830
EDMS Systems Analyst	FT	1.00	129,020		129,020			1.00	129,020		581		6,385

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
ITM											
Systems Analyst/Project Leader (Asset Mgt/Sys. Integration)	FT	1.00	120,534		120,534			1.00	120,534		2,194
Property Tax System - system maintenance			160,000		160,000				160,000		
Systems Analyst/Project Leader (GIS)	FT	1.00	120,534		120,534			1.00	120,534		2,194
Systems Analyst/Project Leader (Security Analyst)	FT	1.00	120,584		120,584			1.00	120,584		2,194

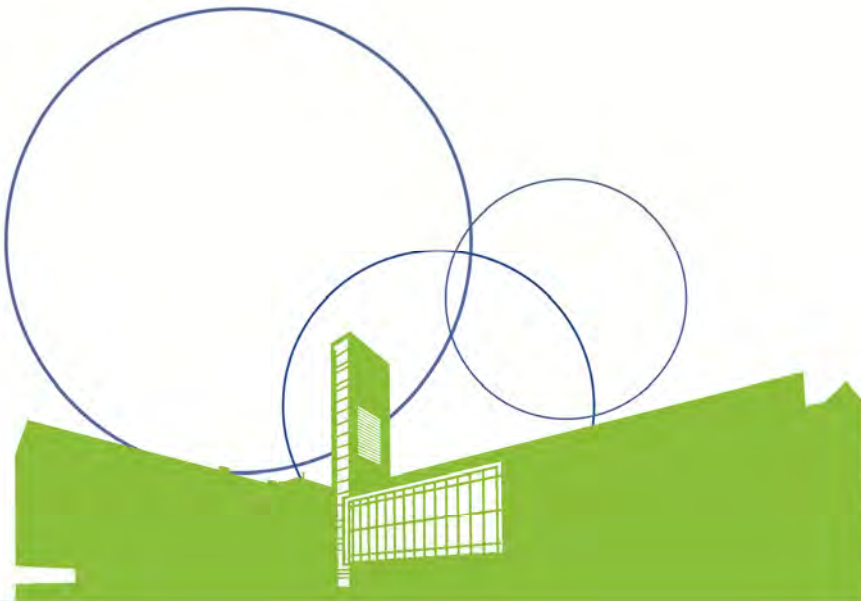
Recognized 2018 ARRs									
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$
ITM									
Systems Analyst/Project Leader (GIS)	FT	1.00	123,446		123,446			1.00	123,446
EDMS Systems Analyst	FT	1.00	135,318		135,318			1.00	135,318
EDMS Technical SME	FT	1.00	135,318		135,318			1.00	135,318

Capital Budget: Departmental Project Listing  
 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Department	Year	Project #	Project Title	Project Type	Region	Funding Source			Operating Impact
						Infrastructure	Taxation	Total Budget	
Information Technology Management	2015	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-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide	350,000		350,000	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide		154,500	154,500	
	2015 Total					1,129,700	154,500	1,284,200	
	2016	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-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide	360,000		360,000	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide		154,500	154,500	
	2016 Total					1,140,700	154,500	1,295,200	
	2017	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-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide	360,000		360,000	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide		154,500	154,500	
	2017 Total					1,140,700	154,500	1,295,200	
	2018	IT-2502-14	Electronic Document Management System	Technology	City-Wide		655,000	655,000	270,636
		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-3016-13	Personal Computer (PC) Assets Renewal	Technology	City-Wide	360,000		360,000	
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)	Technology	City-Wide		154,500	154,500	
	2018 Total					1,140,700	809,500	1,950,200	270,636
Information Technology Management Total						4,551,800	1,273,000	5,824,800	270,636

# Commissioner of Public Works

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# Commissioner of Public Works



Paul Jankowski

## Commissioner's Message:

The Public Works Commission delivers transportation, parks and forestry operations, solid waste, development engineering, water, wastewater and stormwater services to the citizens and businesses of the City of Vaughan. Every day, residents depend on our services to move around safely, for clean drinking water, to keep Vaughan green, and to manage the needs of our growing city.

With our focus on citizens first, the Public Works business plans reflect our seven service areas. These services are delivered collaboratively by the over 200 employees in the four departments that make up Public Works. Service-based business plans allow us to better demonstrate value to our citizens – allowing you to track our core activities, objectives and key initiatives, and how we will measure our performance.

In last year's citizen satisfaction survey, we heard that almost 90% of Vaughan's citizens are satisfied with parks and green space, and with garbage, recycling and green bins. We also heard that traffic and transportation, and snow removal are top priorities for residents. In addition to continuing to deliver the day-to-day services that Vaughan relies on, we are dedicated to improving our effectiveness and consistency in our delivery of these core services.

In 2015, over \$161 million in expenditures will be invested in the services we deliver.

Services primarily supported by tax dollars:

- Transportation Services (\$24 million) – Taking care of the City's road network, sidewalks and paved trails, including snow removal, spring clean-up and traffic management
- Parks and Forestry Operations (\$15 million) – Taking care of the City's parks, sports fields, tree canopy, plantings, and streetscaping
- Solid Waste Management (\$10 million) – Collecting recycling, organics, leaf & yard waste and garbage from over 80,000 residences

Services supported by rates and fees:

- Development Engineering Services (\$5 million) - Planning the water, wastewater, stormwater and transportation infrastructure needed to accommodate the more than 100,000 future citizens that plan to join our growing and intensifying communities over the next 15 years
- Water (\$47 million) and Wastewater (\$56 million) Services – Providing clean water and wastewater collection to over 80,000 residences, and to the employees and visitors of 30,000 commercial and industrial properties
- Stormwater Services (\$4 million) – Taking care of the City's drainage systems (sewers, overland flow routes, and stormwater management facilities) to deal with runoff from urban areas

We oversee almost 60% of the City's capital budget, 24% of Vaughan's tax-based operating expenditures, and nearly \$107M in water and wastewater operating expenditures. That is not a responsibility we take lightly; our business plans are our commitment to you to demonstrate effective service delivery oversight through citizen focus.

On behalf of the dynamic and collaborative team of employees at the Public Works Commission, it is my privilege to present the 2015-2018 business plans and budgets.

Paul Jankowski, P. Eng.  
Commissioner of Public Works

# Public Works Commission

## 2015 Budget and 2016-18 Plan: Operating

	2015	2016	2017	2018
<b>TAX-BASED</b>				
<b>Reserve Revenue</b>				
Development Engineering Services - Reserve Revenue (Note 1)	6,423,788	6,546,252	6,610,515	6,621,091
<b>Other Revenue (Note 2)</b>				
Transportation Services	369,097	378,385	383,955	389,387
Parks & Forestry Operations	211,636	216,420	218,364	221,186
Solid Waste Management	1,261,856	1,281,271	1,302,530	1,322,475
Development Engineering Services	339,433	351,235	355,610	360,568
<b>Total</b>	<b>2,182,022</b>	<b>2,227,311</b>	<b>2,260,459</b>	<b>2,293,616</b>
<b>Expenditures</b>				
Transportation Services	24,147,936	24,797,572	25,638,217	26,150,630
Parks & Forestry Operations	15,221,412	16,062,548	16,478,811	16,927,180
Solid Waste Management	10,286,124	10,702,131	10,927,371	11,091,326
Development Engineering Services	5,136,619	5,258,939	5,334,860	5,375,712
<b>Total</b>	<b>54,792,090</b>	<b>56,821,190</b>	<b>58,379,259</b>	<b>59,544,848</b>
<b>Net</b>				
Transportation Services	23,778,839	24,419,186	25,254,262	25,761,243
Parks & Forestry Operations	15,009,776	15,846,128	16,260,447	16,705,994
Solid Waste Management	9,024,268	9,420,860	9,624,841	9,768,851
Development Engineering Services	4,797,185	4,907,705	4,979,251	5,015,144
Development Engineering Services - Reserve Revenue	(6,423,788)	(6,546,252)	(6,610,515)	(6,621,091)
<b>Total Tax-Based</b>	<b>46,186,280</b>	<b>48,047,627</b>	<b>49,508,285</b>	<b>50,630,141</b>
<b>RATE-BASED</b>				
<b>Revenue</b>				
Water Services	52,708,620	58,570,099	64,238,926	70,302,810
Wastewater Services	66,447,050	77,509,055	88,087,800	99,997,862
Stormwater Services (Note 3)	-	-	-	-
<b>Total</b>	<b>119,155,670</b>	<b>136,079,154</b>	<b>152,326,726</b>	<b>170,300,672</b>
<b>Expenditures</b>				
Water Services	47,104,968	52,452,988	56,940,035	62,073,258
Wastewater Services	55,452,932	62,529,924	68,418,200	75,123,183
Stormwater Services	3,791,256	3,927,552	3,956,949	3,979,027
<b>Total</b>	<b>106,349,156</b>	<b>118,910,464</b>	<b>129,315,184</b>	<b>141,175,468</b>
<b>Net</b>				
Water Services	(5,603,652)	(6,117,111)	(7,298,891)	(8,229,552)
Wastewater Services	(10,994,118)	(14,979,131)	(19,669,600)	(24,874,679)
Stormwater Services	3,791,256	3,927,552	3,956,949	3,979,027
<b>Total</b>	<b>(12,806,514)</b>	<b>(17,168,690)</b>	<b>(23,011,542)</b>	<b>(29,125,204)</b>
<b>Lifecycle Contribution (Note 4)</b>				
Water/Wastewater/Stormwater	12,806,514	17,168,690	23,011,542	29,125,204
<b>Total Rate-Based</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PUBLIC WORKS</b>				
Revenue	127,761,480	144,852,717	161,197,700	179,215,379
Expenditures	161,141,246	175,731,654	187,694,443	200,720,316
Lifecycle Contribution (Note 4)	12,806,514	17,168,690	23,011,542	29,125,204
<b>Total Net</b>	<b>46,186,280</b>	<b>48,047,627</b>	<b>49,508,285</b>	<b>50,630,141</b>

Note 1: Reserve revenue reflect all development engineering related costs, including overhead allocations

Note 2: Other revenue reflect user fees and grants

Note 3: Stormwater revenues do not reflect the storm rate currently being proposed under the Stormwater Infrastructure Funding Study.

Note 4: Lifecycle contribution reflects the transfer of surplus funds from Water/Wastewater/Stormwater division to infrastructure reserves

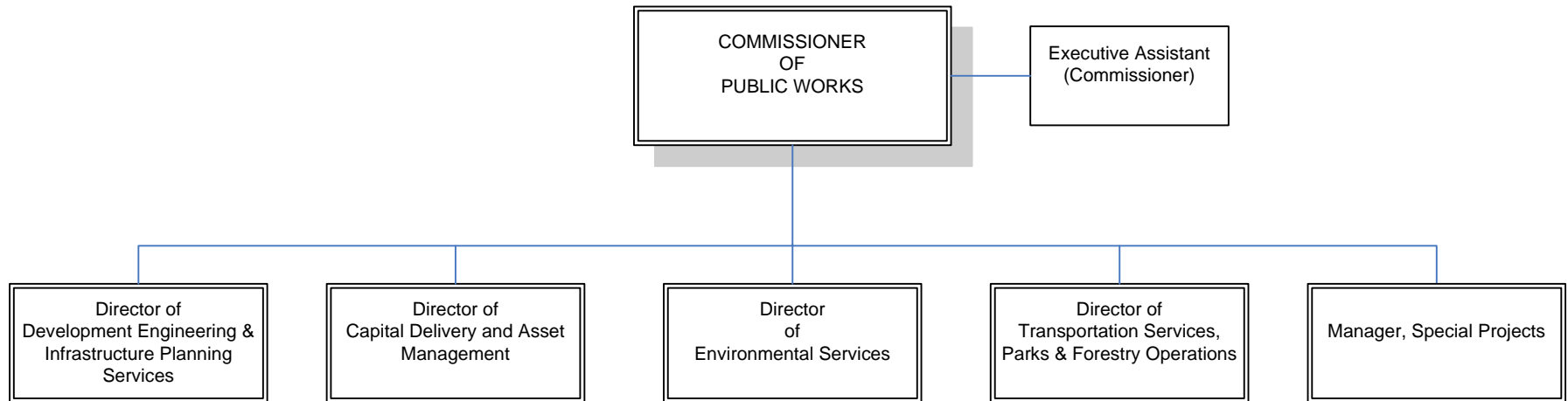


## Public Works Commission

### 2015 Budget and 2016-18 Plan: Capital

	2015	2016	2017	2018
<b>PUBLIC WORK SERVICES</b>				
Transportation Services	36,009,038	27,225,003	20,105,618	15,114,860
Parks & Forestry Operations	3,047,840	5,904,564	7,051,784	18,805,207
Solid Waste Management	69,200	-	-	-
Development Engineering Services	1,025,900	786,100	-	-
Water Services	6,862,025	7,572,125	9,486,925	8,709,925
Wastewater Services	9,427,800	-	-	-
Stormwater Services	328,570	1,399,400	5,782,305	-
Commission Wide	-	-	16,209,557	-
<b>TOTAL PUBLIC WORKS</b>	<b>56,770,373</b>	<b>42,887,192</b>	<b>58,636,189</b>	<b>42,629,992</b>
<b>FUNDING SOURCE</b>				
Development Charges	22,607,615	22,476,250	21,930,256	16,121,200
Debenture	3,125,198	6,882,223	22,207,951	12,230,845
Gas Tax	15,127,309	6,975,800	6,218,200	6,500,000
Infrastructure	10,037,317	3,916,400	5,794,433	4,998,763
Taxation	2,569,052	1,912,355	2,392,467	2,390,302
Other	3,303,882	724,164	92,882	388,882
<b>TOTAL PUBLIC WORKS</b>	<b>56,770,373</b>	<b>42,887,192</b>	<b>58,636,189</b>	<b>42,629,992</b>

**OFFICE OF COMMISSIONER OF PUBLIC WORKS  
ORGANIZATIONAL CHART**





# Roads and Transportation

## 2015-2018 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.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

**Core Activities:** *Describe your regular business functions and responsibilities.*

Roads and Transportation Services provide opportunities for all modes of travel: pedestrian, cyclists, motorists, goods movement and transit.

Roads and Transportation activities include:

- Collaborates with Infrastructure Planning:
  - To plan, build and inspect transportation infrastructure for new roads through development
  - Implement Class EA studies and master planning
- Maintaining streets, curbs, sidewalks and multi-use paths
- Winter and summer road operations
- Traffic studies on existing roads and related to growth
- Streetlight and traffic signal maintenance
- Citizen, business and stakeholder inquiries and dispatch of transportation related activities
- Collaborates with Capital Delivery and Asset Management:
  - To collect data on the condition of street assets and bridges for existing and new infrastructure
  - To plan for rehabilitation and replacement of aging infrastructure through prioritized capital budget development
  - For street capital project, design, construction and inspection Cycling infrastructure on streets
  - For bridge maintenance and rehabilitation

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Road and sidewalk safety and connecting road network
2. Promote environmental protection and sustainability through best practices
3. Provide for alternative transportation modes for citizens
4. Minimize life-cycle costs of infrastructure

**Link to Vaughan Vision 2020:** *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Enhance and Ensure Community Safety, Health and Wellness
  - Development of bike lanes and multi-use paths encourages Vaughan citizens to use alternative modes of transportation
2. Maintain Assets and Infrastructure
  - Yearly pavement management program to meet Pavement Quality Index ensure Vaughan's roads stay in a State of Good Repair
3. Plan and Manage Growth and Economic Vitality
  - Transportation infrastructure planning, Transportation Demand Management and partnerships



# Roads and Transportation

## 2015-2018 Business Plan

- with York Transit and Metrolinx plan transportation needs to manage growth
- 4. Pursue Excellence in Service Delivery
  - Staff maintains the road, bridge, streetlight and culvert infrastructure to meet defined levels of service
- 5. Lead and Promote Environmental Sustainability
  - Investigate salt usage and road performance and perform studies on environmentally safe products lead to environmental sustainability
- 6. Value and Encourage a Highly Motivated Workforce
  - Continue to invest in staff development, promoting a culture of continuous learning

### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	45	2*			2
Part Time	6.87	.7			
Overtime	\$175,077	\$199,570	\$200,883	\$202,261	\$202,261

\* ARR of 2 FTE originally for 2016, but due to Winter Roads Maintenance Review by Innovation and Continuous Improvement, it is recommended to move the 2 FTE to 2015 and change to Heavy Equipment Operators, instead of Equipment Operator 1's.

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

## 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.*

### Past Successes (2014):

- Development of a comprehensive Roads and Transportation Service Division to provide citizens, businesses and other stakeholders clear lines of communication for roads and transportation related inquiries and comments
- Completion of Roads Winter Maintenance Operational Review, providing a clear vision for moving forward
- Block 55 East Transportation Plan
- North Maple Bridge EA completed
- Huntington Road EA started
- Block 59 Street A EA started
- Annual implementation of Pavement Management Program to preserve, maintain, rehabilitate and replace roads
- Operations consistently meet or exceed ministry minimum maintenance standards
- Implementation of mobile technology for Road Patrol reporting
- State of Local Infrastructure Report



# Roads and Transportation

## 2015-2018 Business Plan

### Pressures:

- Intensification development applications are complex and require in depth analysis
- VMC Implementation
- Growth expansion areas and intensification
  - North Vaughan Transportation Master Plan
  - GTA West
  - Region of York Transportation Master Plan Update
- Coordinating rapid transit projects
- Network growth – maintaining current levels of service with current staffing levels is challenging
- Traffic concerns
- Parking needs
- Environmental and safety regulations present new challenges for future service delivery
- Environmental and conservation authority guidelines
- Aging infrastructure requires funding for key maintenance activities and capital projects
- Vaughan Healthcare Precinct construction to be completed by Fall 2015
- Future retirements indicate need for succession planning

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Citizen centric focus in traffic engineering
- Leveraging new technologies to create efficiencies in the field
- Operational review of winter maintenance strategies will identify opportunities to improve efficiency and reduce costs that can be implemented in new winter maintenance contract
- Business case development to compare cost of providing various services in house or as a contracted service
- Newer equipment will increase productivity
- Explore emerging construction, technologies and products for environmental sustainable practices
- Changeover to high efficiency street lighting will reduce energy consumption
- Training and development for new staff

**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.
- Construction cost index is at a higher rate than inflation
- Increasing development project cost related to available funding sources
- 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 eighth winter season (final year of last two year extension period)

### Existing Funding Sources:

- Tax
- DC



# Roads and Transportation

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for roads and transportation service delivery	Research and Development Funding for Future CTS Mobile Initiative – Phase 1	Q1	Funding request may be submitted
	Tender new contract service based contract for Winter Maintenance Services based on recommendations from Winter Maintenance Operational Review	Q1	May need external consultant to help write new contract as it is a new approach to service delivery
	Acquire one additional street sweeper through Innovation Reserve with goal of eliminating contracted spring street sweeping in 2016	Q1	Subject to approved funding through Innovation Reserve. Additional staff required to operate sweepers – tied to ARR for 2 – Heavy Equipment Operators in 2015
Citizen and business focused roads and transportation service delivery program	Facilitate construction of transportation infrastructure of VMC*	Q1	
	<ul style="list-style-type: none"> <li>Portage Parkway Widening, Applewood to Jane, EA</li> <li>Portage Parkway Extension, Jane to Creditstone, EA Study commencement</li> <li>Parking Management Strategy</li> </ul>		
	Implement Transportation Master Plan*	Q1	
	<ul style="list-style-type: none"> <li>Continue with Class EA study for Kirby Road extension*</li> </ul>	Ongoing	
	Pedestrian and Cycle Strategy Development**	Q1	
	Vaughan Healthcare Centre Phase 2 construction for roads infrastructure	Q1	
	Continue to support the maintenance, repair and renewal of existing road network*	Annual program	

## 2015-2018 Business Plan

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## 2015-2018 Business Plan

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# Roads and Transportation

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<i>Routes are the Way to Go</i> program		
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Q1	
<b>2018 Initiatives</b>			
Comprehensive business and operational effectiveness for roads and transportation service delivery	Implementation of CTS Mobility Project – Phase 3	Q2	
	Review inspection and maintenance program for ditching with view of improving efficiency	Q2	
	Review inspection and replacement program for culverts	Q2	
Citizen and business focused roads and transportation service delivery program	Facilitate construction of VMC* <ul style="list-style-type: none"> <li>Portage Parkway Widening, Applewood to Jane, Construction</li> <li>Portage Parkway Extension, Jane and Creditstone, Construction</li> </ul>	Q1	
	Implement Transportation Master Plan* <ul style="list-style-type: none"> <li>Construction for Kirby Road extension*</li> <li>Construction of Langstaff Road Missing Link</li> <li>Construction of Teston Road Missing Link</li> </ul>	Q1	
	Pedestrian and Cycle Strategy Development**	Annual Program	
	Continue to support the maintenance, repair and renewal of existing road network*	Annual Program	
	Review effectiveness of communication strategies to residents regarding winter and non-winter maintenance	Q4	
Protect the environment	Vaughan TDM Policy Study** <ul style="list-style-type: none"> <li>Continue implementation of <i>Active</i></li> </ul>	Q1	



# Roads and Transportation

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<i>Routes are the Way to Go</i> program		
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Q1	



# Roads and Transportation

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Cost of Preventive Maintenance per Km*	\$3,484.52	\$3,075.65	\$3,738.74	\$3,092.99	\$2,911.97	\$2,887
Number of Winter Events, Total Salt Usage (Tonnes) & Tonnes Salt per Winter Event**	<b>2008/09</b> 37 Events; 30,618T; 828T/Event	<b>2009/10</b> 25 Events; 24,166T; 966T/Event	<b>2010/11</b> 39 Events; 32,000T; 820T/Event	<b>2011/12</b> 24 Events; 20,392T; 850T/Event	<b>2012/13</b> 39 Events; 24,000T; 615T/Event	<b>2013/14</b> 51 Events; 47,829T; 938T/Event
Change of Assumed Lane year over year	N/A	8.45 %	.46%	1.18%	1.43%	.57%
<b>EFFECTIVENESS: How well do we do it?</b>						
Pavement Composite Index of Good (70) or greater for road pavement	92.22	89.28	88.19	87.13	86.44	86
<b>SERVICE QUALITY: Is anyone better off?</b>						
Road Snow Removal Satisfaction Rate (IPSOS Reid Survey)	N/A	N/A	86%	90%	88% (estimated)	88% (estimated)
Street repairs, sidewalk and street lighting Satisfaction Rate (IPSOS Reid Survey)	72%	N/A	82%	83%	82% (estimated)	82% (estimated)
End of Driveway	N/A	N/A	74%	81%	80%	80%



# Roads and Transportation

## 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
Snow Removal Satisfaction Rate (IPSOS Reid Survey)					(estimated)	(estimated)

**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.*

- Cost of Preventive Maintenance per Km\* - this cost has remained relatively constant or declined slightly through the analysis period. Factors influencing this cost include age of road network, severity of winter/frost impact, traffic loading and fluctuation in asphalt cement cost.
- Number of Winter Events, Total Salt Usage (Tonnes) & Tonnes Salt per Winter Event - although the number of winter events has fluctuated over the analysis period, total salt usage declined in recent years. 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. With the unusually cold winter of 2013/14 and the impact of the ice storm in December, 2013, more salt was required to maintain the City's service level of bare pavement throughout the road network. Even though the winter of 2013/14 is considered one of the worst in 20 years in terms of cold temperatures and snow events, salt usage remained relatively constant compared to previous years. Salt usage in 2013/14 actually fell below the consumption level in 2009/10, even though we experienced double the number of salting events during the most recent winter season. 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.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Parks and Forestry Operations

## 2015-2018 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.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

**Core Activities:** *Describe your regular business functions and responsibilities.*

The Parks and Forestry Operations Division maintains parks, sports fields, playgrounds, cemeteries, trails, boulevard & storm water management grass cutting and the urban forest through sustainable practices providing passive and recreational opportunities; while also achieving aesthetic beauty and consistent service delivery for our citizens.

Parks and Forestry Operations activities include:

- Maintenance of streetscapes, SWM pond/open space cutting, horticulture features and the urban forest
- Maintenance of parks, sports fields, playgrounds, cemeteries and trails.
- Snow removal from sidewalks and city-owned facilities (\*\*facilities may be taken over by B&F)
- Provision and set up for community group events and special 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
  - 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 (i.e. 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



## Parks and Forestry Operations

### 2015-2018 Business Plan

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

Additional Resource Requests					
	2014 Base	2015	2016	2017	2018
Full Time	74	1	8	1	
Part Time	44.2	1.5	2.07		
Overtime		\$152,924	\$152,924	\$152,294	

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.



# Parks and Forestry Operations

## 2015-2018 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.*

#### Past Success

- 2013 Ice Storm Clean Up
- 100 Poppies planted in various locations to commemorate 100<sup>th</sup> Anniversary of World War I
- Vaughan B'Leaves Program – Curb Appeal
- National Bantam Boys Baseball and Soccerfest tournaments
- CN Rail Partnership Grant project
- L.E.A.F. Public Planting and Media Event
- Safe City Expo
- Scotia Bank Earth Day Planting Event – Tudor and Chancellor District Parks
- Trees Canada, Earth Day Planting Event – Julliard Park
- Environmental Days Tree Seedlings Give-a-way

#### Pressures

- Ice storm re-forestation and sports fields impacts
- Lack of staff to absorb EAB and Ice Storm planning & operations
- Increase in citizen inquiries
- Emerald Ash Borer Infestation
- Number of community and special events are increasing
- Increased demand of existing sports fields
- Ageing urban forest increases maintenance needs
- Maintenance of current service levels combined with growth and rising citizen expectations with current staffing levels
- Workforce reaching retirement and need for succession planning

**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 (public & private)
  - Collaborate with other departments on the Corporate Asset Management initiative
  - Explore new technologies and innovation to enhance service delivery and increase efficiency
  - Exploring opportunities for alternate delivery methods Growth and intensification will continue to impact service delivery (more resources)
  - Changes in technologies
- 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
  - 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
  - New accessibility standards will require facilities and parks retrofits
  - Invasive species management for Giant Hogweed, Wild Parsnip and Poison Ivy



## Parks and Forestry Operations

### 2015-2018 Business Plan

**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
- 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
- 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
- Ice Storm Reforestation

#### Existing Funding Sources

- Tax
- Potential Ice Storm Tree Replacement Tax Levy





## Parks and Forestry Operations

### 2015-2018 Business Plan

#### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service delivery	Research and Development Funding for Future CTS Mobile Initiative – Phase 1: R&D	Q4	Funding requests will be submitted
	Increase GPS installation to 58% of all equipment and vehicles (Phase 1)	Q4	Funding requests will be submitted
Citizen and business focused parks and forestry service delivery program	Increase community participation in Community Outreach programs by 5%	Q3	
Environmental Stewardship	Enhance the Integrated Pest Maintenance (IPM) Program to address weeds in shrub bed, hard surface and turf areas	Q2/3	Funding requests will be submitted
	Implementation of Woodlot Management Plan – including signage, invasive species control, protection and access		
	Implement recommendations of the city-wide urban forest soil study and species list	Q4	Funding requests may be submitted
	Collaborate with Purchasing Services on the Implementation of the Green Purchasing Policy.  <i>Planting our Future, A Five-Year Plan to Expand the Urban Forest: Review all thirteen recommendations for effectiveness and update the plan</i>	Q4	



## Parks and Forestry Operations

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Asset Management	Implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resources request to be submitted
<b>2016 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service delivery	Implementation of CTS Mobility Project – Phase 2	Q4	Funding requests will be submitted
	Increase GPS installation to 79% of all equipment and vehicles (Phase 2)	Q4	Funding requests will be submitted
Citizen and business focussed parks and forestry service delivery program	Increase community participation in Community Outreach programs by 5%	Q3	Funding request will be submitted Resource Request to be submitted
	Review and Establish a Forestry Education Outreach Program that would allow for more interaction and engagement of residents and youth (through a school outreach program)	Q4	
Environmental Stewardship	<p><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</p> <p>Coordinate with Environmental Sustainability Office to develop forestry environmental policies</p> <p>Research and Develop Horticulture Guidelines and Environmental Policy</p>	Q4	Funding requests will be submitted
Asset Management	Continue to implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resource Request required
<b>2017 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service	Implementation of CTS Mobility Project – Phase 3	Q4	Resource Request required
	Complete GPS installation to 100%	Q4	Funding request will be



## Parks and Forestry Operations

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
delivery	of all equipment and vehicles (Phase 3)		submitted
Citizen and business focussed parks and forestry service delivery program	Continue to implement the Forestry Education Outreach Program	Q2	Funding request will be submitted
Environmental Stewardship	Review and benchmark recommendations of the city-wide urban forest soil study and species list  Implement Horticulture Guidelines and Environmental Policy		
Asset Management	Continue to implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resource Request required
<b>2018 Initiatives</b>			
Comprehensive business and operational effectiveness for parks and forestry service delivery	Implementation of CTS Mobility Project – Phase 4	Q4	Resource Request required
Citizen and business focussed parks and forestry service delivery program	Continue to implement the Education Outreach Program that would allow for more interaction and engagement of residents and youth (through a school outreach program)	Q4	Resource Request required
Environmental Stewardship	Review and benchmark Horticulture Guidelines and Environmental Policy	Q4	
Asset Management	Continue to implement Urban Re-forestation Strategy to replace trees lost in ice storm of 2013	Q4	Resource Request required

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
# of replacement trees planted per year	990	1427	1363	437 (contractor defaulted)	1888	1900
% of Flower Beds converted to Xeriscaping (native plants requiring less maintenance and water)	N/A	10% of current inventory	10% of current inventory	10% of current inventory	10% of current inventory	10% of current inventory
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of work orders completed (forestry)	1811	4481	8279	9950		
<b>SERVICE QUALITY: Is anyone better off?</b>						
# of Active Park Ambassadors	N/A	N/A	47	43	60	35
# of Partnership and grant events each year	N/A	N/A	TBD	TBD	TBD	TBD
Parks and Greenspace Satisfaction Rate (IPSOS Reid Survey)	N/A	N/A	88%	86%	87% (estimated)	87% (estimated)
Sidewalk Snow Removal Satisfaction Rate (IPSOS Reid Survey)	N/A	N/A	79%	85%	85% (estimated)	85% (estimated)



## Parks and Forestry Operations

### 2015-2018 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
- Park turf and sidewalk kilometers maintained per crew is anticipated to increase in the years ahead
- Key Performance Indicators will be further evolved through the Corporate Performance Measurement initiative

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Solid Waste

## 2015-2018 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.*

**Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.**

**Core Activities:** *Describe your regular business functions and responsibilities.*

Solid Waste Management manages residential waste collection through providing citizens a multi-stream collection of waste materials which supports environmental sustainability. Solid Waste Services also provides guidelines and development standards (Waste Collection Design Standards Policy) for developments and redevelopments within the City.

Solid Waste Management activities includes:

- 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).
- Monitors and evaluates the success of the Greening Vaughan initiative and assesses and develops other programs that may further enhance current programs or provide additional avenues for waste diversion / reduction.
- Informs and involves 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.
- Reviews site plans circulated from the Planning Commission to the Environmental Services Department to ensure submission meets the requirements set forth in the City's Waste Collection Design Standards Policy.
- Listens, investigates, resolves, and responds to, escalated residents' complaints on matters relating to residential waste collection.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Ensure a consistent, safe and efficient removal of waste for citizens
2. Promote environmental protection and sustainability
3. Effective business management, citizen focus and staff commitment to delivery of solid waste 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
  - Effective contract management and response to citizen concerns regarding solid waste services supports a citizen focused service delivery



# Solid Waste

## 2015-2018 Business Plan

2. Lead and Promote Environmental Sustainability
  - Waste diversion programs promote environmental sustainability
3. Manage Growth and Economic Well-being
  - Site plan reviews to ensure compliance with City policy
4. 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			
	2014 Base	2015	2016	2017	2018
Full Time	4				
Part Time	1.03				
Overtime	\$4,020	\$4,020	\$4,020	\$4,020	\$4,020



# Solid Waste

## 2015-2018 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.*

#### Past Successes

- Gold Award (2013) for Waste Diversion Recycling Council of Ontario
- Survey results indicate that residents very satisfied (over 90%) with waste collection services
- Ability to meet and maintain expected waste diversion levels (curbside 65%)
- Report completion for Solid Waste Operational Review
- Revised Waste Collection Design Standards Policy completed

#### Pressures

- Program development constrained by lack of resources
- Unsustainable system for the 'free' distribution of blue boxes, green bins and kitchen containers for residents moving into newly built homes. System (technology) does not meet today's needs and inhibits efficiency regarding the distribution of aforementioned containers
- Region of York of Integrated Waste Management Master Plan
- Population growth

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Program Review of Solid Waste Operations
  - On January 21, 2012, Council recommended a Program Review of Solid Waste Operations to identify further areas of opportunity and/or efficiencies
  - Region of York's Integrated Waste Management Master Plan will be incorporated into future Business Plans
- Technology
  - Appliance appointments made online
- Waste Audit in Parks and Forestry and Buildings and Facilities

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Financial impacts may occur as a result of the Program Review of Solid Waste Operations and the Region's Integrated Waste Management Master Plan

#### Existing Funding Source

- Tax





# Solid Waste

## 2015-2018 Business Plan

### Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for solid waste service delivery	Implement the recommendations of the Program Review for Solid Waste Operations	Q1	
	Implement findings from Waste Audit	Q1	
	Preparation of Waste Collection By-law	Q1	
Citizen and business focused solid waste service delivery program	Implement the Region's Integrated Waste Management Master Plan**	Q4	May require additional resources depending on outcome of master plan
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q4	
	Promote Waste Diversion Programs to citizens and businesses	Q1	
	Review process and technology for provision of blue boxes and green bins to citizens	Q2	
Protect the environment	Implement Waste Management Strategy for City Facilities**	Q1	
	Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**	Ongoing	
	Evaluate the potential for high rise residential waste collection	Q2	
Perform effective asset management for better financial management	Implement the recommendations of the Program Review for Solid Waste Operations	Q4	May require additional resources depending on outcome of solid waste review
<b>2016 Initiatives</b>			
Comprehensive business	Continue to implement the	Ongoing	



# Solid Waste

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
and operational effectiveness for solid waste service delivery	<p>recommendations of the Program Review for Solid Waste Operations</p> <p>Monitor effectiveness of changes made as a result of the City's Solid Waste Program Review</p>	Ongoing	
Citizen and business focused solid waste service delivery program	<p>Continue to implement the Region's Integrated Waste Management Master Plan**</p> <p>Monitor effectiveness of changes made as a result of the Region's Integrated Waste Management Master Plan</p> <p>Promote Waste Diversion Programs to citizens and businesses</p> <p>Implement process and technology for provision of blue boxes and green bins to citizens</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1</p>	May require additional resources to fund new technology
Protect the environment	<p>Implement Waste Management Strategy for City Facilities**</p> <p>Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**</p>	<p>Ongoing</p> <p>Ongoing</p>	
Perform effective asset management for better financial management	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
2017 Initiatives			
Comprehensive business and operational effectiveness for solid waste service delivery	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
Citizen and business focused solid waste service delivery program	<p>Continue to implement the Region's Integrated Waste Management Master Plan**</p> <p>Promote Waste Diversion Programs to citizens and businesses</p>	<p>Ongoing</p> <p>Ongoing</p>	
Protect the environment	Evaluate Waste Management Strategy for City Facilities**	Ongoing	



# Solid Waste

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**	Ongoing	
Perform effective asset management for better financial management	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
<b>2018 Initiatives</b>			
Comprehensive business and operational effectiveness for solid waste service delivery	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	
Citizen and business focused solid waste service delivery program	Continue to implement the Region's Integrated Waste Management Master Plan**	Ongoing	
	Promote Waste Diversion Programs to citizens and businesses	Ongoing	
Protect the environment	Revise Waste Management Strategy for City Facilities**	Ongoing	
	Through advocacy efforts and in partnership with the Region of York, aim for 100% residential waste diversion**	Ongoing	
Perform effective asset management for better financial management	Continue to implement the recommendations of the Program Review for Solid Waste Operations	Ongoing	



# Solid Waste

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Number of households collected		83,860	84,219	85,769	86,674	88,500 (87,519 as of May 2014)
Waste Generation Rate (tonnes per household per year)*		1.08	1.11	1.13	1.12	1.12
<b>EFFECTIVENESS: How well do we do it?</b>						
Local Waste Diversion Rate (capture rate of recyclable curbside materials quantified by incoming weigh scale tickets)*		Local: 68%	Local: 68%	Local: 68%	Local: 65%	Local: 67%
<b>SERVICE QUALITY: Is anyone better off?</b>						
Citizen Satisfaction with Service Delivery (IPSOS Reid Survey)	80%	N/A	88%	90%	90% (estimated)	90% (estimated)

**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 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.



# Solid Waste

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



## Development Engineering Services

### 2015-2018 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.*

**Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.**

**Core Activities:** *Describe your regular business functions and responsibilities.*

The Development Engineering and Infrastructure Planning Services Department manages and facilitates growth in the City through timely engineering review of development applications while supporting the long term infrastructure needs of the City of Vaughan. The core activities of the Development Engineering and Infrastructure Planning Services Department include the:

- Engineering review and approval of development applications including OPA, Zoning, secondary plan, block plan, draft plan of subdivision, site plan, Committee of Adjustment, etc;
- Prepare and administer subdivision, servicing and development agreements;
- Preparation of growth related water, wastewater, storm water and transportation master plans;
- Conduct, review and approve servicing studies, modeling, capacity analysis and servicing framework to support growth;
- Conduct Class Environmental Assessment and engineering studies for municipal infrastructure (water, wastewater, storm water and transportation) in support of urban growth;
- Coordinate and collaborate with other levels of government and external agencies on transportation, water, wastewater and storm water macro planning and servicing initiatives;
- Collaborate with other City Departments and Region to manage and facilitate development in the Vaughan Metropolitan Centre and other intensification corridors;
- Manage elements of the City's growth management initiatives including infrastructure phasing and water/wastewater servicing capacity reservation/allocation protocol;
- Coordinate with upper tier governments to facilitate highway and rapid transit initiatives in the City including TYSSSE, Yonge Subway Extension, Hwy 427 Extension, GTA West, Highway 7 BRT, arterial road improvements, etc.);
- Prepare and update the City's Transportation Master Plan, and implement the growth related elements of the plan including active transportation (bike and pedestrian), transportation demand management, transportation monitoring/modeling;
- Review and approve traffic impact and parking studies associated with development applications;
- Prepare and administer the engineering component of the City-wide Development Charge background study and Area Specific Development Charge By-laws, and developer/build/DC infrastructure project agreements;
- Participate in Ontario Municipal Board mediation sessions and hearings associated with appeals to the City's new Official Plan, Secondary Plans and development applications;
- Manage and provide construction oversight/quality assurance of all new municipal services constructed through residential, industrial and commercial development in the City;
- Review and approve detailed site servicing and lot grading plans associated with building permit applications and pool enclosure permits;
- Responsible for the timely response and resolution of lot grading and construction related requests/complaints from citizens, business and agencies; and
- Manage and complete the growth related capital projects and studies included in the capital budget and business plans of the individual lines of business in the Public Works Commission.



## Development Engineering Services

### 2015-2018 Business Plan

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

- Citizens 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;
- Development industry will be provided with an expeditious, collaborative and coordinated engineering review and approval process for development applications within defined service standards;
- 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;
- Proposed highway and rapid transit projects in the City (TYSSE, Yonge Subway Extension, Hwy 427 Extension, GTA West, Highway 7 BRT, arterial road improvements, etc.) will be planned and coordinated with the City's "City Building" initiatives, including Class EA projects and capital projects.

**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
  - Undertake comprehensive review of development applications in accordance with defined service standards, facilitating the timely implementation of well-planned, designed and constructed communities.
2. Plan and Manage Growth & Economic Well-Being
  - Supports growth and economic well-being by reviewing and commenting on development applications and ensuring that new development is adequately serviced by City infrastructure.
  - Facilitates urban development by working collaboratively with the public, landowners, developers, agencies and upper tier governments.
  - Administers the engineering component of the Development Charges and cost sharing agreements.
  - Facilitate timely engineering review of the Mackenzie Vaughan Hospital.
  - Facilitate completion of rapid transit and highway expansion initiatives in the City.
  - Manage and complete the growth related capital projects and studies included in the capital budget and business plans of the individual lines of business in the Public Works Commission.
3. Manage Corporate Assets
  - Ensures the design and construction of new municipal infrastructure meets City engineering standards and criteria, effectively managing the City's linear infrastructure.
  - Optimize the use of existing City infrastructure to support growth in the intensification and urban growth areas
4. Lead and Promote Environmental Sustainability
  - Ensures that sustainability principles and measures are considered in the design and construction of new municipal services.
  - Pursues innovative approaches, techniques and technology to address construction related activities



## Development Engineering Services

### 2015-2018 Business Plan

#### **Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

		Additional Resource Requests			
	2014 Base	2015	2016	2017	2018
Full Time	45	1			
Part Time	.06				
Overtime					

Note: Staffing profile includes staff who were moved due to re-organization.

### 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.*

#### **Past Successes (2014):**

- Initiate a developing process mapping exercise in conjunction with ICI and Planning Departments to identify opportunities for process improvements or efficiencies, confirm roles and responsibilities, service delivery targets, and resource needs;
- Completed a comprehensive update of the Engineering Design Criteria and Standards Document and the Environmental Site Assessment Policy to streamline the design and development process
- Participated in OMB mediation associated with appeals to the VOP2010 including VMC, West Vaughan Employment Area, and Vaughan Mills Secondary Plans;
- Leveraged technology to facilitate the processing of lot grading and pool permits;
- Conducted an engineering review of Block Plan and MESP submissions for Blocks 55 East, 40/47 and 59.
- Completed city wide and an area specific water, wastewater and storm water master plans in support of VOP2010
- Initiated department wide training of staff in Project Management essentials.
- Enhanced environmental protection by dedicating resources to review and inspect erosion and sediment control measures on new development sites and implemented an inspection reporting protocol

#### **Pressures:**

- Implementation of organizational change in the Public Works Commission;
- Need to improve communication and collaboration with Planning Commission through process efficiencies and organizational structure initiatives;
- Development Process Mapping will identify process efficiencies and resource needs to meet department service expectations and manage workload
- OMB appeals continue to put a strain on key staff;
- Review and processing of development applications related to high rise and intensification projects is complex and demanding on existing staff resources.
- Need for new policies, procedures and processes to address the unique issues related to high rise/intensification development projects;
- Recruiting for vacancy technical and management positions in the department is proving difficult due to strong competition in the industry;
- Supporting the preparation of the New Communities Secondary Plans for Blocks 27 and 41, including the undertaking of a comprehensive transportation master plan; and
- Training and development of staff so service delivery expectations and expanding scope of responsibilities





## Development Engineering Services

### 2015-2018 Business Plan

can be effectively managed.

- Workload and span of control for some managers is current concern, which is being addressed in part by an FTE request in 2015 for a Supervisor of Inspection and Lot Grading.

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Transition work processes and staff competencies to address the transition from traditional forms of residential development (low density) to a higher density/intensification built form
- Implement recommendations from the "Development Process Mapping" to improve prioritization of tasks and responsibilities to enhance department service delivery
- Complete a review of the Development Engineering Fee;
- Partner with the Planning Department on the preparation of new communities secondary plans, in particular the preparation of the transportation, servicing and storm water management elements of the plans.
- Leverage technology to improve work efficiency and service delivery in connection with the review of development applications and preparation of subdivision agreements;
- Implement additional field inspections for pool and single family infill sites to proactively reduce the risk of construction related grading/drainage problems and to enhance service delivery;
- Assume the responsibility for administration of the installation of new service connections
- Continue to respond to current and future Regional and Provincial policies, legislation, engineering planning studies and infrastructure projects;
- Manage and complete the growth related capital projects and studies included in the capital budget and business plans of the individual lines of business in the Public Works Commission.

**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

Existing Funding Sources: Development Engineering Fees and charges

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business effectiveness for development engineering service delivery	Complete phase 1 of the development application process mapping with clear recommendations for efficiency improvements, timelines, roles and responsibilities.	Q1	Existing staff and external consultant
	Implement new governance structure review with the Planning	Q1 - Q2	Existing staff and external consultant



## Development Engineering Services

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<p>Commission</p> <p>Undertake a comprehensive review of the Subdivision Agreement template and develop set of standard draft plan conditions to streamline the development review process</p> <p>Collaborate with Planning, Legal and By-law to prepare a report recommending amendments to the Noise By-law to reflect new Provincial guidelines and administrative/enforcement changes.</p>	<p>Q1 - Q4</p> <p>Q2</p>	<p>Existing staff</p> <p>Existing Staff and external consultant if necessary</p>
Citizen and business focused development engineering service delivery program	<p>Continue to support the plan to build a dynamic Vaughan Metropolitan Centre through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects</p> <p>Active involvement in OMB hearings and mediation related to the appeals of VOP2010 and related secondary plans</p> <p>Initiate the New Community Areas ( Blocks 27 &amp; 41)Transportation Master Plan, servicing and storm water management studies in support of the preparation of the Secondary Plans</p> <p>Review and provide engineering input on Block Plans for communities in 34E, 34W, 40/47, 59 once complete block plan applications and supporting studies are submitted.</p> <p>Initiate Class EA for Street A in Block 59</p> <p>Facilitate completion of rapid transit and highway/arterial road expansion initiatives including Hwy 7 BRT , design of bridges and services around 427 extension in the City and growth management through infrastructure planning:</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q1</p> <p>Ongoing</p> <p>Q1</p> <p>On-going</p>	<p>Existing staff, subject to results of "Development Process Mapping" exercise</p> <p>Existing staff and external consultants as necessary</p> <p>Existing staff and external consultants Target date for release of RFP</p> <p>Existing staff and external peer review consultants if necessary</p> <p>Managed by existing staff with external consultant</p> <p>Existing staff</p>



## Development Engineering Services

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Facilitate the coordination, design and construction of the TYSSE, Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	Initiated in Q3 2014	Existing staff
	Participate and provide input to the comprehensive review of the Metrolinx “Big Move” RTP, Regional Express Rail and Regional Transportation & Servicing Master Plans update	Q4	Existing staff
	Implement the growth related elements of the City’s Water, Wastewater, Storm Water and Transportation Master Plans	On-going	Existing staff
Perform effective asset management for better financial management	Complete review of Development Engineering Fees	Q4	External consultant
	Development of a financial strategy for the Black Creek Renewal project in conjunction with Development Finance and Investment Dept. and Executive Director.	Q4	Existing staff with assistance from external consultant as needed
Protect the environment	Continue to promote environmental protection through oversight of erosion and sediment measures on construction sites, sewer commissioning. Leverage technology to build an efficient monitoring program and data management	Ongoing	Existing staff
2016 Initiatives			
Comprehensive business effectiveness for development engineering service delivery	Continue to implement, monitor and adapt development process map and Department organization to improve service delivery for development applications. Leverage technology where possible.	Ongoing	Existing staff
Citizen and business focused development	Continue to support the plan to build a dynamic Vaughan Metropolitan	Ongoing	Existing staff

## Development Engineering Services

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
engineering service delivery program	Centre through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects		
	Continue to work on New Community Areas ( Blocks 27 & 41) Transportation Master Plan, Block 27 Mobility Hub, servicing and storm water management studies in support of the preparation of the Secondary Plans	Q4	Managed by existing staff with external consultant
	Begin preparation for City's 5-year Official Plan review through the preparation of terms of reference for TMP and Servicing strategy review/update	Q2	Existing staff
	Active involvement in OMB hearings and mediation related to the appeals of VOP2010 and related secondary plans	On-going	Existing staff plus external consultants as needed
	Complete Class EA for Street A in Block 59 and coordinate the integration of the preferred alternative in the design of the Highway 427 Extension project	Q2	Managed by existing staff with external consultant
	Facilitate completion of rapid transit and highway/arterial road expansion initiatives in the City and manage infrastructure planning:		
	Facilitate the coordination, design and construction of the TYSSE, Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	On-going	Existing staff
	Participate and provide input to the comprehensive review of the Metrolinx "Big Move" RTP and Regional Transportation & Servicing Master Plans update	Q4	Existing staff



## Development Engineering Services

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Implement the growth related elements of the City's Water, Wastewater, Storm Water and Transportation Master Plans	On-going	Existing staff
<b>2017 Initiatives</b>			
Comprehensive business effectiveness for development engineering service delivery	Continue to implement, monitor and adapt development process map and Department organization to improve service delivery for development applications. Leverage technology where possible.	On-going	Existing Staff
Citizen and business focused development engineering service delivery program	Support the plan to build a dynamic VMC through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects	On-going	Existing staff
	Complete the New Community Areas ( Blocks 27 & 41) Transportation Master Plan, servicing and storm water management studies in support of the preparation of the Secondary Plans	Q2	Managed by existing staff with external consultant
	Partner with planning to provide engineering and transportation input to the comprehensive 5 year review of the City's Official Plan.	2017/18	Existing staff with assistance from external consultants
	Continue to review and provide engineering input on Block Plans for communities in 34E, 34W, 27,41 as they are submitted.	On-going	Existing staff with assistance from external peer review consultants if necessary
	Initiate the transportation review associated with the Concord Go secondary plan	Q4	Managed by existing staff with external consultant
	Facilitate completion of rapid transit and highway/arterial road expansion initiatives in the City and manage infrastructure planning:		



## Development Engineering Services

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Facilitate the coordination, design and construction of the TYSSE, Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	On-going	Existing staff
	Implement the growth related elements of the City's Water, Wastewater, Storm Water and Transportation Master Plans	On-going	Existing staff
Perform effective asset management for better financial management	Initiate the updating of the engineering component of the city-wide development charge background study.	Q1	Managed by existing staff with external consultant if required
2018 Initiatives			
Citizen and business focused development engineering service delivery program	Support the plan to build a dynamic VMC through the completion of the timely reviews and approvals of development applications and completion of public sector infrastructure projects	Ongoing	Existing staff
	Partner with planning to provide engineering and transportation input to the comprehensive 5 year review of the City's Official Plan.	2018	Existing staff plus external consultant as needed
	Facilitate completion of rapid transit and highway/arterial road expansion initiatives in the City and manage infrastructure planning:		
	Facilitate the coordination, design and construction of the Highway 7 BRT and Yonge Subway extension projects	On-going	Existing staff
	Participate in the GTA West – Stage 2 EA study and facilitate the advancement of the 427 extension project.	On-going	Existing staff



## Development Engineering Services

### 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Perform effective asset management for better financial management	Complete the updating of the engineering component of the city-wide development charge background study.	Q2	Existing staff plus external consultant as needed

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
# of executed agreements	32	44	23	25	17	24
Construction value for processed subdivisions agreements	\$91M	\$57M	\$19M	\$98M	\$49M	\$88M
# of permits	2934	2850	2250	1224	1272	903
# of Development Applications	181	188	215	218	211	212
Total Number of Consents and Variance Applications	340	362	367	400	419	440
# of studies (incl. EPS and Transportation)	77	69	82	89	99	106
# of CTS complaints	613	820	543	639	774	810



## Development Engineering Services

### 2015-2018 Business Plan

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFECTIVENESS: How well do we do it?</b>						
Average turnaround time for executed agreement against established metrics	N/A	N/A	N/A	N/A	N/A	To be determined after process review with ICI
% of grading permit processed within 10 days	N/A	N/A	N/A	N/A	N/A	To be determined based on process review with ICI
% Development application turnaround time within established timelines	N/A	N/A	N/A	N/A	N/A	To be determined based on process review with ICI

**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 continue to increase annually
- Construction value of processed subdivision agreements continues to fluctuate
- Number of complaints resolved annually is expected to remain consistent with previous years
- The complexity and time commitment required to process development application has increased with infill and high density proposals
- OMB hearings and mediation require an increasingly larger dedication of staff time and departmental resources.
- Workload and span of control for some managers is an emerging concern, which is being addressed in part by an FTE request in 2015 for a Supervisor of Inspection and Lot Grading.
- Need to improve communication and collaboration with Planning Commission through process efficiencies and organizational structure initiatives;
- Development Process Mapping will identify process efficiencies and resource needs to meet department service expectations and effectively manage workload.

**Department Head Sign-off**

**Date (mm/dd/yy)**



**Development Engineering Services****2015-2018 Business Plan**

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**Commissioner of Public Works  
Sign-off**

**Date (mm/dd/yy)**

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**Commissioner of Planning Sign-  
off**

**Date (mm/dd/yy)**

# Revenue and Expenditure Summary

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## 2015 Operating Budget & 2016-2018 Operating Plan

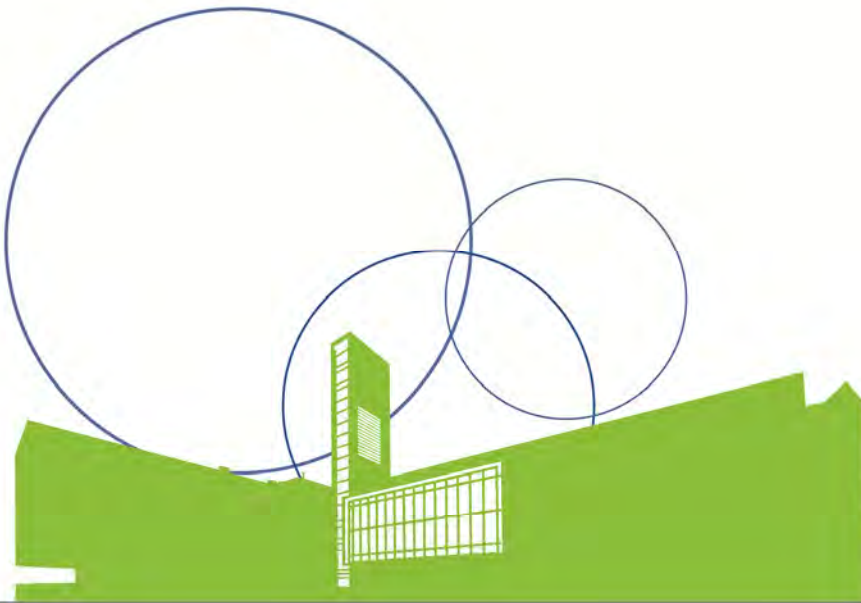
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Comm. of Public Works														
	Labour Costs													
		Staffing Costs (incl Benefits)	494,239	489,958	408,800	92.2%	(81,158)	(16.6)%	420,795	11,995	533,230	112,435	430,700	(102,530)
	Other Expenses													
		Communications	1,873	2,340	2,340	0.5%	0	0.0%	2,340	0	2,340	0	2,340	0
		Community Advertising & Promotion	3,877	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Meals & Travel	1,103	1,675	1,215	0.3%	(460)	(27.5)%	1,215	0	1,215	0	1,215	0
		Office Equipment & Furniture	1,426	1,700	1,700	0.4%	0	0.0%	1,700	0	1,700	0	1,700	0
		Office Supplies& Expenses	1,186	1,520	1,240	0.3%	(280)	(18.4)%	1,240	0	1,240	0	1,240	0
		Operating Leases	7,547	8,910	8,910	2.0%	0	0.0%	8,910	0	8,910	0	8,910	0
		Other	20	120	120	0.0%	0	0.0%	120	0	120	0	120	0
		Professional Fees	79,856	0	8,677	2.0%	8,677	0.0%	8,677	0	8,677	0	8,677	0
		Reserve Transfers	(85,000)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Staff Development & Training	3,791	6,000	6,740	1.5%	740	12.3%	6,740	0	6,740	0	6,740	0
		Utilities & Fuel	2,395	3,505	3,505	0.8%	0	0.0%	3,505	0	3,505	0	3,505	0
		Total Other Expenses	18,074	25,770	34,447	7.8%	8,677	33.7%	34,447	0	34,447	0	34,447	0
	Total Expenses		512,314	515,728	443,247	100.0%	(72,481)	(14.1)%	455,242	11,995	567,677	112,435	465,147	(102,530)
Total Comm. of Public Works			512,314	515,728	443,247		(72,481)	(14.1)%	455,242	11,995	567,677	112,435	465,147	(102,530)

### Recognized 2017 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Comm. of Public Works											
Operations Review Analyst	FT-Contract	1.00	104,845		104,845			1.00	104,845	(1.00)	(104,845)

# Capital Delivery and Asset Management

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# Revenue and Expenditure Summary

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## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Capital Delivery & Asset Mgmt														
Revenue														
	Dept. Misc. Revenues		23,239	13,300	13,670	100.0%	370	2.8%	14,040	370	14,410	370	14,780	370
	Rev. frm Recov. Exp - Pd Duty		235,550	243,434	0	0.0%	(243,434)	(100.0)%	0	0	0	0	0	0
	Total Revenue		258,790	256,734	13,670	100.0%	(243,064)	(94.7)%	14,040	370	14,410	370	14,780	370
Labour Costs														
	Staffing Costs (incl Benefits)		3,102,331	3,773,245	2,004,018	82.7%	(1,769,227)	(46.9)%	2,048,472	44,454	2,071,456	22,984	2,090,009	18,553
Other Expenses														
	Communications		8,686	12,437	10,367	0.4%	(2,070)	(16.6)%	10,367	0	10,367	0	10,367	0
	Community Advertising & Promotion		269	0	0	0.0%	0	0.0%	0	0	0	0	0	0
	Meals & Travel		9,263	24,172	20,925	0.9%	(3,247)	(13.4)%	20,925	0	20,925	0	20,925	0
	Office Equipment & Furniture		40,472	40,281	36,281	1.5%	(4,000)	(9.9)%	36,281	0	36,281	0	36,281	0
	Office Supplies & Expenses		23,069	36,956	36,179	1.5%	(777)	(2.1)%	36,179	0	36,179	0	36,179	0
	Other		145	300	324	0.0%	24	8.0%	324	0	324	0	324	0
	Professional Fees		50,684	135,305	55,305	2.3%	(80,000)	(59.1)%	55,305	0	55,305	0	55,305	0
	Service Contracts and Materials		227,700	427,800	181,457	7.5%	(246,343)	(57.6)%	181,457	0	181,457	0	181,457	0
	Staff Development & Training		34,701	59,845	47,362	2.0%	(12,483)	(20.9)%	47,362	0	47,362	0	47,362	0
	Tools & Equipment		6,841	11,932	10,488	0.4%	(1,444)	(12.1)%	10,488	0	10,488	0	10,488	0
	Utilities & Fuel		14,181	23,617	21,317	0.9%	(2,300)	(9.7)%	21,317	0	21,317	0	21,317	0
	Total Other Expenses		416,010	772,645	420,005	17.3%	(352,640)	(45.6)%	420,005	0	420,005	0	420,005	0
Total Expenses			3,518,341	4,545,890	2,424,023	100.0%	(2,121,867)	(46.7)%	2,468,477	44,454	2,491,461	22,984	2,510,014	18,553
Total Capital Delivery & Asset Mgmt			3,259,551	4,289,156	2,410,353		(1,878,803)	(43.8)%	2,454,437	44,084	2,477,051	22,614	2,495,234	18,183

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

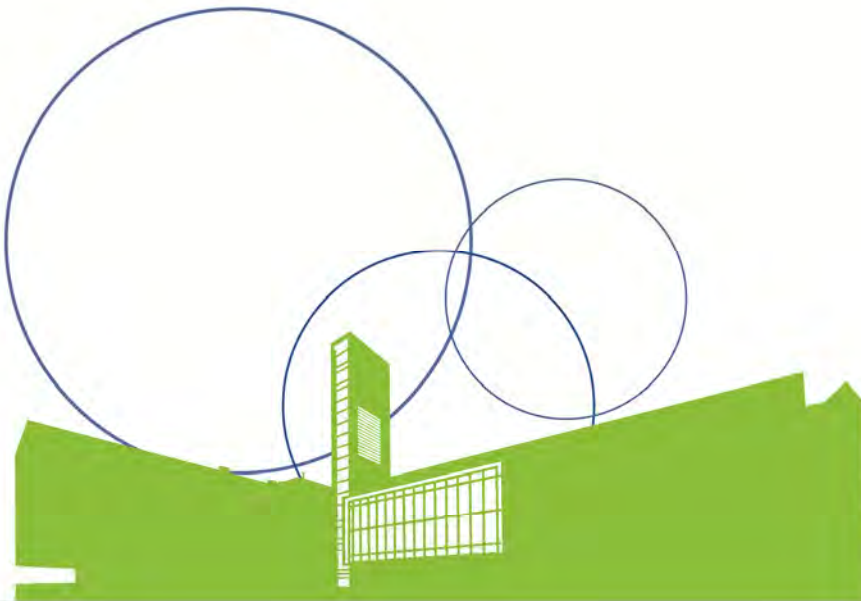
Department	Year	Project #	Project Description	Project Type	Ward	Funding Source						Total Budget	Operating Impact
						CWDC	Debenture	Gas Tax	Infrastructure	Other	Taxation		
Capital Delivery & Asset Management	2015	CD-1920-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Replacement	W2			1,390,000	2,518,900			3,908,900	
		EN-1913-14	2015 Pavement Management Program - Phase 2	Replacement	W1,W5			3,569,000				3,569,000	
		EN-1912-14	2015 Pavement Management Program - Phase 1	Replacement	W2,W3,W4		863,211	2,544,659				3,407,870	
		EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Replacement	W3		510,084		2,174,570			2,684,654	
		EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Replacement	W1		805,888		743,897			1,549,785	
		EN-1888-13	Bridge Rehabilitation - Glen Shields Avenue	Replacement	W5			1,500,400				1,500,400	
		EN-1886-12	Bridge Rehabilitation - Humber Bridge Trail	Replacement	W1			1,500,000				1,500,000	
		EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Replacement	W2		543,800		692,200			1,236,000	
		CD-2019-15	2017 Watermain Replacement	Replacement	City-Wide				634,500			634,500	
		EN-1950-13	Clarence Street Slope Stabilization - Phase 2	Replacement	W2			500,000				500,000	
		CD-2011-15	Traffic Signal Improvements on Clark Avenue	New Initiative	W5				441,900			441,900	
		CD-2018-15	2017 Road Rehabilitation	Replacement	City-Wide			339,900				339,900	
		CD-2016-15	2016 Watermain Replacement	Replacement	City-Wide				317,300			317,300	
		CD-2006-15	Major Mackenzie Drive Streetscape - Phase 1b City Hall Campus	Growth	W1	82,480			234,760			317,240	
		CD-2015-15	2016 Road Rehabilitation	Replacement	City-Wide			275,350				275,350	
		CD-2012-15	Active Transportation Facility on McNaughton Road - Keele Street t	New Initiative	W4			253,000				253,000	
		CD-2010-15	Traffic Signal Installation - Colossus Drive and Famous Avenue	Growth	W4	247,750						247,750	
		CD-2009-15	Traffic Signal Installation - McNaughton Road and Troon Avenue / R	Growth	W4	232,300						232,300	
		CD-1959-15	Traffic Signal Installation - Chrislea Road and Northview Boulevar	Growth	W3	232,300						232,300	
		CD-2003-15	Culvert Replacement on King-Vaughan Road	Replacement	W1				215,270			215,270	
		CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescen	New Initiative	W1				113,300			113,300	
		CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA and Design	Replacement	W4				113,300			113,300	
		CD-2004-15	Guide Rail Replacement on Albion Vaughan Road	Replacement	W1				101,970			101,970	
		CD-1923-15	Municipal Structure Inspection and Reporting in 2015	Legal/Regulat	City-Wide				101,970			101,970	
		CD-1982-15	Sidewalk on Old Weston Road - Steeles Avenue West to Weston Road	New Initiative	W3					55,000		55,000	
		CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengat	Replacement	W2			55,000				55,000	
	2015 Total					794,830	2,722,983	11,927,309	8,403,837	55,000	0	23,903,959	
	2016	CD-2015-15	2016 Road Rehabilitation	Replacement	City-Wide		5,180,300	2,782,000				7,962,300	
		CD-2016-15	2016 Watermain Replacement	Replacement	City-Wide				2,673,900			2,673,900	
		EN-1993-14	Bridge Rehabilitation - Willis Road	Replacement	W2		1,356,323			338,682		1,695,005	
		CD-2007-16	Sidewalk and Street Lighting on Major Mackenzie Drive by York Regi	Growth	W1,W2	1,472,900						1,472,900	
		EN-1972-13	Active Transportation Facility and Streetlighting on Dufferin Stre	Growth	W1	576,800						576,800	
		CD-2002-16	2018 Watermain Replacement	Replacement	City-Wide				566,500			566,500	
		EN-1960-13	Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	Growth	W3	515,000						515,000	
		EN-1889-13	Bridge Replacement/ Rehabilitation Environmental Assessment - King	Replacement	W1			500,000				500,000	
		CD-2001-16	2018 Road Rehabilitation	Replacement	City-Wide		345,600					345,600	
		EN-1994-14	Bridge Rehabilitation - Nort Johnson District Park	Replacement	W2					336,600		336,600	
		CD-2008-16	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Gr	Growth	W2	241,400						241,400	
		CD-1986-16	Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-	New Initiative	W4			228,800				228,800	
		CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengat	Replacement	W2			165,000				165,000	
		CD-1957-16	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe A	Growth	W2	123,600						123,600	
		CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA and Design	Replacement	W4				113,300			113,300	
		CD-1984-16	Sidewalk and Street Lighting on Keele Street - Langstaff Road to R	New Initiative	W1,W4	84,975						84,975	
		CD-1979-16	Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	Growth	W5	56,650						56,650	
		CD-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave	Growth	W2,W3	56,650						56,650	
		CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	Growth	W1	56,650						56,650	
		CD-1907-16	Creation of CAD Standards	New Initiative	City-Wide						51,500	51,500	
		CD-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Dri	Growth	W3	45,320						45,320	
		CD-1930-16	Sidewalk on Keele Street - McNaughton Road to Teston Road	Growth	W4	37,080						37,080	
		CD-1931-16	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	Growth	W1	20,600						20,600	
	2016 Total					3,287,625	6,882,223	3,675,800	3,353,700	675,282	51,500	17,926,130	
	2017	CD-2018-15	2017 Road Rehabilitation	Replacement	City-Wide		6,548,500	2,818,200				9,366,700	
		CD-2019-15	2017 Watermain Replacement	Replacement	City-Wide				5,155,200			5,155,200	
		CD-1978-16	Active Transportation Facility on Pine Valley Drive - Steeles Ave	Growth	W2,W3	770,440						770,440	
		CD-1984-16	Sidewalk and Street Lighting on Keele Street - Langstaff Road to R	New Initiative	W1,W4	594,825						594,825	
		CD-1980-16	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Dri	Growth	W3	362,560						362,560	
		CD-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	Growth	W4	232,300						232,300	
		CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	Growth	W1	186,945						186,945	
		CD-1996-17	Municipal Structure Inspection and Reporting in 2017	Legal/Regulat	City-Wide				101,970			101,970	

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

						Funding Source								
Department	Year	Project #	Project Description	Project Type	Ward	CWDC	Debenture	Gas Tax	Infrastructure	Other	Taxation	Total Budget	Operating Impact	
Capital Delivery & Asset Management	2017 Total	CD-1985-17	Sidewalk on Doney Crescent - Keele Street to Cul-de-sac	Growth	W4					44,000		44,000		
		CD-1949-17	Pedestrian Link Feasibility Study	New Initiative	W2						35,535	35,535		
						2,147,070	6,548,500	2,818,200	5,257,170	44,000	35,535	16,850,475		
	2018	CD-2001-16	2018 Road Rehabilitation	Replacement	City-Wide			6,995,600	3,000,000				9,995,600	
		CD-2002-16	2018 Watermain Replacement	Replacement	City-Wide					4,584,200			4,584,200	
		CD-1883-18	Right Turning Lane - Willis Road and Pine Valley Drive	New Initiative	W3						340,000	103,000	443,000	
		CD-1962-18	Hydro-Geological Study for Anthony Lane	New Initiative	W5							154,500	154,500	
		CD-1853-18	Lay-by Parking on Vellore Woods Boulevard	New Initiative	W3							154,500	154,500	
		CD-1938-18	Streetscape Maple Area - Phase 3	New Initiative	W1							154,500	154,500	
		CD-1930-16	Sidewalk on Keele Street - McNaughton Road to Teston Road	Growth	W4	148,320							148,320	
		CD-1939-18	Streetscape Maple Area - Phase 2	New Initiative	W1							139,050	139,050	
		CD-1931-16	Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	Growth	W1	82,400							82,400	
						230,720	6,995,600	3,000,000	4,584,200	340,000	705,550	15,856,070		
	2018 Total													
Capital Delivery & Asset Management Total						6,460,245	23,149,306	21,421,309	21,598,907	1,114,282	792,585	74,536,634		

# Development Engineering and Infrastructure Planning

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# Revenue and Expenditure Summary

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## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Develop. Eng &amp; Infra. Planning Serv</b>														
<b>Revenue</b>														
		Dept. Misc. Revenues	10,316	18,848	24,286	0.4%	5,438	28.9%	24,724	438	25,062	338	25,500	438
		Infll Lot Grading	228,698	265,728	235,650	3.5%	(30,078)	(11.3)%	247,735	12,085	252,020	4,285	256,825	4,805
		Reserves Revenue	1,647,612	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	45,140	189,012	100,000	1.5%	(89,012)	(47.1)%	100,000	0	100,000	0	100,000	0
		Trsf. fm Res & Res Funds	4,572,370	5,942,594	6,423,788	94.7%	481,194	8.1%	6,546,252	122,464	6,610,515	64,263	6,621,091	10,576
		Trsf. from Capital Fund	26,060	0	0	0.0%	0	0.0%	0	122,464	0	64,263	0	10,576
		<b>Total Revenue</b>	<b>6,530,196</b>	<b>6,416,182</b>	<b>6,783,724</b>	<b>100.0%</b>	<b>367,542</b>	<b>5.7%</b>	<b>6,918,711</b>	<b>257,451</b>	<b>6,987,597</b>	<b>133,149</b>	<b>7,003,416</b>	<b>26,395</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	3,957,381	5,065,253	5,152,449	98.9%	87,196	1.7%	5,284,727	132,278	5,335,873	51,146	5,258,549	(77,324)
<b>Other Expenses</b>														
		Capital Funding	0	0	(141,107)	(2.7)%	(141,107)	0.0%	(145,816)	(4,709)	(130,112)	15,704	0	130,112
		Communications	8,407	10,000	9,000	0.2%	(1,000)	(10.0)%	9,000	0	9,000	0	9,000	0
		General Mtce & Repairs	0	250	250	0.0%	0	0.0%	250	0	250	0	250	0
		Meals & Travel	11,373	13,000	10,267	0.2%	(2,733)	(21.0)%	10,267	0	10,267	0	10,267	0
		Office Equipment & Furniture	14,918	46,700	5,500	0.1%	(41,200)	(88.2)%	3,000	(2,500)	3,000	0	3,000	0
		Office Supplies & Expenses	22,414	25,450	22,027	0.4%	(3,423)	(13.4)%	22,027	0	22,027	0	22,027	0
		Other	1,023	1,098	576	0.0%	(522)	(47.5)%	576	0	576	0	576	0
		Professional Fees	5,680	16,000	16,000	0.3%	0	0.0%	16,000	0	16,000	0	16,000	0
		Reserve Transfers	1,657,612	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	22,920	50,000	50,000	1.0%	0	0.0%	50,000	0	50,000	0	50,000	0
		Staff Development & Training	49,751	62,000	66,571	1.3%	4,571	7.4%	66,571	0	66,571	0	66,571	0
		Tools & Equipment	3,904	4,500	4,444	0.1%	(56)	(1.2)%	4,444	0	4,444	0	4,444	0
		Utilities & Fuel	11,236	15,057	15,057	0.3%	0	0.0%	15,057	0	15,057	0	15,057	0
		<b>Total Other Expenses</b>	<b>1,809,237</b>	<b>244,055</b>	<b>58,585</b>	<b>1.1%</b>	<b>(185,470)</b>	<b>(76.0)%</b>	<b>51,376</b>	<b>(7,209)</b>	<b>67,080</b>	<b>15,704</b>	<b>197,192</b>	<b>130,112</b>
		<b>Total Expenses</b>	<b>5,766,619</b>	<b>5,309,308</b>	<b>5,211,034</b>	<b>100.0%</b>	<b>(98,274)</b>	<b>(1.9)%</b>	<b>5,336,103</b>	<b>125,069</b>	<b>5,402,953</b>	<b>66,850</b>	<b>5,455,741</b>	<b>52,788</b>
<b>Total Develop. Eng &amp; Infra. Planning Serv</b>			<b>(763,577)</b>	<b>(1,106,874)</b>	<b>(1,572,690)</b>		<b>(465,816)</b>	<b>42.1%</b>	<b>(1,582,608)</b>	<b>(132,382)</b>	<b>(1,584,644)</b>	<b>(66,299)</b>	<b>(1,547,675)</b>	<b>26,393</b>

### 2015 ARRs

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Develop. Eng & Infra. Planning Serv															
Supervisor, Development Inspection	FT	1.00	123,788	(123,788)	0			1.00	0	-	(750)	-	0	-	0

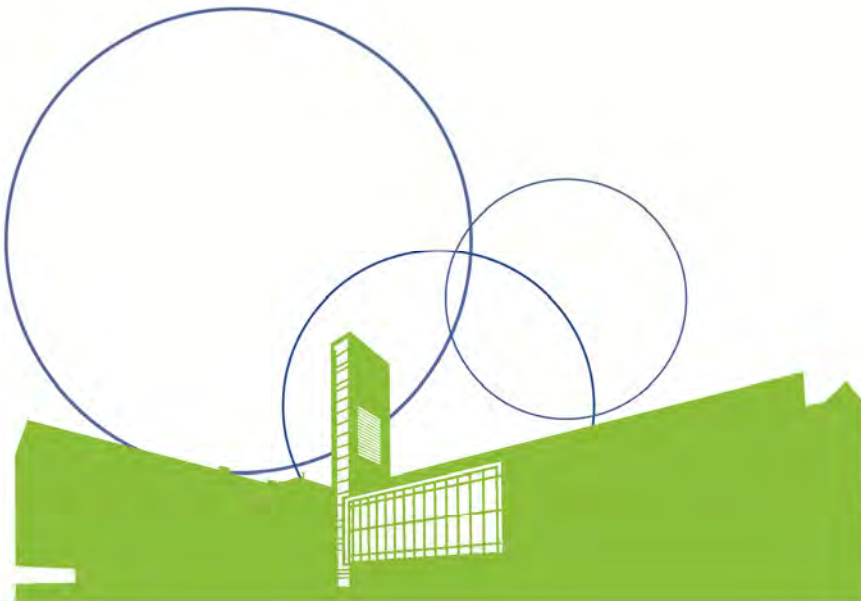


Capital Budget: Departmental Project Listing  
2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Ward	Funding Source			Total Budget	Operating Impact
						CWDC	Debtenture	Other		
Development Engineering & Infrastructure Planning Services	2015	DE-7161-15	Street "A" - Highway 427 Crossing (Block 59)	New Initiative	W2	3,800,000		3,200,000	7,000,000	
		DE-7157-15	Huntington Road Trade Valley to Rutherford - Sanitary Sub-Trunk	Growth	W2	4,511,500			4,511,500	
		DE-7150-15	Zenway / Fogul Sanitary Sub-Trunk	Growth	W2	4,391,000			4,391,000	
		DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth	W1	2,020,825			2,020,825	
		DE-7138-15	Block 55 PD-KN Watermain Servicing	Growth	W1	2,000,000			2,000,000	
		DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	Growth	W2	1,700,000			1,700,000	
		DE-7145-15	Huntington Road Watermain (Rutherford Rd. to Trade Valley Dr.)	Growth	W1	1,250,100			1,250,100	
		DE-7156-15	New Community Areas Transportation Study (Block 27 and 41)	Growth	W1,W3,W4	515,000			515,000	
		DE-7125-15	OPA 620 (Steeles West) East - West Collector Road	Growth	W4	400,000			400,000	
		DE-7098-15	Pedestrian and Bicycle Network Implementation Program	New Initiative	City-Wide	305,910			305,910	
		DE-7146-15	VMC Maplecrete Road Watermain Crossing at Highway 7	Growth	W4	155,200			155,200	
		DE-7160-15	Vaughan Metropolitan Centre (VMC) - Utility Servicing Master Plan	New Initiative	W4	154,000			154,000	
		1332-0-00	Bass Pro Mills Interchange	Growth	W4	133,900			133,900	
		DE-7149-15	Major Mackenzie PD6 West Watermain	Growth	City-Wide	123,600			123,600	
		DE-7144-15	Woodbridge Core Area - Functional Servicing Strategy	Growth	City-Wide	120,000			120,000	
		DE-7158-15	Concord GO Secondary Plan Feasibility Study (Minor Collector Conne	Growth	W4,W5	103,000			103,000	
		DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	Growth	City-Wide	77,250			77,250	
		DE-7108-15	School Travel Planning Measures	Growth	City-Wide	51,500			51,500	
	2015 Total					21,812,785		3,200,000	25,012,785	
	2016	DE-7137-16	Block 61 Valley Corridor Crossings	Growth	W1	4,242,400			4,242,400	
		DT-7120-13	Black Creek Renewal	Growth	W4	4,000,000			4,000,000	
		DE-7134-16	Huntington Road Construction - Langstaff Road to Rutherford Road	Growth	W2	2,429,000			2,429,000	
		DE-7138-15	Block 55 PD-KN Watermain Servicing	Growth	W1	2,104,900			2,104,900	
		DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth	W1	2,020,825			2,020,825	
		DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	Growth	City-Wide	786,100			786,100	
		DE-7141-16	Transportation Master Plan Update	Growth	City-Wide	786,100			786,100	
		DE-7142-16	Water / Wastewater Master Plan Update	Growth	City-Wide	786,100			786,100	
		DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth	W4	500,000			500,000	
		DE-7124-16	Block 61 CP Railway Pedestrian Crossing	Growth	W1	482,600			482,600	
		DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design	Growth	W4	428,480			428,480	
		DE-7113-16	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	Growth	W1	247,200			247,200	
		DE-7098-15	Pedestrian and Bicycle Network Implementation Program	New Initiative	City-Wide	246,170			246,170	
		DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	Growth	City-Wide	77,250			77,250	
		DE-7108-15	School Travel Planning Measures	Growth	City-Wide	51,500			51,500	
	2016 Total					19,188,625			19,188,625	
	2017	DT-7121-13	Vaughan Metropolitan Centre NE Storm Water Management Pond	Growth	W4	1,213,805	4,568,500		5,782,305	
		DT-7120-13	Black Creek Renewal	Growth	W4		5,000,000		5,000,000	
		DE-7124-16	Block 61 CP Railway Pedestrian Crossing	Growth	W1	3,217,300			3,217,300	
		DE-7138-15	Block 55 PD-KN Watermain Servicing	Growth	W1	2,104,900			2,104,900	
		DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth	W1	2,020,825			2,020,825	
		DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	Growth	W2	729,000			729,000	
		DE-7098-15	Pedestrian and Bicycle Network Implementation Program	New Initiative	City-Wide	250,000			250,000	
		DE-7104-15	TMP Education, Promotion, Outreach and Monitoring	Growth	City-Wide	77,250			77,250	
		DE-7108-15	School Travel Planning Measures	Growth	City-Wide	51,500			51,500	
	2017 Total					9,664,580	9,568,500		19,233,080	
	2018	DT-7120-13	Black Creek Renewal	Growth	W4	11,764,755	5,235,245		17,000,000	
		DE-7138-15	Block 55 PD-KN Watermain Servicing	Growth	W1	2,104,900			2,104,900	
		DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	Growth	W1	2,020,825			2,020,825	
	2018 Total					15,890,480	5,235,245		21,125,725	
Development Engineering & Infrastructure Planning Services Total						66,556,470	14,803,745	3,200,000	84,560,215	

# Environmental Services

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# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Environmental Services</b>														
<b>Revenue</b>														
		Departmental Revenues	16,835	14,200	17,200	1.4%	3,000	21.1%	17,200	0	17,200	0	17,200	0
		Dept. Misc. Revenues	0	2,600	2,660	0.2%	60	2.3%	2,720	60	2,760	40	2,760	0
		General Revenue	140,078	132,354	135,399	10.7%	3,045	2.3%	138,544	3,145	141,725	3,181	144,930	3,205
		Rev. frm Recov. Exp - Pd Duty	14,626	13,832	14,482	1.1%	650	4.7%	14,482	0	16,040	1,558	16,040	0
		Service Charges	7,285	10,125	10,125	0.8%	0	0.0%	10,125	0	10,125	0	10,125	0
		Tourism/Rec'n Grant	1,214,284	1,067,320	1,083,320	85.8%	16,000	1.5%	1,099,560	16,240	1,116,060	16,500	1,132,800	16,740
		<b>Total Revenue</b>	<b>1,393,108</b>	<b>1,240,431</b>	<b>1,263,186</b>	<b>100.0%</b>	<b>22,755</b>	<b>0.0%</b>	<b>1,282,631</b>	<b>19,445</b>	<b>1,303,910</b>	<b>21,279</b>	<b>1,323,855</b>	<b>19,945</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	1,670,029	1,906,754	1,007,753	9.6%	(899,001)	(47.1)%	1,061,445	53,692	1,069,309	7,864	1,076,015	6,706
<b>Other Expenses</b>														
		Communications	13,656	15,649	15,391	0.1%	(258)	(1.6)%	15,391	0	15,391	0	15,391	0
		Community Advertising & Promotion	164,262	197,016	158,016	1.5%	(39,000)	(19.8)%	158,016	0	158,016	0	158,016	0
		Corporate Accounts	10,639	9,338	9,338	0.1%	0	0.0%	9,338	0	9,338	0	9,338	0
		Joint Services & Department Transfers	(6,505)	(3,910)	(3,910)	(0.0)%	0	0.0%	(3,910)	0	(3,910)	0	(3,910)	0
		Meals & Travel	1,939	4,084	2,911	0.0%	(1,173)	(28.7)%	2,911	0	2,911	0	2,911	0
		Office Equipment & Furniture	12,132	18,216	19,183	0.2%	967	5.3%	19,183	0	19,183	0	19,183	0
		Office Supplies & Expenses	28,170	35,712	26,432	0.3%	(9,280)	(26.0)%	26,432	0	26,432	0	26,432	0
		Operating Leases	0	820	820	0.0%	0	0.0%	820	0	820	0	820	0
		Other	169	400	400	0.0%	0	0.0%	400	0	400	0	400	0
		Professional Fees	10,558	8,507	8,507	0.1%	0	0.0%	8,507	0	8,507	0	8,507	0
		Service Contracts and Materials	9,087,051	9,274,468	9,244,173	87.8%	(30,295)	(0.3)%	9,627,813	383,640	9,814,494	186,681	10,004,934	190,440
		Staff Development & Training	25,782	32,048	30,444	0.3%	(1,604)	(5.0)%	30,444	0	30,444	0	30,444	0
		Tools & Equipment	1,312	1,831	1,079	0.0%	(752)	(41.1)%	1,079	0	1,079	0	1,079	0
		Utilities & Fuel	6,220	5,916	3,003	0.0%	(2,913)	(49.2)%	3,123	120	3,246	123	3,285	39
		<b>Total Other Expenses</b>	<b>9,355,383</b>	<b>9,600,095</b>	<b>9,515,787</b>	<b>90.4%</b>	<b>(84,308)</b>	<b>(0.9)%</b>	<b>9,899,547</b>	<b>383,760</b>	<b>10,086,351</b>	<b>186,804</b>	<b>10,276,830</b>	<b>190,479</b>
		<b>Total Expenses</b>	<b>11,025,413</b>	<b>11,506,849</b>	<b>10,523,540</b>	<b>100.0%</b>	<b>(983,309)</b>	<b>(8.5)%</b>	<b>10,960,992</b>	<b>437,452</b>	<b>11,155,660</b>	<b>194,668</b>	<b>11,352,845</b>	<b>197,185</b>
<b>Total Environmental Services</b>			<b>9,632,304</b>	<b>10,266,418</b>	<b>9,260,354</b>		<b>(1,006,064)</b>	<b>(9.8)%</b>	<b>9,678,361</b>	<b>418,007</b>	<b>9,851,750</b>	<b>173,389</b>	<b>10,028,990</b>	<b>177,240</b>

### Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Environmental Services - Admin													
Dispatch Clerk	FT	0.50	39,309		39,309			0.50	39,309	-	1,965	-	2,064

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Environmental Services - Admin														
	Revenue													
		Dept. Misc. Revenues	0	2,600	2,660	100.0%	2,660	102.3%	2,720	60	2,760	40	2,760	0
		Total Revenue	0	2,600	2,660	100.0%	2,660	102.3%	2,720	60	2,760	40	2,760	0
	Labour Costs													
		Staffing Costs (incl Benefits)	1,275,945	1,478,439	652,325	88.1%	(826,114)	(55.9)%	702,329	50,004	708,562	6,233	713,503	4,941
	Other Expenses													
		Communications	11,324	12,128	11,870	1.6%	(258)	(2.1)%	11,870	0	11,870	0	11,870	0
		Community Advertising & Promotion	5,619	4,877	5,877	0.8%	1,000	20.5%	5,877	0	5,877	0	5,877	0
		Corporate Accounts	10,639	9,338	9,338	1.3%	0	0.0%	9,338	0	9,338	0	9,338	0
		Joint Services & Department Transfers	(7,381)	(7,930)	(7,930)	(1.1)%	0	0.0%	(7,930)	0	(7,930)	0	(7,930)	0
		Meals & Travel	1,336	3,028	1,855	0.3%	(1,173)	(38.7)%	1,855	0	1,855	0	1,855	0
		Office Equipment & Furniture	12,132	14,566	15,533	2.1%	967	6.6%	15,533	0	15,533	0	15,533	0
		Office Supplies& Expenses	27,854	35,524	26,244	3.5%	(9,280)	(26.1)%	26,244	0	26,244	0	26,244	0
		Other	161	400	400	0.1%	0	0.0%	400	0	400	0	400	0
		Professional Fees	10,558	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	2,585	3,053	3,053	0.4%	0	0.0%	3,053	0	3,053	0	3,053	0
		Staff Development & Training	22,366	22,310	20,706	2.8%	(1,604)	(7.2)%	20,706	0	20,706	0	20,706	0
		Tools & Equipment	1,116	1,131	379	0.1%	(752)	(66.5)%	379	0	379	0	379	0
		Utilities & Fuel	3,458	4,080	1,130	0.2%	(2,950)	(72.3)%	1,213	83	1,298	85	1,298	0
		Total Other Expenses	101,765	102,505	88,455	11.9%	(14,050)	(13.7)%	88,538	83	88,623	85	88,623	0
	Total Expenses		1,377,710	1,580,944	740,780	100.0%	(840,164)	(53.1)%	790,867	50,087	797,185	6,318	802,126	4,941
Total Environmental Services - Admin			1,377,710	1,578,344	738,120		(842,824)	(53.4)%	788,147	50,027	794,425	6,278	799,366	4,941

### Recognized 2016 ARRs

Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Environmental Services - Admin													
Dispatch Clerk	FT	0.50	39,309		39,309			0.50	39,309	-	1,965	-	2,064

# Revenue and Expenditure Summary

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## 2015 Operating Budget & 2016-2018 Operating Plan

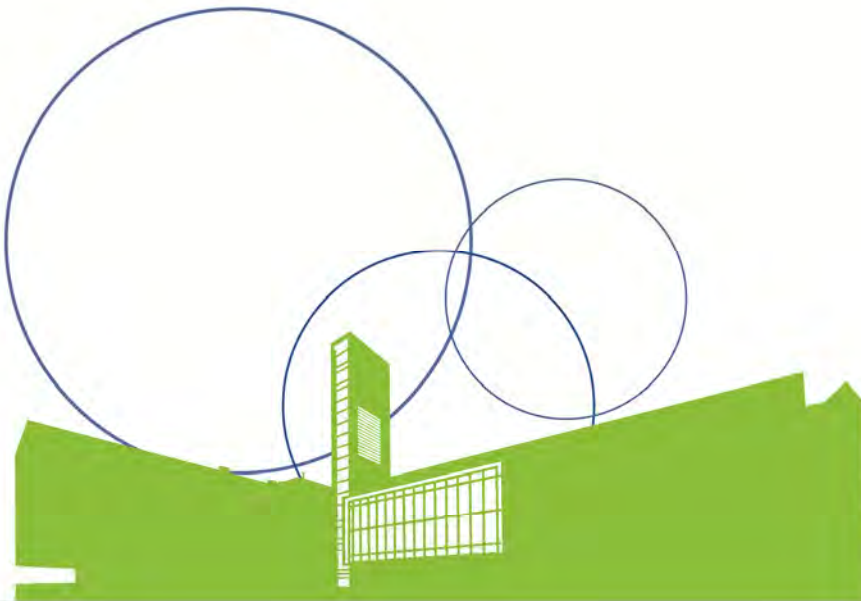
Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Environmental Services - Waste</b>														
<b>Revenue</b>														
		Departmental Revenues	16,835	14,200	17,200	1.4%	3,000	21.1%	17,200	0	17,200	0	17,200	0
		General Revenue	140,078	132,354	135,399	10.7%	3,045	2.3%	138,544	3,145	141,725	3,181	144,930	3,205
		Rev. frm Recov. Exp - Pd Duty	14,626	13,832	14,482	1.1%	650	4.7%	14,482	0	16,040	1,558	16,040	0
		Service Charges	7,285	10,125	10,125	0.8%	0	0.0%	10,125	0	10,125	0	10,125	0
		Tourism/Rec'n Grant	1,214,284	1,067,320	1,083,320	85.9%	16,000	1.5%	1,099,560	16,240	1,116,060	16,500	1,132,800	16,740
		<b>Total Revenue</b>	<b>1,393,108</b>	<b>1,237,831</b>	<b>1,260,526</b>	<b>100.0%</b>	<b>22,695</b>	<b>1.8%</b>	<b>1,279,911</b>	<b>19,385</b>	<b>1,301,150</b>	<b>21,239</b>	<b>1,321,095</b>	<b>19,945</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	394,085	428,315	355,428	3.6%	(72,887)	(17.0)%	359,116	3,688	360,747	1,631	362,512	1,765
<b>Other Expenses</b>														
		Communications	2,333	3,521	3,521	0.0%	0	0.0%	3,521	0	3,521	0	3,521	0
		Community Advertising & Promotion	158,643	192,139	152,139	1.6%	(40,000)	(20.8)%	152,139	0	152,139	0	152,139	0
		Corporate Accounts	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department Transfers	876	4,020	4,020	0.0%	0	0.0%	4,020	0	4,020	0	4,020	0
		Meals & Travel	603	1,056	1,056	0.0%	0	0.0%	1,056	0	1,056	0	1,056	0
		Office Equipment & Furniture	0	3,650	3,650	0.0%	0	0.0%	3,650	0	3,650	0	3,650	0
		Office Supplies & Expenses	316	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
		Other	7	0	0	0.0%	0	0.0%	0	0	0	0	0	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	9,084,466	9,271,415	9,241,120	94.5%	(30,295)	(0.3)%	9,624,760	383,640	9,811,441	186,681	10,001,881	190,440
		Staff Development & Training	3,417	9,738	9,738	0.1%	0	0.0%	9,738	0	9,738	0	9,738	0
		Tools & Equipment	196	700	700	0.0%	0	0.0%	700	0	700	0	700	0
		Utilities & Fuel	2,762	1,836	1,873	0.0%	37	2.0%	1,910	37	1,948	38	1,987	39
		<b>Total Other Expenses</b>	<b>9,253,618</b>	<b>9,497,590</b>	<b>9,427,332</b>	<b>96.4%</b>	<b>(70,258)</b>	<b>(0.7)%</b>	<b>9,811,009</b>	<b>383,677</b>	<b>9,997,728</b>	<b>186,719</b>	<b>10,188,207</b>	<b>190,479</b>
		<b>Total Expenses</b>	<b>9,647,702</b>	<b>9,925,905</b>	<b>9,782,760</b>	<b>100.0%</b>	<b>(143,145)</b>	<b>(1.4)%</b>	<b>10,170,125</b>	<b>387,365</b>	<b>10,358,475</b>	<b>188,350</b>	<b>10,550,719</b>	<b>192,244</b>
<b>Total Environmental Services - Waste</b>			<b>8,254,594</b>	<b>8,688,074</b>	<b>8,522,234</b>		<b>(165,840)</b>	<b>(1.9)%</b>	<b>8,890,214</b>	<b>367,980</b>	<b>9,057,325</b>	<b>167,111</b>	<b>9,229,624</b>	<b>172,299</b>

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Description	Project Type	Ward	Funding Source		Total Budget	Operating Impact
						Infrastructure	Taxation		
Environmental Services	2015	EV-2078-15	SCADA System Implementation	New Initiative	City-Wide	412,000		412,000	
		EV-2063-15	ICI Water Meter Replacement Program	Replacement	City-Wide	206,000		206,000	
		EV-2076-15	Sample Stations	New Initiative	City-Wide	154,500		154,500	
		EV-2081-15	Overhaul of Vaughan Landfill Methane Station	Replacement	W1		69,200	69,200	
	2015 Total					772,500	69,200	841,700	
	2016	EV-2063-15	ICI Water Meter Replacement Program	Replacement	City-Wide	206,000		206,000	
	2016 Total					206,000	0	206,000	
	2017	EV-2063-15	ICI Water Meter Replacement Program	Replacement	City-Wide	206,000		206,000	
	2017 Total					206,000	0	206,000	
	Environmental Services Total					1,184,500	69,200	1,253,700	

# Transportation Services and Parks & Forestry Operations

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# Revenue and Expenditure Summary

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## 2015 Operating Budget 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Trans Serv and Parks & Forestry Ops														
Revenue														
		Departmental Revenues	197,363	108,393	112,801	20.7%	4,408	4.1%	117,379	4,578	119,183	1,804	121,817	2,634
		Dept. Misc. Revenues	9,597	12,944	13,221	2.4%	277	2.1%	13,499	278	13,715	216	13,972	257
		Investment Income	5,666	6,000	6,000	1.1%	0	0.0%	6,000	0	6,000	0	6,000	0
		Licenses and Permits	0	62	64	0.0%	2	3.2%	66	2	66	0	68	2
		Rents and Concessions	55,600	40,400	40,400	7.4%	0	0.0%	40,400	0	40,400	0	40,400	0
		Reserve Revenue	77,308	0	0	0.0%	0	#DIV/0!	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	122,291	155,376	372,744	68.4%	217,368	139.9%	380,837	8,093	385,693	4,856	390,399	4,706
		Trsf fm Res & Res Funds	4,371,183	0	0	0.0%	0	#DIV/0!	0	0	0	0	0	0
		<b>Total Revenue</b>	<b>4,839,008</b>	<b>323,175</b>	<b>545,230</b>	<b>100.0%</b>	<b>222,055</b>	<b>68.7%</b>	<b>558,181</b>	<b>12,951</b>	<b>565,057</b>	<b>6,876</b>	<b>572,656</b>	<b>7,599</b>
Labour Costs														
		Staffing Costs (incl Benefits)	13,212,100	13,062,142	14,539,956	40.2%	1,477,814	11.3%	15,222,505	682,549	15,502,080	279,575	15,951,239	449,159
Other Expenses														
		Communications	33,142	40,609	42,899	0.1%	2,290	5.6%	42,899	0	42,899	0	42,899	0
		Community Advertising & Promotion	3,825	9,204	9,205	0.0%	1	0.0%	9,205	0	9,205	0	9,205	0
		Joint Services & Department Transfers	(3,740)	(23,220)	(18,945)	-0.1%	4,275	-18.4%	(18,945)	0	(18,945)	0	(18,945)	0
		Meals & Travel	20,734	15,395	18,455	0.1%	3,060	19.9%	18,455	0	18,455	0	18,455	0
		Office Equipment & Furniture	17,678	65,057	45,657	0.1%	(19,400)	-29.8%	45,657	0	45,657	0	45,657	0
		Office Supplies & Expenses	29,161	27,821	32,852	0.1%	5,031	18.1%	33,002	150	33,002	0	33,002	0
		Operating Leases	293,472	376,348	366,946	1.0%	(9,402)	-2.5%	366,946	0	366,946	0	366,946	0
		Other	3,994	11,970	11,970	0.0%	0	0.0%	11,970	0	11,970	0	11,970	0
		Professional Fees	7,377	4,820	84,820	0.2%	80,000	1659.8%	84,820	0	84,820	0	84,820	0
		Reserve Transfers	334,838	0	119,301	0.3%	119,301	#DIV/0!	120,101	800	120,101	0	120,101	0
		Service Contracts and Materials	20,981,748	16,149,918	16,910,362	46.7%	760,444	4.7%	17,350,851	440,489	17,922,928	572,077	18,145,564	222,636
		Staff Development & Training	80,887	89,930	109,559	0.3%	19,629	21.8%	107,909	(1,650)	109,909	2,000	112,909	3,000
		Tools & Equipment	92,854	124,697	127,648	0.4%	2,951	2.4%	127,648	0	128,648	1,000	128,648	0
		Utilities & Fuel	4,093,584	3,474,636	3,789,561	10.5%	314,925	9.1%	4,077,353	287,792	4,383,833	306,480	4,708,631	324,798
		<b>Total Other Expenses</b>	<b>25,989,554</b>	<b>20,367,185</b>	<b>21,650,290</b>	<b>59.8%</b>	<b>1,283,105</b>	<b>6.3%</b>	<b>22,377,871</b>	<b>727,581</b>	<b>23,259,428</b>	<b>881,557</b>	<b>23,809,862</b>	<b>550,434</b>
		<b>Total Expenses</b>	<b>39,201,654</b>	<b>33,429,327</b>	<b>36,190,246</b>	<b>100.0%</b>	<b>2,760,919</b>	<b>8.3%</b>	<b>37,600,376</b>	<b>1,410,130</b>	<b>38,761,508</b>	<b>1,161,132</b>	<b>39,761,101</b>	<b>999,593</b>
<b>Total Trans Serv and Parks &amp; Forestry Ops</b>			<b>34,362,646</b>	<b>33,106,152</b>	<b>35,645,016</b>		<b>2,538,864</b>	<b>7.7%</b>	<b>37,042,195</b>	<b>1,397,179</b>	<b>38,196,451</b>	<b>1,154,256</b>	<b>39,188,445</b>	<b>991,994</b>



# Revenue and Expenditure Summary

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2015 Operating Budget 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Trans Serv, Pks & Forestry Admin														
	Labour Costs													
		Staffing Costs (incl Benefits)	0	0	310,049	96.9%	310,049	0.0%	320,339	10,290	321,953	1,614	323,691	1,738
	Other Expenses													
		Communications	0	0	2,000	0.6%	2,000	0.0%	2,000	0	2,000	0	2,000	0
		Meals & Travel	0	0	2,800	0.9%	2,800	0.0%	2,800	0	2,800	0	2,800	0
		Office Supplies& Expenses	0	0	2,000	0.6%	2,000	0.0%	2,000	0	2,000	0	2,000	0
		Staff Development & Training	0	0	2,700	0.8%	2,700	0.0%	2,700	0	2,700	0	2,700	0
		Tools & Equipment	0	0	500	0.2%	500	0.0%	500	0	500	0	500	0
		Total Other Expenses	0	0	10,000	3.1%	10,000	0.0%	10,000	0	10,000	0	10,000	0
	Total Expenses		0	0	320,049	100.0%	320,049	0.0%	330,339	10,290	331,953	1,614	333,691	1,738
Trans Serv, Pks & Forestry Admin			0	0	320,049		320,049	0.0%	330,339	10,290	331,953	1,614	333,691	1,738

# Revenue and Expenditure Summary

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## 2015 Operating Budget 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Roads</b>														
	<b>Revenue</b>													
		Dept. Misc. Revenues	0	3,312	3,385	1.0%	73	2.2%	3,459	74	3,535	76	3,606	71
		General Revenue	3,790	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	28,417	70,841	322,709	99.0%	251,868	355.5%	330,802	8,093	335,658	4,856	340,364	4,706
		<b>Total Revenue</b>	<b>32,207</b>	<b>74,153</b>	<b>326,094</b>	<b>100.0%</b>	<b>251,941</b>	<b>339.8%</b>	<b>334,261</b>	<b>8,167</b>	<b>339,193</b>	<b>4,932</b>	<b>343,970</b>	<b>4,777</b>
	<b>Labour Costs</b>													
		Staffing Costs (incl Benefits)	3,494,255	3,802,881	5,020,253	43.3%	1,217,372	32.0%	5,132,584	112,331	5,334,603	202,019	5,378,261	43,658
	<b>Other Expenses</b>													
		Communications	11,763	17,811	20,701	0.2%	2,890	16.2%	20,701	0	20,701	0	20,701	0
		Community Advertising & Promotion	0	2,440	2,440	0.0%	0	0.0%	2,440	0	2,440	0	2,440	0
		Joint Services & Department Transfers	1,010	(21,570)	(21,570)	-0.2%	0	0.0%	(21,570)	0	(21,570)	0	(21,570)	0
		Meals & Travel	8,310	5,479	8,439	0.1%	2,960	54.0%	8,439	0	8,439	0	8,439	0
		Office Equipment & Furniture	7,848	36,060	19,660	0.2%	(16,400)	(45.5)%	19,660	0	19,660	0	19,660	0
		Office Supplies & Expenses	5,910	4,472	9,503	0.1%	5,031	112.5%	9,503	0	9,503	0	9,503	0
		Operating Leases	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Other	110	660	660	0.0%	0	0.0%	660	0	660	0	660	0
		Professional Fees	6,754	4,006	84,006	0.7%	80,000	1,997.0%	84,006	0	84,006	0	84,006	0
		Reserve Transfers	0	0	119,301	1.0%	119,301	0.0%	120,101	800	120,101	0	120,101	0
		Service Contracts and Materials	3,488,956	3,870,949	3,759,671	32.4%	(111,278)	(2.9)%	3,814,381	54,710	3,874,026	59,645	3,953,972	79,946
		Staff Development & Training	46,079	59,169	79,296	0.7%	20,127	34.0%	74,296	(5,000)	76,296	2,000	76,296	0
		Tools & Equipment	24,188	29,573	32,525	0.3%	2,952	10.0%	32,525	0	33,525	1,000	33,525	0
		Utilities & Fuel	2,576,541	2,267,612	2,465,451	21.3%	197,839	8.7%	2,679,483	214,032	2,913,509	234,026	3,165,341	251,832
		<b>Total Other Expenses</b>	<b>6,177,469</b>	<b>6,276,661</b>	<b>6,580,083</b>	<b>56.7%</b>	<b>303,422</b>	<b>4.8%</b>	<b>6,844,625</b>	<b>264,542</b>	<b>7,141,296</b>	<b>296,671</b>	<b>7,473,074</b>	<b>331,778</b>
	<b>Total Expenses</b>		<b>9,671,724</b>	<b>10,079,542</b>	<b>11,600,336</b>	<b>100.0%</b>	<b>1,520,794</b>	<b>15.1%</b>	<b>11,977,209</b>	<b>376,873</b>	<b>12,475,899</b>	<b>498,690</b>	<b>12,851,335</b>	<b>375,436</b>
<b>Roads</b>			<b>9,639,517</b>	<b>10,005,389</b>	<b>11,274,242</b>		<b>1,268,853</b>	<b>12.7%</b>	<b>11,642,948</b>	<b>368,706</b>	<b>12,136,706</b>	<b>493,758</b>	<b>12,507,365</b>	<b>370,659</b>

### 2015 ARRs

2015 ARR's															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Public Works															
Public Works - Roads															
Heavy Equipment Operator I	FT	2.00	156,190		156,190			2.00	156,190		7,660		8,042		8,445

### Recognized 2017 ARRs

Recognized 2017 ARR's											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Public Works											
Public Works - Roads											
PW Equipment Operator 1	FT	2.00	160,153		160,153			2.00	160,153		7,858

# Revenue and Expenditure Summary

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2015 Operating Budget 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
Winter Control														
	Revenue													
		Rev. frm Recov. Exp - Pd Duty	10,000	42,000	7,500	100.0%	(34,500)	(82.1)%	7,500	0	7,500	0	7,500	0
		Trsf. fm Res & Res Funds	4,371,183	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Total Revenue	4,381,183	42,000	7,500	100.0%	(34,500)	(82.1)%	7,500	0	7,500	0	7,500	0
	Labour Costs													
		Staffing Costs (incl Benefits)	607,219	346,225	371,312	4.0%	25,087	7.2%	375,390	4,078	376,647	1,257	377,981	1,334
	Other Expenses													
		Meals & Travel	6,312	2,820	2,820	0.0%	0	0.0%	2,820	0	2,820	0	2,820	0
		Operating Leases	88,938	115,269	115,269	1.0%	0	0.0%	115,269	0	115,269	0	115,269	0
		Service Contracts and Materials	14,227,539	8,391,488	8,675,458	74.8%	283,970	3.4%	8,858,606	183,148	9,133,038	274,432	9,275,728	142,690
		Tools & Equipment	4,857	9,215	9,215	0.1%	0	0.0%	9,215	0	9,215	0	9,215	0
		Utilities & Fuel	252,150	160,937	167,374	1.4%	6,437	4.0%	170,722	3,348	174,136	3,414	174,272	136
		Total Other Expenses	14,579,796	8,679,729	8,970,136	96.0%	290,407	3.3%	9,156,632	186,496	9,434,478	277,846	9,577,304	142,826
	Total Expenses		15,187,015	9,025,954	9,341,448	100.0%	315,494	3.5%	9,532,022	190,574	9,811,125	279,103	9,955,285	144,160
Winter Control			10,805,832	8,983,954	9,333,948		349,994	3.9%	9,524,522	190,574	9,803,625	279,103	9,947,785	144,160

# Revenue and Expenditure Summary

## 2015 Operating Budget 2016-2018 Operating Plan

Department	Exp Category	Account	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Parks &amp; Forestry Operations</b>														
<b>Revenue</b>														
		Departmental Revenues	193,573	108,393	112,801	53.3%	4,408	4.1%	117,379	4,578	119,183	1,804	121,817	2,634
		Dept. Misc. Revenues	9,597	9,632	9,836	4.6%	204	2.1%	10,040	204	10,180	140	10,366	186
		Investment Income	5,666	6,000	6,000	2.8%	0	0.0%	6,000	0	6,000	0	6,000	0
		Licenses and Permits	0	62	64	0.0%	2	3.2%	66	2	66	0	68	2
		Rents and Concessions	55,600	40,400	40,400	19.1%	0	0.0%	40,400	0	40,400	0	40,400	0
		Reserve Revenue	77,308	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Rev. frm Recov. Exp - Pd Duty	83,874	42,535	42,535	20.1%	0	0.0%	42,535	0	42,535	0	42,535	0
		Service Charges	0	0	0	0.0%	0	0.0%	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
		<b>Total Revenue</b>	<b>425,618</b>	<b>207,022</b>	<b>211,636</b>	<b>100.0%</b>	<b>4,614</b>	<b>2.2%</b>	<b>216,420</b>	<b>4,784</b>	<b>218,364</b>	<b>1,944</b>	<b>221,186</b>	<b>2,822</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	9,110,626	8,913,036	8,838,342	59.2%	(74,694)	(0.8)%	9,394,192	555,850	9,468,877	74,685	9,871,306	402,429
<b>Other Expenses</b>														
		Capital Funding	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Communications	21,379	22,798	20,198	0.1%	(2,600)	(11.4)%	20,198	0	20,198	0	20,198	0
		Community Advertising &	3,825	6,764	6,765	0.0%	1	0.0%	6,765	0	6,765	0	6,765	0
		General Mtce & Repairs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Joint Services & Department	(4,750)	(1,650)	2,625	0.0%	4,275	(259.1)%	2,625	0	2,625	0	2,625	0
		Meals & Travel	6,112	7,096	4,396	0.0%	(2,700)	(38.0)%	4,396	0	4,396	0	4,396	0
		Office Equipment & Furniture	9,830	28,997	25,997	0.2%	(3,000)	(10.3)%	25,997	0	25,997	0	25,997	0
		Office Supplies & Expenses	23,251	23,349	21,349	0.1%	(2,000)	(8.6)%	21,499	150	21,499	0	21,499	0
		Operating Leases	204,534	261,079	251,677	1.7%	(9,402)	(3.6)%	251,677	0	251,677	0	251,677	0
		Other	3,884	11,310	11,310	0.1%	0	0.0%	11,310	0	11,310	0	11,310	0
		Professional Fees	623	814	814	0.0%	0	0.0%	814	0	814	0	814	0
		Reserve Transfers	334,838	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Service Contracts and Materials	3,265,253	3,887,481	4,475,233	30.0%	587,752	15.1%	4,677,864	202,631	4,915,864	238,000	4,915,864	0
		Staff Development & Training	34,808	30,761	27,563	0.2%	(3,198)	(10.4)%	30,913	3,350	30,913	0	33,913	3,000
		Tools & Equipment	63,809	85,909	85,408	0.6%	(501)	(0.6)%	85,408	0	85,408	0	85,408	0
		Utilities & Fuel	1,264,893	1,046,087	1,156,736	7.7%	110,649	10.6%	1,227,148	70,412	1,296,188	69,040	1,369,018	72,830
		<b>Total Other Expenses</b>	<b>5,232,288</b>	<b>5,410,795</b>	<b>6,090,071</b>	<b>40.8%</b>	<b>679,276</b>	<b>11.2%</b>	<b>6,366,614</b>	<b>276,543</b>	<b>6,673,654</b>	<b>307,040</b>	<b>6,749,484</b>	<b>75,830</b>
		<b>Total Expenses</b>	<b>14,342,915</b>	<b>14,323,831</b>	<b>14,928,413</b>	<b>100.0%</b>	<b>604,582</b>	<b>4.0%</b>	<b>15,760,806</b>	<b>832,393</b>	<b>16,142,531</b>	<b>381,725</b>	<b>16,620,790</b>	<b>478,259</b>
<b>Total Parks &amp; Forestry Operations</b>			<b>13,917,297</b>	<b>14,116,809</b>	<b>14,716,777</b>		<b>599,968</b>	<b>4.1%</b>	<b>15,544,386</b>	<b>827,609</b>	<b>15,924,167</b>	<b>379,781</b>	<b>16,399,604</b>	<b>475,437</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Public Works															
Parks & Forestry															
Bocce Court Maintenance			65,000		65,000			65,000							
New Park Operating Expenses			53,675		53,675			53,675							
Miliani 9v9 Soccer field mtce			17,900		17,900			17,900							
3 Temporary Summer Students - Administration	PT	1.50	57,213		57,213			1.50	57,213	2,861		3,004		3,154	
Vehicle and Equipment GPS			21,000		21,000			21,000							

# Revenue and Expenditure Summary

2015 Operating Budget 2016-2018 Operating Plan

Recognized 2016 ARRs													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Public Works													
Parks & Forestry													
Aerating Parks			20,000		20,000			20,000					
Fertilizing Parks			20,000		20,000								
Admin Clerk E		FT	1.00	60,782	60,782			1.00	60,782		3,014		3,165
10 Month Horticulture Temp (Shrub Mtce. Crew)		PT	0.69	25,956	25,956			0.69	25,956		1,298		1,363
Boulevard Shrub Bed Summer Student Positions		PT	0.69	17,911	17,911			0.69	17,911		896		940
Avondale (North Maple) - Dev.& Park Attendants		FT	4.00	330,287	330,287			4.00	330,287		15,864		353,376
Oakbank Pond Maintenance Program				75,000	75,000				75,000				
New Park Operating Expenses				77,631	77,631				77,631				

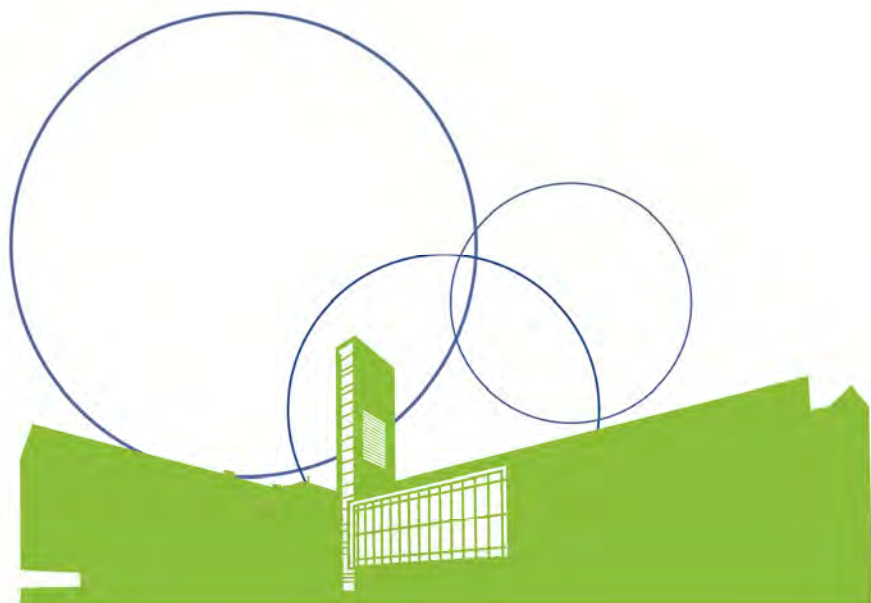
Recognized 2017 ARRs											
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Commissioner of Public Works											
Parks & Forestry											
New Park Operating Expenses										226,000	
City Assisted Tournament Funding										12,000	

**Capital Budget: Departmental Project Listing**  
**2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects**

Department	Year	Project #	Project Description	Project Type	Ward	Funding Source						Total Budget	Operating Impact		
						CWDC	Debenture	Gas Tax	Infrastructure	Other	Taxation				
Transportation Services and Parks & Forestry Operations	2015	RP-2035-15	Curb and Sidewalk Repair & Replacement	Replacement	City-Wide			1,700,000				1,700,000			
		RP-2058-15	LED Streetlight Conversion	Replacement	City-Wide			1,500,000				1,500,000			
		RP-6755-15	Ice Storm Tree Replacement Strategy	Replacement	City-Wide						796,216	796,216			
		RP-6700-15	Tree Planting Program-Regular	Replacement	City-Wide					48,882	562,148	611,030			
		RP-6746-15	Fence Repair & Replacement Program	Replacement	City-Wide				418,000			418,000			
		RP-6757-15	Tree Planting - Regular - Additional Costs	Replacement	City-Wide						413,655	413,655			
		RP-6758-15	Railway Crossing Improvements – CPR crossing at Huntington Road	New Initiative	W1		402,215					402,215			
		RP-6739-15	Tree Replacement Program-EAB	Replacement	City-Wide						365,959	365,959			
		RP-2013-15	Street Light Pole Replacement Program	Replacement	City-Wide						309,000	309,000			
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements	Replacement	City-Wide				237,930			237,930			
		RP-6742-15	Park Benches-Various Locations	Replacement	City-Wide				74,200			74,200			
		RP-6743-15	Park Picnic Table-Various Locations	Replacement	City-Wide				74,200			74,200			
		RP-6747-15	Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	Replacement	W2				56,650			56,650			
		RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	Legal/Regulat	City-Wide						52,874	52,874			
	2015 Total						0	402,215	3,200,000	860,980	48,882	2,499,852	7,011,929		
	2016	RP-2035-15	Curb and Sidewalk Repair & Replacement	Replacement	City-Wide				1,800,000				1,800,000		
		RP-2058-15	LED Streetlight Conversion	Replacement	City-Wide				1,500,000				1,500,000		
		RP-6700-15	Tree Planting Program-Regular	Replacement	City-Wide						48,882	562,148	611,030		
		RP-6757-15	Tree Planting - Regular - Additional Costs	Replacement	City-Wide							413,655	413,655		
		RP-6739-15	Tree Replacement Program-EAB	Replacement	City-Wide							365,959	365,959		
		RP-2013-15	Street Light Pole Replacement Program	Replacement	City-Wide							309,000	309,000		
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements	Replacement	City-Wide				216,300				216,300		
		RP-6753-16	CTS Mobile Handheld Program	Technology	City-Wide							157,220	157,220		
		RP-6746-15	Fence Repair & Replacement Program	Replacement	City-Wide				140,400				140,400		
		RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	Legal/Regulat	City-Wide							52,873	52,873		
	2016 Total						0	0	3,300,000	356,700	48,882	1,860,855	5,566,437		
	2017	RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strat	Growth	W2		10,118,606	6,090,951					16,209,557		
		RP-2035-15	Curb and Sidewalk Repair & Replacement	Replacement	City-Wide				1,900,000				1,900,000		
		RP-2058-15	LED Streetlight Conversion	Replacement	City-Wide				1,500,000				1,500,000		
		RP-6700-15	Tree Planting Program-Regular	Replacement	City-Wide						48,882	562,148	611,030		
		RP-6757-15	Tree Planting - Regular - Additional Costs	Replacement	City-Wide							413,655	413,655		
		RP-6739-15	Tree Replacement Program-EAB	Replacement	City-Wide							365,959	365,959		
		RP-2013-15	Street Light Pole Replacement Program	Replacement	City-Wide							309,000	309,000		
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements	Replacement	City-Wide				216,300				216,300		
		RP-6759-17	Pedestrian Crossing Enhancement Program – Pavement Marking	Health & Safe	City-Wide							206,000	206,000		
		RP-6741-17	Maple Community Centre-Landscape & Traffic Safety Improvements	New Initiative	W1							180,250	180,250		
		RP-6760-17	Pedestrian Connectivity Study	New Initiative	W5							117,420	117,420		
		RP-6746-15	Fence Repair & Replacement Program	Replacement	City-Wide						114,963		114,963		
		RP-6751-17	Sports Field Safety Fencing for Spectators at Vaughan Grove Sport	New Initiative	W2							91,927	91,927		
		RP-6745-17	Nashville Cemetery-Road Extension	New Initiative	W1							57,700	57,700		
		RP-6756-15	2015 Traffic Signs Reflectivity Inspection and Testing	Legal/Regulat	City-Wide							52,873	52,873		
		2017 Total						10,118,606	6,090,951	3,400,000	331,263	48,882	2,356,932	22,346,634	
		2018	RP-2035-15	Curb and Sidewalk Repair & Replacement	Replacement	City-Wide				2,000,000				2,000,000	
	RP-2058-15		LED Streetlight Conversion	Replacement	City-Wide				1,500,000				1,500,000		
	RP-6700-15		Tree Planting Program-Regular	Replacement	City-Wide						48,882	562,148	611,030		
	RP-6757-15		Tree Planting - Regular - Additional Costs	Replacement	City-Wide							413,655	413,655		
	RP-6739-15		Tree Replacement Program-EAB	Replacement	City-Wide							365,959	365,959		
RP-2013-15	Street Light Pole Replacement Program		Replacement	City-Wide							309,000	309,000			
RP-6754-15	Parks Concrete Walkway Repairs/Replacements		Replacement	City-Wide				299,600				299,600			
RP-6746-15	Fence Repair & Replacement Program		Replacement	City-Wide				114,963				114,963			
RP-6761-18	Melville Avenue Operational Review	New Initiative	W1							33,990	33,990				
2018 Total						0	0	3,500,000	414,563	48,882	1,684,752	5,648,197			
Transportation Services and Parks & Forestry Operations Total						10,118,606	6,493,166	13,400,000	1,963,506	195,528	8,402,391	40,573,197			

# Vaughan Public Libraries

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# Vaughan Public Libraries



Regional Councillor  
Mario Ferri  
VPL Board Member



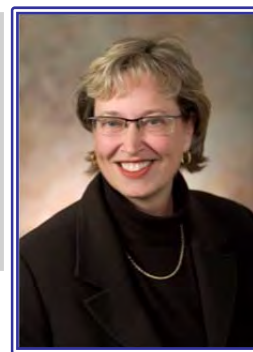
Ward 1 Councillor  
Marilyn Iafrate  
VPL Board Member



Ward 3 Councillor  
Rosanna DeFrancesca  
VPL Board Member



Ward 4 Councillor  
Sandra Yeung Racco  
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 are growing alongside the City, with the recent opening of Pleasant Ridge Library and the additional resource library under construction at the City Hall campus due to open early in 2016. 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](http://www.vaughanpl.info)**



*Ansley Grove Library · Bathurst Clark Resource Library · Dufferin Clark Library · Kleinburg Library · Maple Library · Pierre Berton Resource Library · Pleasant Ridge Library · and Woodbridge Library*



## 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.*

VPL Vision: Enrich, Inspire, and Transform

**Core Activities:** *Describe your regular business functions and responsibilities.*

VPL Mission: offer welcoming destinations that educate, excite and empower our community.

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

***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:** *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

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

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	Additional Resource Requests					
	2013	2014 Base	2015	2016	2017	2018
Full Time	83	83	101	104	107	110
Part Time	67.31	67.31	86.29	91.61	96.93	102.25
Overtime	\$6,048	\$6,048	\$9,000	\$9,000	\$9,000	\$9,000

## 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.*

**Strength**

- Approximately 43% 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 Program Review 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:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

**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 8,500 sq ft Pleasant Ridge Library attached to the North Thornhill Community Centre opened in late 2014 and to be fully completed in early 2015.

- Construction of 36,000 sq ft Civic Centre Resource Library located in the Civic Centre Campus initiated 2014. Anticipated completion and opening 2015.
- Anticipate three additional library facility projects between 2015-2018 – Vellore Village South opening 2016, Block 11 in conjunction with community centre opening in 2017 and Block 40/41/42 in conjunction with community center opening in 2018.
- VPL's Board Facility Development Plan completed and approved
- Adoption of movement to additionally provide creation spaces in public libraries such as 3D printers, digital media lab, music room and green screen technologies
- Technology
  - Prevalence of social media and electronic communication result in ongoing demand for additional ways to communicate with customers
  - 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:** *Scope out major financial impacts on the department currently and in the future.*

- Construction of Civic Centre Resource Library pending. Operating budget impact of Civic Centre Library
- Construction and Operating budget impact of three new libraries 2015-2018 – Vellore Village South opening 2016, Block 11 in conjunction with community centre opening 2017 and Block 40/41/42 in conjunction with community center opening 2018.
- Anticipated five to six new library facility projects between 2018-2031. Operating budget impact on future libraries
- Increased demand for digital content
- Ongoing revitalization of existing facilities between 2015-2031. Operating budget impact on ongoing renovation project.

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Collaborate with community to pursue strategic alliances and partnerships	Increased partnership opportunities with City and community	Q2	Existing Operating Funds
Recognize teens as unique library users	Dedicated teen zone established Services to teens extended in response to customer needs	Q3	Existing Operating Funds

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Plan and construct new facilities in accordance with growth and demand	New Civic Centre Resource Library construction completed, open and fully operational	Q1	New Operating and Capital Funds
	New branch library in the Vellore Village Community Centre designed and under construction	Q4	Capital Funds
	Initiate planning process for Block 11 library in conjunction with community centre	Q4	New Capital Funds
<b>2016 Initiatives</b>			
Promote VPL collections and services to build awareness of library and attract new customers	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	Branch Library in Vellore Village operational	Q4	New Operating Funds
	Construction of Block 11 Library initiated	Q4	New Capital Funds
	Reconfiguration of Bathurst Clark Library space as a result of Admin, Marketing and Business Office relocating to Civic Centre Resource Library	Q3	New Capital Funds
Enhance collections, services and programs relevant to changing community	Program Review of library collection development and procurement	Q2	Existing Operating Funds
<b>2017 Initiatives</b>			
Support digital readiness through access to new technologies	New technologies identified and implemented	Q1	Existing Operating Funds
Create an environment for lifelong learning for all	Enhance services to <i>lifelong learners</i> including extension of digital literacy training and post-secondary support	Q3	Existing Operating Funds
Plan and construct new facilities with growth and demand	Library in Block 11 under construction	Q3	New Capital -Funds
	Begin planning for branch library in Block 41	Q4	New Capital Funds

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Assess role/function of Maple Library	Q2	Existing Operating Funds
<b>2018 Initiatives</b>			
Plan and construct new facilities in response to community growth	Construction of Block 41 Library initiated	Q1	New Capital Funds
Nurture the Joy of Reading to promote children's success in school	Program review of all early literacy initiatives	Q3	Existing Operating Funds
Facilitate access to new technologies to increase digital literacy	Expedite access to new equipment and relevant technological training	Q4	Existing Operating Funds

## Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

**Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.**

**Key Performance Indicators:** *The performance indicators should range from 2010 to 2014*

Performance Measures	2010	2011	2012	2013	2014 (Actual)	2015 projection
<b>EFFICIENCY: What/How much do we do?</b>						
Number of customer uses per FTE	44,396	45,994	48,402	49,201	49,803	50,022
<b>Note:</b> Customer uses includes Circulation, Reference & Customer Assistance, Visitors, Program Attendance, In-Library Material Use, Use of Databases, Library Computer Use & Wireless In 2015, FTE's increase from 141.31 to 150.31 or 6.4%, which may result in temporary decrease in Number of customer uses per FTE, until customers begin to fully utilize the new branch and services.						
<b>EFFECTIVENESS: How well do we do it?</b>						
Citizens engaged & participated in community-led planning per FTE	131	157	133	140	128	127
<b>Note:</b> 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 This measure may have the greatest variance year to year, depending on the feedback that VPL is soliciting from customers. In 2015, FTE's increase from 141.31 to 150.31 or 6.4%, which may result in a short-term decrease.						
<b>SERVICE QUALITY: Is anyone better off?</b>						
Enhanced early literacy development	94,545	122,422	188,938	213,562	363,629	252,725
<b>Notes:</b> 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	484,486	505,053	753,565	827,141	1,037,182	1,276,280

Performance Measures	2010	2011	2012	2013	2014 (Actual)	2015 projection
and access facilitated to transformational power of technology						
<b>Note:</b> 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. As of 2014, VPL is able to obtain actual wireless figures as opposed to estimates.						
Increased role of VPL as vibrant community hub*	1,368,586	1,357,969	1,338,111	1,367,035	1,320,341	1,380,887
<b>Note:</b> 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. In 2014, VPL opened a new community branch, increasing total square footage by 8,500 sq. ft.						

**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.*

Vaughan residents continue to use their public library collections, facilities and services at a high rate. Exciting marketplaces have been created in the renovated branches which promote the use of the collections. Floating collections were introduced in 2014 which enable the material to get into the hands of the customers more quickly and help to make the entire collection more readily available to our customers. The Pleasant Ridge Library, an 8,500 sq ft branch attached to the North Thornhill Community Centre, will be open in late 2014. The design of a new 36,000 sq ft resource library adjacent to City Hall is complete, and construction is anticipated to begin in the near future. Renovations to 3 branches will be completed in 2014 which will improve efficiencies and increase customer satisfaction.

VPL embraces a community led approach to planning and development. Communication with citizens ensures VPL is responsive to community needs. An outreach working group was created with a mandate to actively participate in community events, showcasing VPL's electronic products.

VPL supports early literacy development that contributes to school readiness success with a number of high quality programs, collections, dedicated and skilled staff and early literacy workstations. Partnerships with schools and daycare centres extend VPL's presence in the community.

VPL introduces customers to the transformational power of technology through the provision of innovative equipment, skilled staff who share their expertise, integration of technological innovation to improve efficiency, a vast array of digital resources, such as 3M Cloud Library (eBooks), Hoopla (streaming video, music, and

audiobooks), IndieFlix (shorts, documentaries and feature films) and Zinio (downloadable magazines), as well as an active social media presence, supported by the hire of a Digital Marketing Specialist.

Hours of operation were extended in 2014 to include Monday and Wednesday morning openings at most of the branch locations. Group meeting rooms are being renovated to encourage the multi-use of these spaces which will increase available study spaces. An additional university exam study hall will be introduced in the winter exam period. A 7,500 sq ft library is planned for construction in 2015-2016 as an addition to the existing Vellore Village Community Centre in Block 39. As well, a 7,500 sq ft library will be co-located with a community centre in Block 11, anticipated for design and construction in 2016-2017. Another 7,500 sq ft library is also identified for co-location with a community centre in Block 41 in the 2017-2018 timeframe.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**



# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

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Department	Exp Category	Account	2014 Actual	2014 Budget	2015 Budget	% Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Vaughan Libraries</b>														
<b>Revenue</b>														
		Dept. Misc. Revenues	11,387	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Fines & Penalties-Library	181,549	230,200	200,500	43.1%	(29,700)	(12.9)%	291,700	91,200	305,500	13,800	305,500	0
		Outside Contributions	7,316	7,000	7,000	1.5%	0	0.0%	7,000	0	7,000	0	7,000	0
		Rents and Concessions	11,333	14,200	22,700	4.9%	8,500	59.9%	22,700	0	22,700	0	22,700	0
		Rev. frm Recov. Exp - Pd Duty	12,879	11,100	19,900	4.3%	8,800	79.3%	19,900	0	19,900	0	19,900	0
		Service Charges	58,012	49,400	70,400	15.1%	21,000	42.5%	70,400	0	70,400	0	70,400	0
		Taxable Sales-Postage Fees	3,458	0	0	0.0%	0	0.0%	0	0	0	0	0	0
		Tourism/Rec'n Grant	146,544	145,200	145,200	31.2%	0	0.0%	145,200	0	145,200	0	145,200	0
		<b>Total Revenue</b>	<b>432,477</b>	<b>457,100</b>	<b>465,700</b>	<b>100.0%</b>	<b>8,600</b>	<b>1.9%</b>	<b>556,900</b>	<b>91,200</b>	<b>570,700</b>	<b>13,800</b>	<b>570,700</b>	<b>0</b>
<b>Labour Costs</b>														
		Staffing Costs (incl Benefits)	9,878,494	10,732,753	11,274,487	75.0%	541,734	5.0%	13,987,608	2,713,121	14,773,838	786,230	15,024,690	250,852
<b>Other Expenses</b>														
		Communications	32,746	51,000	54,000	0.4%	3,000	5.9%	54,000	0	54,000	0	54,000	0
		Community Advertising & Promotion	53,531	51,700	51,700	0.3%	0	0.0%	51,700	0	51,700	0	51,700	0
		Corporate Accounts	5,401	6,100	6,100	0.0%	0	0.0%	6,100	0	6,100	0	6,100	0
		General Mice & Repairs	99,336	155,600	146,990	1.0%	(8,610)	(5.5)%	283,000	136,010	304,500	21,500	304,500	0
		Joint Services & Department	497,824	539,750	546,300	3.6%	6,550	1.2%	546,300	0	546,300	0	546,300	0
		Library Books & Periodicals	329,532	275,300	303,800	2.0%	28,500	10.4%	574,500	270,700	581,700	7,200	581,700	0
		Meals & Travel	25,402	27,800	27,600	0.2%	(200)	(0.7)%	27,600	0	27,600	0	27,600	0
		Office Equipment & Furniture	293,817	152,100	176,930	1.2%	24,830	16.3%	213,200	36,270	213,200	0	213,200	0
		Office Supplies & Expenses	176,193	180,400	180,800	1.2%	400	0.2%	193,700	12,900	203,300	9,600	203,300	0
		Other	5,125	2,100	2,100	0.0%	0	0.0%	2,100	0	2,100	0	2,100	0
		Professional Fees	17,409	22,000	22,000	0.1%	0	0.0%	87,000	65,000	22,000	(65,000)	22,000	0
		Reserve Transfers	1,467,700	1,467,700	1,563,000	10.4%	95,300	6.5%	1,696,300	133,300	1,831,700	135,400	1,867,800	36,100
		Service Contracts and Materials	233,223	252,500	283,430	1.9%	30,930	12.2%	381,800	98,370	381,800	0	381,800	0
		Staff Development & Training	44,517	47,000	47,000	0.3%	0	0.0%	47,000	0	47,000	0	47,000	0
		Utilities & Fuel	285,546	320,552	338,750	2.3%	18,198	5.7%	465,460	126,710	505,660	40,200	525,960	20,300
		<b>Total Other Expenses</b>	<b>3,567,302</b>	<b>3,551,602</b>	<b>3,750,500</b>	<b>25.0%</b>	<b>198,898</b>	<b>5.6%</b>	<b>4,629,760</b>	<b>879,260</b>	<b>4,778,660</b>	<b>148,900</b>	<b>4,835,060</b>	<b>56,400</b>
		<b>Total Expenses</b>	<b>13,445,796</b>	<b>14,284,355</b>	<b>15,024,987</b>	<b>100.0%</b>	<b>740,632</b>	<b>5.2%</b>	<b>18,617,368</b>	<b>3,592,381</b>	<b>19,552,498</b>	<b>935,130</b>	<b>19,859,750</b>	<b>307,252</b>
<b>Total Vaughan Libraries</b>			<b>13,013,319</b>	<b>13,827,255</b>	<b>14,559,287</b>		<b>732,032</b>	<b>5.3%</b>	<b>18,060,468</b>	<b>3,501,181</b>	<b>18,981,798</b>	<b>921,330</b>	<b>19,289,050</b>	<b>307,252</b>

2015 ARRs															
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2015 Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Vaughan Public Libraries Civic Centre Resource Library - Operations & Staffing	FT+PT	37.00	2,318,800	(8,600)	2,310,200	(33.3)	(2,026,980)	3.70	283,220		2,560,241		113,173		118,831

# Revenue and Expenditure Summary

## 2015 Operating Budget & 2016-2018 Operating Plan

Recognized 2016 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2016 Impact		Net 2017 Impact		Net 2018 Impact	
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Vaughan Public Libraries													
Vellore Village South Library	FT/PT	9.00	573,650	(13,800)	559,850			9.00	559,850		25,328		26,594
Maple Library Feasibility Study			65,000		65,000				65,000		(65,000)		

Recognized 2017 ARR's													
Commission/Description	Position Status	Annual Impact				Gapping Impact		Net 2017 Impact		Net 2018 Impact			
		FTE	Expenses	Revenue / Offsets	Net Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$	FTE	Budget \$
Vaughan Public Libraries													
B11 Neighbourhood Library - Operations and Staffing	FT & PT	9.00	628,768	(13,800)	614,968			9.00	614,968				28,748

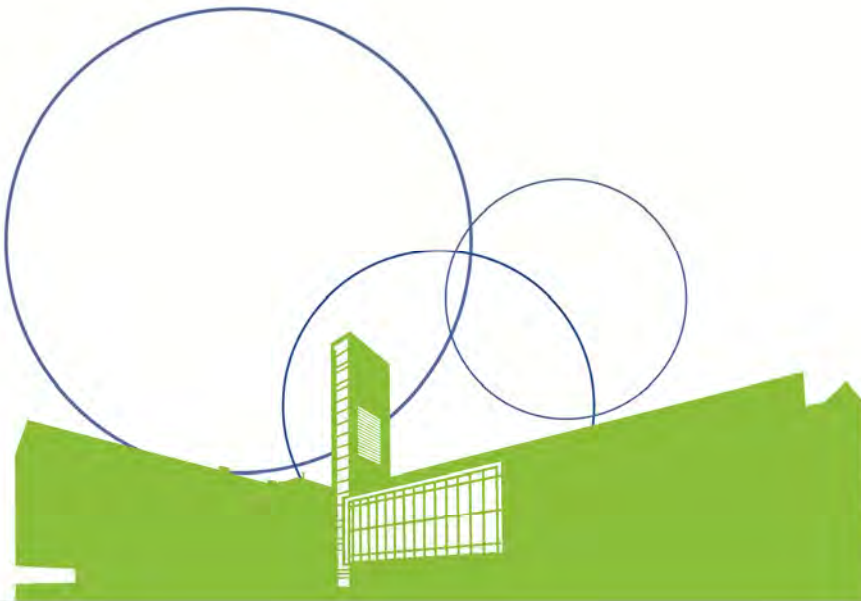
## Capital Budget: Departmental Project Listing

## 2015 Approved Capital Projects, 2016-2018 Recognized Capital Projects

Department	Year	Project #	Project Description	Project Type	Region	Funding Source			Total Budget	Operating Impact
						City-Wide DC	Infrastructure Reserve	Taxation		
Libraries	2015	LI-4539-14	Vellore Village South BL 39 - Consulting/Design/Construction	Growth	W3	2,649,717		351,583	3,001,300	609,600
		LI-4537-13	Capital Resource Purchases	Replacement	City-Wide		1,535,800		1,535,800	
		LI-4521-15	Carrville BI 11 Land	Growth	W4	350,100		38,900	389,000	
		LI-4540-15	Vellore Village South BL39 - Resource Materials	Growth	W3	337,500		37,500	375,000	
		LI-4522-15	Carrville BL11 - Consulting Design/Construction	Growth	W4	318,300		35,400	353,700	
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide			140,000	140,000	
		LI-4547-13	Bathurst Clark Resource Library - Main Bathroom Renovations	Replacement	W5		50,000		50,000	
	2015 Total					3,655,617	1,585,800	603,383	5,844,800	609,600
	2016	LI-4522-15	Carrville BL11 - Consulting Design/Construction	Growth	W4	2,809,900		372,800	3,182,700	609,600
		LI-4537-13	Capital Resource Purchases	Replacement	City-Wide		1,668,300		1,668,300	
		LI-4516-16	Carrville Block 11- Resource Material	Growth	W4	337,500		37,500	375,000	
		LI-4540-15	Vellore Village South BL39 - Resource Materials	Growth	W3	337,500		37,500	375,000	
		LI-4541-16	Vellore Village South BL 36 - Furniture and Equipment	Growth	W3	236,300		26,200	262,500	
		LI-4542-16	Vellore Village South BL39 - Communications and Hardware	Growth	W3	141,800		15,700	157,500	
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide			140,000	140,000	
	2016 Total	LI-4548-16	AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton R	Legal/Regulatory	W2			120,000	120,000	
						3,863,000	1,668,300	749,700	6,281,000	609,600
	2017	LI-4537-13	Capital Resource Purchases	Replacement	City-Wide		1,803,700		1,803,700	
		LI-4512-17	Maple Library Renovations	Replacement	W1			946,700	946,700	
		LI-4516-16	Carrville Block 11- Resource Material	Growth	W4	337,500		37,500	375,000	
		LI-4518-17	Carrville BL11 - Furniture and Equipment	Growth	W4	236,250		26,250	262,500	
		LI-4524-17	Carrville Community Library - Communications and Hardware	Growth	W4	141,750		15,750	157,500	
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide			140,000	140,000	
		LI-4550-17	Library Branch Signage	New Initiative	City-Wide			105,000	105,000	
	2017 Total					715,500	1,803,700	1,271,200	3,790,400	
	2018	LI-4537-13	Capital Resource Purchases	Replacement	City-Wide		1,839,800		1,839,800	
		LI-4526-17	Vellore Village North Community Library - Land	Growth	W3	350,100		38,900	389,000	
		LI-4546-13	Vellore Village North Community Library - Resource Materials	Growth	W3	347,625		38,625	386,250	
		LI-4525-17	Vellore Village North Community Library	Growth	W3	318,300		35,300	353,600	
		LI-4504-13	Library Technology Upgrade	Technology	City-Wide			140,000	140,000	
	2018 Total					1,016,025	1,839,800	252,825	3,108,650	
Libraries Total						9,250,142	6,897,600	2,877,108	19,024,850	1,219,200

# Corporate Accounts

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# Revenue and Expenditure Summary

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## 2015 Operating Budget & 2016-2018 Operating Plan

	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>CORPORATE EXPENSES</b>												
<b>Capital Funding</b>												
Long Term Debt	12,124,981	14,029,554	15,114,222	51.0%	1,084,668	7.7%	14,355,910	(758,312)	10,866,397	(3,489,513)	13,098,310	2,231,913
Capital from Taxation	6,364,084	6,364,084	6,653,601	22.4%	289,517	4.5%	6,780,349	126,748	6,915,956	135,607	6,915,956	0
Corporate and Elections												
- Building & Facilities Infrastructure	2,632,247	2,632,247	2,708,546	9.1%	76,299	2.9%	3,064,472	355,926	3,917,701	853,229	4,438,017	520,316
- Roads Infrastructure Res.	420,309	420,309	424,512	1.4%	4,203	1.0%	428,800	4,288	433,173	4,373	477,777	44,604
- Parks Infrastructure Res.	449,749	449,749	818,477	2.8%	368,728	82.0%	901,446	82,969	1,563,386	661,940	1,664,299	100,913
- Election Reserve Contribution	450,000	450,000	450,000	1.5%	0	0.0%	450,000	0	450,000	0	450,000	0
- Additional Vehicle Contribution	387,478	387,478	387,478	1.3%	0	0.0%	387,478	0	387,478	0	387,478	0
- Fire & Rescue Contribution	1,287,837	1,287,837	1,316,066	4.4%	28,229	2.2%	1,391,393	75,327	1,409,923	18,530	1,563,780	153,857
- Heritage Contribution	212,242	212,242	214,364	0.7%	2,122	1.0%	216,529	2,165	218,737	2,208	241,260	22,523
- Streetscapes Contribution	475,651	475,651	475,651	1.6%	0	0.0%	475,651	0	570,731	95,080	637,312	66,581
- City Playhouse Contribution	15,000	15,000	15,000	0.1%	0	0.0%	15,000	0	15,000	0	16,500	1,500
- ITM Reserve Contribution	1,060,744	1,060,744	1,090,217	3.7%	29,473	100.0%	1,119,694	29,477	1,149,171	29,477	1,272,931	123,760
- Artificial Turf Contribution	147,994	140,000	132,500	0.4%	(7,500)	(5.4)%	132,500	0	132,500	0	132,500	0
	<b>26,028,316</b>	<b>27,924,895</b>	<b>29,800,634</b>	<b>100.5%</b>	<b>1,875,739</b>	<b>6.7%</b>	<b>29,719,222</b>	<b>(81,412)</b>	<b>28,030,153</b>	<b>(1,689,069)</b>	<b>31,296,120</b>	<b>3,265,967</b>
<b>Corporate Accounts</b>												
Contingency	(73,402)	425,191	653,000	2.2%	227,809	53.6%	3,584,526	2,931,526	6,873,025	3,288,499	10,234,917	3,361,892
Tax Adjustments	2,577,095	2,150,000	2,275,000	7.7%	125,000	5.8%	2,275,000	0	2,300,000	25,000	2,300,000	0
Corporate and Elections												
- Bank Charges	108,273	104,500	104,500	0.4%	0	0.0%	105,000	500	105,500	500	106,000	500
- Professional Fees	199,771	184,000	184,000	0.6%	0	0.0%	184,000	0	184,000	0	184,000	0
- OMB Hearings, Professional Fees <sup>(1)</sup>	2,622,713	2,992,210	462,242	1.6%	(2,529,968)	(84.6)%	460,000	(2,242)	400,000	(60,000)	400,000	0
- VMC Dev. & Implementation <sup>(1)</sup>	1,482,868	1,482,868	0	0.0%	(1,482,868)	0.0%	0	0	0	0	0	0
- Joint Services	481,720	473,416	487,616	1.6%	14,200	3.0%	502,245	14,629	517,323	15,078	532,831	15,508
- Other	91,081	45,400	46,300	0.2%	900	2.0%	47,200	900	48,100	900	49,100	1,000
- Election	605,718	903,641	148,270	0.5%	(755,371)	100.0%	148,270	0	148,270	0	1,200,000	1,051,730
- Mayor's Gala & Golf Classic <sup>(2)</sup>	808,330	294,245	301,735	1.0%	7,490	0.0%	301,735	0	301,735	0	301,735	0
- Ice Storm 2013	10,227,591	0	0	0.0%	0	(200.0)%	0	0	0	0	0	0
- Corporate Reorganization	914,282	0	0	0.0%	0	(100.0)%	0	0	0	0	0	0
- Year End Expenditure Reserve	(150,000)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
- Salaries Savings from Turnover	0	(4,430,000)	(4,811,711)	-16.2%	(381,711)	8.6%	(4,847,541)	(35,830)	(4,886,714)	(39,173)	(4,888,194)	(1,480)
	<b>19,896,041</b>	<b>4,625,471</b>	<b>(149,048)</b>	<b>-0.5%</b>	<b>(4,774,519)</b>	<b>(103.2)%</b>	<b>2,760,435</b>	<b>2,909,483</b>	<b>5,991,239</b>	<b>3,230,804</b>	<b>10,420,389</b>	<b>4,429,150</b>
<b>TOTAL CORPORATE EXPENSES</b>	<b>45,924,357</b>	<b>32,550,366</b>	<b>29,651,586</b>	<b>100.0%</b>	<b>(2,898,780)</b>	<b>(8.9)%</b>	<b>32,479,657</b>	<b>2,828,071</b>	<b>34,021,392</b>	<b>1,541,735</b>	<b>41,716,509</b>	<b>7,695,117</b>
<b>NET CORPORATE REVENUES AND EXPENSES</b>	<b>(254,795)</b>	<b>(7,544,924)</b>	<b>(5,340,660)</b>		<b>2,204,264</b>	<b>(29.2)%</b>	<b>1,414,390</b>	<b>6,755,050</b>	<b>3,761,944</b>	<b>2,347,554</b>	<b>11,898,278</b>	<b>8,136,334</b>

(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

## 2015 Operating Budget & 2016-2018 Operating Plan

	2014 Actuals	2014 Budget	2015 Budget	% of Total Budget	\$ Variance	% Variance	2016 Forecast	Variance	2017 Forecast	Variance	2018 Forecast	Variance
<b>Corporate Revenues <sup>(1)</sup></b>												
Powerstream Investment Income	(4,717,933)	(4,700,000)	(4,700,000)	13.4%	0	0.0%	(4,700,000)	0	(4,700,000)	0	(4,700,000)	0
Fines And Penalties	(5,197,719)	(5,100,000)	(5,150,000)	14.7%	(50,000)	1.0%	(5,150,000)	0	(5,200,000)	(50,000)	(5,200,000)	0
Investment Income	(2,843,271)	(2,525,000)	(2,275,000)	6.5%	250,000	(9.9)%	(2,303,407)	(28,407)	(2,553,407)	(250,000)	(3,053,407)	(500,000)
Mayor's Gala/Golf Classic	(808,330)	(294,245)	(301,735)	0.9%	(7,490)	0.0%	(301,735)	0	(301,735)	0	(301,735)	0
Powerstream Dividends	(7,726,265)	(6,200,000)	(7,998,500)	22.9%	(1,798,500)	29.0%	(6,022,500)	1,976,000	(7,840,000)	(1,817,500)	(8,347,500)	(507,500)
Special Divident VHI	(3,645,470)	(3,645,470)	0	0.0%	3,645,470	(100.0)%	0	0	0	0	0	0
Ice Storm Relief Assistance	(10,227,484)	0	0	0.0%	0	0.0%	0	0	0	0	0	0
Other	(221,810)	(539,608)	(170,000)	0.5%	369,608	(68.5)%	(170,000)	0	(170,000)	0	(170,000)	0
	<b>(35,388,281)</b>	<b>(23,004,323)</b>	<b>(20,595,235)</b>	<b>58.9%</b>	<b>2,409,088</b>	<b>(10.5)%</b>	<b>(18,647,642)</b>	<b>1,947,593</b>	<b>(20,765,142)</b>	<b>(2,117,500)</b>	<b>(21,772,642)</b>	<b>(1,007,500)</b>
<b>Reserve Funding <sup>(2)</sup></b>												
Tax Rate Stabilization Reserve & Working	0	(3,107,410)	(4,789,741)	13.7%	(1,682,331)	54.1%	(3,891,355)	898,386	(2,408,036)	1,483,319	(269,589)	2,138,447
Water & Wastewater Recovery	(3,378,765)	(3,378,763)	(1,699,000)	4.9%	1,679,763	(49.7)%	(1,798,000)	(99,000)	(1,923,000)	(125,000)	(1,996,000)	(73,000)
Administrative Recovery from Capital	(1,101,088)	(1,500,000)	(1,500,000)	4.3%	0	0.0%	(1,500,000)	0	(1,500,000)	0	(1,500,000)	0
Debenture Reserve	(3,080,000)	(3,080,000)	(3,680,000)	10.5%	(600,000)	19.5%	(2,500,000)	1,180,000	(935,000)	1,565,000	(500,000)	435,000
Election Reserve	(612,220)	(1,024,794)	(148,270)	0.4%	876,524	(85.5)%	(148,270)	0	(148,270)	0	(1,200,000)	(1,051,730)
	<b>(8,172,073)</b>	<b>(12,090,967)</b>	<b>(11,817,011)</b>	<b>33.8%</b>	<b>273,956</b>	<b>(2.3)%</b>	<b>(9,837,625)</b>	<b>1,979,386</b>	<b>(6,914,306)</b>	<b>2,923,319</b>	<b>(5,465,589)</b>	<b>1,448,717</b>
<b>Other <sup>(3)</sup></b>												
Payment In Lieu of Taxes	(2,618,798)	(2,500,000)	(2,580,000)	7.4%	(80,000)	3.2%	(2,580,000)	0	(2,580,000)	0	(2,580,000)	0
Prior Year Surplus	0	(2,500,000)	0	0.0%	2,500,000	(100.0)%	0	0	0	0	0	0
	<b>(2,618,798)</b>	<b>(5,000,000)</b>	<b>(2,580,000)</b>	<b>7.4%</b>	<b>2,420,000</b>	<b>(48.4)%</b>	<b>(2,580,000)</b>	<b>0</b>	<b>(2,580,000)</b>	<b>0</b>	<b>(2,580,000)</b>	<b>0</b>
<b>TOTAL CORPORATE REVENUES</b>	<b>(46,179,152)</b>	<b>(40,095,290)</b>	<b>(34,992,246)</b>	<b>100.0%</b>	<b>5,103,044</b>	<b>(12.7)%</b>	<b>(31,065,267)</b>	<b>3,926,979</b>	<b>(30,259,448)</b>	<b>805,819</b>	<b>(29,818,231)</b>	<b>441,217</b>

(1) Excludes corporate revenues which are presented in department reports and will differ from the Revenue by Major Source figures

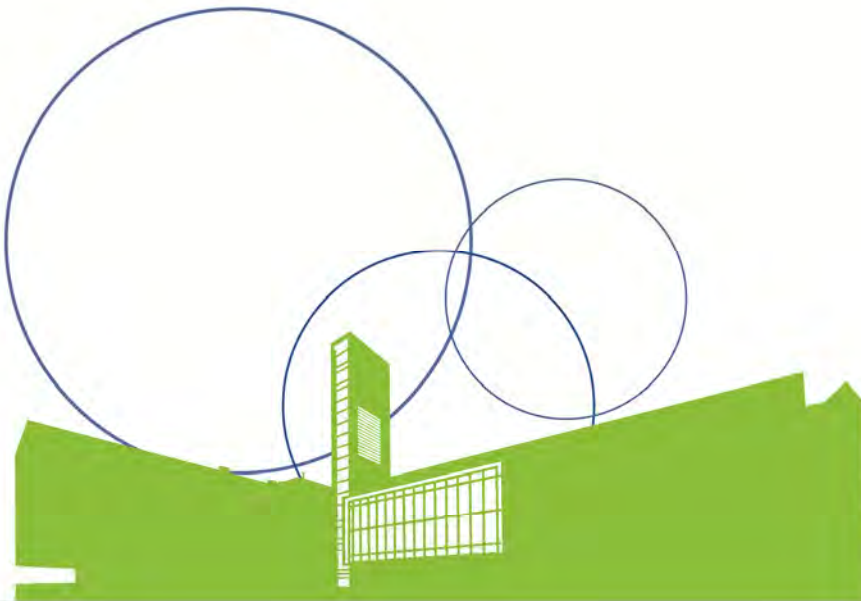
Tax Certificates And Documents	(571,326)	(506,263)	(531,104)	(24,841)	4.9%	(532,360)	(1,256)	(536,741)	(4,381)	(554,521)	(17,780)
Purchasing Bids and Sale of Assets	(110,847)	(60,700)	(60,700)	0	0.0%	(60,700)	0	(60,700)	0	(60,700)	0
Capital Administration Fees	(7,862)	(12,000)	(4,000)	8,000	(66.7)%	(4,000)	0	(4,000)	0	(4,000)	0
Cashiering Services	(51,500)	(89,392)	(53,045)	36,347	(40.7)%	(54,635)	(1,590)	(54,635)	0	(54,635)	0
Recoverables and Other Revenues	0	0	0	0	100.0%	0	0	0	0	0	0
	<b>(741,535)</b>	<b>(668,355)</b>	<b>(648,849)</b>	<b>19,506</b>	<b>(2.9)%</b>	<b>(651,695)</b>	<b>(2,846)</b>	<b>(656,076)</b>	<b>(4,381)</b>	<b>(673,856)</b>	<b>(17,780)</b>
	<b>(35,388,281)</b>	<b>(23,004,323)</b>	<b>(20,595,235)</b>	<b>2,409,088</b>	<b>(10.5)%</b>	<b>(18,647,642)</b>	<b>1,947,593</b>	<b>(20,765,142)</b>	<b>(2,117,500)</b>	<b>(21,772,642)</b>	<b>(1,007,500)</b>
Revenue by Major Source - Corporate Revenues	<b>(36,129,816)</b>	<b>(23,672,678)</b>	<b>(21,244,084)</b>	<b>2,428,594</b>	<b>(10.3)%</b>	<b>(19,299,337)</b>	<b>1,944,747</b>	<b>(21,421,218)</b>	<b>(2,121,881)</b>	<b>(22,446,498)</b>	<b>(1,025,280)</b>

(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

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**The Corporation of the City of Vaughan**  
**2015 Operating Budget**  
**Water Reserve Fund**

	2015 Budget	% of Sales	2014 Budget	% of Sales
<b>Water Revenues</b>				
Residential Billings	30,871,725		31,387,680	
Commercial Billings	20,504,350		19,079,840	
Other	226,425		335,540	
	<b>\$51,602,500</b>		<b>\$50,803,060</b>	
<b>Water Purchases</b>				
Metered Water Purchases	32,481,717		31,378,540	
Non-Revenue Water	4,853,590	13.0%	4,700,000	13.0%
	<b>\$37,335,307</b>		<b>\$36,078,540</b>	
<b>GROSS MARGIN</b>	<b>\$14,267,193</b>	<b>27.6%</b>	<b>\$14,724,520</b>	<b>29.0%</b>
<b>Other Revenues</b>				
Installation and Service Fees	606,120		576,250	
Interest	500,000		440,000	
	<b>\$1,106,120</b>	<b>2.1%</b>	<b>\$1,016,250</b>	<b>2.0%</b>
<b>Expenses</b>				
Maintenance and Installation Cost	5,929,985		5,007,935	
General Administration	2,233,459		2,057,865	
Joint Service Costs	593,842		759,855	
Debenture Payments	213,845		214,550	
Administration Overhead	486,460		1,651,120	
Insurance Allocation	312,070		300,915	
	<b>\$9,769,661</b>	<b>18.9%</b>	<b>\$9,992,240</b>	<b>19.7%</b>
<b>LIFECYCLE CONTRIBUTION - RESERVE</b>	<b>\$5,603,652</b>	<b>10.9%</b>	<b>\$5,748,530</b>	<b>11.3%</b>

**Statement of Continuity - Water Reserve**

Description	2015 Budget	2014 Budget
Reserve Balance - Beginning - Actual	\$33,845,544	\$32,255,064
Reserve contribution from Water Operations	5,603,652	5,748,530
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(7,606,667)	(4,158,050)
- Committed		
Revenue Fund Transfer - Yearly Budget		
<b>Reserve Balance - Ending - Committed / Actual</b>	<b>\$31,842,529</b>	<b>\$33,845,544</b>



## The Corporation of the City of Vaughan

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## 2015 Operating Budget

## Wastewater Reserve Fund

Description	2015 Budget	% of Sales	2014 Budget	% of Sales
<b>Wastewater Revenues</b>				
Residential Billings	38,606,530		36,211,940	
Commercial Billings	26,714,220		22,502,440	
Other	171,000		0	
	<b>\$65,491,750</b>		<b>\$58,714,380</b>	
<b>Wastewater Expenses</b>				
Regional Treatment Charges	<b>\$48,704,975</b>		<b>\$45,230,670</b>	
<b>GROSS MARGIN</b>	<b>\$16,786,775</b>	<b>25.6%</b>	<b>\$13,483,710</b>	<b>23.0%</b>
<b>Other Revenues</b>				
Local Improvements	240,500		233,780	
Sundry	3,800		3,000	
Installation and Service Fees	161,000		161,000	
Interest	550,000		514,430	
	<b>\$955,300</b>	<b>1.5%</b>	<b>\$912,210</b>	<b>1.6%</b>
<b>Expenses</b>				
Maintenance and Installation Cost	3,993,741		3,773,935	
General Administration	1,385,217		664,910	
Storm Sewer Maintenance	3,507,308		1,772,615	
Joint Service Costs	697,118		506,570	
Debenture Payments	219,927		222,895	
Administration Overhead	383,993		1,100,745	
Insurance Allocation	351,909		325,985	
	<b>\$10,539,213</b>	<b>16.1%</b>	<b>\$8,367,655</b>	<b>14.3%</b>
<b>LIFECYCLE CONTRIBUTION - RESERVE</b>	<b>\$7,202,862</b>	<b>11.0%</b>	<b>\$6,028,265</b>	<b>10.3%</b>

## Statement of Continuity - Wastewater Reserve

Description	2015 Budget	2014 Budget
Reserve Balance - Beginning - Actual	\$41,014,075	\$35,265,810
Reserve contribution from Wastewater Operations	7,202,862	6,028,265
Capital Fund Transfer - Year End Actual		
- Yearly Budget	(792,070)	(280,000)
- Committed		
Revenue Fund Transfer - Yearly Budget		
<b>Reserve Balance - Ending - Committed / Actual</b>	<b>\$47,424,867</b>	<b>\$41,014,075</b>

**The Corporation of the City of Vaughan**  
**2015 Budget and 2016 - 2018 Plan**  
**Water Division**

Description	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	% of Sales
<b>Water Revenues</b>					
Residential Billings	30,871,725	34,119,817	37,385,432	40,880,596	
Commercial Billings	20,504,350	22,834,880	24,941,700	27,187,701	
Other	226,425	334,281	443,173	565,893	
	<b>\$51,602,500</b>	<b>\$57,288,979</b>	<b>\$62,770,306</b>	<b>\$68,634,190</b>	
<b>Water Purchases</b>					
Metered Water Purchases	32,481,717	36,356,042	40,307,649	44,690,926	
Non-Revenue Water	4,853,590 13.0%	5,432,512 13.0%	6,022,982 13.0%	6,677,954 13.0%	
	<b>\$37,335,307</b>	<b>\$41,788,554</b>	<b>\$46,330,631</b>	<b>\$51,368,880</b>	
<b>GROSS MARGIN</b>	<b>\$14,267,193 27.6%</b>	<b>\$15,500,425 27.1%</b>	<b>\$16,439,675 26.2%</b>	<b>\$17,265,310 25.2%</b>	
<b>Other Revenues</b>					
Installation and Service Fees	600,000	725,000	850,000	975,000	
Sundry	6,120	6,120	6,120	6,120	
Interest	500,000	550,000	612,500	687,500	
	<b>\$1,106,120 2.1%</b>	<b>\$1,281,120 2.2%</b>	<b>\$1,468,620 2.3%</b>	<b>\$1,668,620 2.4%</b>	
<b>Expenses</b>					
Maintenance and Installation Cost	5,929,985	6,704,510	6,734,723	6,758,694	
General Administration	2,233,459	2,341,239	2,374,638	2,397,101	
Joint Service Costs	593,842	611,657	630,007	648,907	
Debenture Payments	213,845	175,180	0	0	
Administration Overhead	486,460	501,054	516,085	531,568	
Insurance Allocation	312,070	330,794	353,950	368,108	
	<b>\$9,769,661 18.9%</b>	<b>\$10,664,434 18.6%</b>	<b>\$10,609,404 16.9%</b>	<b>\$10,704,378 15.6%</b>	
<b>LIFECYCLE CONTRIBUTION - RESERVE</b>	<b>\$5,603,652 10.9%</b>	<b>\$6,117,111 10.7%</b>	<b>\$7,298,891 11.6%</b>	<b>\$8,229,551 12.0%</b>	

**The Corporation of the City of Vaughan**  
**2015 Budget and 2016 - 2018 Plan**  
**Wastewater/ Stormwater Division**

Description	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	% of Sales
<b>Wastewater /Stormwater Revenues</b>					
Residential Billings	38,606,530	45,102,006	51,234,481	58,031,042	
Commercial Billings	26,714,220	31,210,964	35,605,440	40,500,191	
Other	171,000	200,000	250,000	300,000	
	<b>\$65,491,750</b>	<b>\$76,512,970</b>	<b>\$87,089,920</b>	<b>\$98,831,232</b>	
<b>Wastewater/Stormwater Expenses</b>					
Regional Treatment Charges	<b>\$48,704,975</b>	<b>\$55,067,888</b>	<b>\$61,054,844</b>	<b>\$67,693,505</b>	
<b>GROSS MARGIN</b>	<b>\$16,786,775 25.6%</b>	<b>\$21,445,082 28.0%</b>	<b>\$26,035,077 29.9%</b>	<b>\$31,137,727 31.5%</b>	
<b>Other Revenues</b>					
Local Improvements	240,500	162,535	20,580	20,580	
Sundry	3,800	3,800	3,800	3,800	
Installation and Service Fees	161,000	211,000	261,000	311,000	
Interest	550,000	618,750	712,500	831,250	
	<b>\$955,300 1.5%</b>	<b>\$996,085 1.3%</b>	<b>\$997,880 1.1%</b>	<b>\$1,166,630 1.2%</b>	
<b>Expenses</b>					
Maintenance and Installation Cost	3,993,741	4,758,912	4,769,405	4,778,544	
General Administration	1,385,217	1,402,498	1,389,478	1,407,733	
Storm Sewer Maintenance	3,507,308	3,600,235	3,615,337	3,625,969	
Joint Service Costs	697,118	718,032	739,572	761,760	
Debenture Payments	219,927	141,375	0	0	
Administration Overhead	383,993	395,513	407,378	419,600	
Insurance Allocation	351,909	373,024	399,135	415,101	
	<b>\$10,539,213 16.1%</b>	<b>\$11,389,588 14.9%</b>	<b>\$11,320,305 13.0%</b>	<b>\$11,408,705 11.5%</b>	
<b>LIFECYCLE CONTRIBUTION - RESERVE</b>	<b>\$7,202,862 11.0%</b>	<b>\$11,051,580 14.4%</b>	<b>\$15,712,652 18.0%</b>	<b>\$20,895,652 21.1%</b>	



# 2015 - 2018 Capital Budget

## 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
	2015	2015	CD	CD-1920-15	2015 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	2,518,900	2,518,900	0	Gas Tax Reserve \$1,390,000;	Y
	2015	2015	CD	CD-2016-15	2016 Watermain Replacement	Infrastructure Replacement	317,300	2,836,200	0		Y
	2015	2015	CD	CD-2019-15	2017 Watermain Replacement	Infrastructure Replacement	634,500	3,470,700	0		Y
	2015	2014	CD	EN-1914-14	2015 Road Rehabilitation and Watermain Replacement - Phase 1	Infrastructure Replacement	743,897	4,214,597	0	Debenture Financing \$805,888;	Y
	2015	2014	CD	EN-1915-14	2015 Road Rehabilitation and Watermain Replacement - Phase 2	Infrastructure Replacement	2,174,570	6,389,167	0	Debenture Financing \$510,084;	Y
	2015	2013	CD	EN-1944-13	2014 Road Rehabilitation and Watermain Replacement - Phase 3	Infrastructure Replacement	692,200	7,081,367	0	Debenture Financing \$543,800;	Y
	2015	2013	EV	EV-2063-15	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	7,287,367	0		Y
	2015	2015	EV	EV-2076-15	Sample Stations	New Equipment	154,500	7,441,867	0		N
	2015	2015	EV	EV-2078-15	SCADA System Implementation	New Equipment	61,800	7,503,667	0	Sewer Reserve \$350,200;	Y
	2015	2015	FL	FL-5513-15	PW-WATER - Additional Quad cab pickup	New Equipment	51,500	7,555,167	70,000		Y
	2015	2015	FL	FL-5514-15	PW - WATER - Additional Quad Cab Pickup	New Equipment	51,500	7,606,667	70,000		Y
2015 Budget Line											
	2016	2016	CD	CD-2002-16	2018 Watermain Replacement	Infrastructure Replacement	566,500	566,500	0		Y
	2016	2015	CD	CD-2016-15	2016 Watermain Replacement	Infrastructure Replacement	2,673,900	3,240,400	0		Y
	2016	2013	EV	EV-2063-15	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	3,446,400	0		Y
2016 Forecast Line											
	2017	2015	CD	CD-2019-15	2017 Watermain Replacement	Infrastructure Replacement	5,155,200	5,155,200	0		Y
	2017	2013	EV	EV-2063-15	ICI Water Meter Replacement Program	Infrastructure Replacement	206,000	5,361,200	0		Y
2017 Forecast Line											
	2018	2016	CD	CD-2002-16	2018 Watermain Replacement	Infrastructure Replacement	4,584,200	4,584,200	0		Y
2018 Forecast Line											



2015 - 2018 Capital Budget  
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
	2015	2015	CD	CD-2003-15	Culvert Replacement on King-Vaughan Road	Infrastructure Replacement	215,270	215,270	0		Y
	2015	2015	CD	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	Infrastructure Replacement	113,300	328,570	0		Y
	2015	2015	CD	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community	New Infrastructure	113,300	441,870	0		Y
	2015	2015	EV	EV-2078-15	SCADA System Implementation	New Equipment	350,200	792,070	0	Water Reserve \$61,800;	Y
2015 Budget Line											
	2016	2015	CD	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	Infrastructure Replacement	113,300	113,300	0		Y
2016 Forecast Line											



# Wastewater

## 2015-2018 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.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

**Core Activities:** *Describe your regular business functions and responsibilities.*

Wastewater Services facilitates environmental stewardship through ensuring the wastewater collection system performs effectively and efficiently for the citizens and business of Vaughan and meets all regulatory requirements.

Wastewater Services activities include:

- Collaborates with Infrastructure Planning:
  - To Plan, build and inspect wastewater infrastructure through development
  - As Regional Liaison/allocation of wastewater servicing capacity
  - Implement Class EA studies and master planning
- Operation and maintenance of the wastewater collection and conveyance system, including pipes, maintenance access holes, service connections, pump stations, and force mains
- Undertake studies on inflow and infiltration, flow monitoring and hydraulic optimization through wastewater modeling
- Perform spill clean ups, conducts spills investigations and reports to the Ministry of the Environment
- Perform sample analysis of industrial/commercial spills
- Provide citizen service through investigation of sanitary sewer back-ups into homes
- Citizen, business and stakeholder inquiries and dispatch of wastewater related activities
- Provide locates for businesses and citizens
- Wastewater Ministry of the Environment certification and licensing for wastewater staff
- Collaborates with Capital Delivery and Asset Management:
  - To collect data on the condition of wastewater assets through closed circuit TV inspection and visual inspections for existing and new infrastructure
  - To plan for rehabilitation and replacement of aging infrastructure through prioritized capital budget development
  - For Wastewater capital project, design, construction and inspection

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide environmentally sustainable stewardship of the City's wastewater collections system by meeting regulatory requirements
2. Safe and effective conveyance and collection of wastewater
3. Effective business management, citizen focus and staff commitment to delivery of wastewater services
4. Maintain staff certification for operation of wastewater system



# Wastewater

## 2015-2018 Business Plan

**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 operates and maintains the wastewater collection system, and pursues studies to ensure the wastewater collection system is functioning as intended and delivery expected service to citizens
2. Lead and Promote Environmental Sustainability
  - The Sewer-Use By-law is intended to protect the environment
3. Manage Corporate Assets
  - Inspection of the wastewater collection provides information and development of the capital budget and plan ensure wastewater assets are maintained in a state of good repair
4. Ensure Financial Sustainability
  - Full cost recovery for wastewater services in support of an asset management program
5. Manage Growth and Economic Well-being
  - Infrastructure planning for wastewater assets identifies wastewater needs to support growth
6. Support the Professional Development of Staff
  - Annual Ministry of the Environment required training and licensing for wastewater operations staff ensures Vaughan has a qualified and highly trained staff operating the wastewater system
  - Continue to invest in staff development, promoting a culture of continuous learning

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	19.8	.5			
Part Time					
Overtime					

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.



## 2015-2018 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.*

**Past Success (2014):**

- Development of a comprehensive Wastewater Service Division to provide citizens, businesses and other stakeholders clear lines of communication for wastewater related inquiries and comments
- Completion of Wastewater Master Plan in 2014 has identified projects and studies to facilitate growth
- Collaboration with Region of York on common water issues through representation on the Water/Wastewater Steering Committee and development of common projects delivered through partnerships
- Initiated the Inflow and Infiltration pilot project with development
- Upgrade Wastewater model through Master Plan to be consistent with Region of York wastewater model
- Sewer Use By-Law update to protect the environment and wastewater infrastructure
- Development of a programmed 5 year plan for sanitary inspection and flushing defined for effective condition assessment data collection
- Active participants in Region of York North East Sanitary Trunk EA
- Dedicated staff for emergency response
- Cross connection identification on within public property
- State of Local Infrastructure Report in accordance with Ministry of Infrastructure guidelines

**Pressures:**

- Intensification development applications are complex and require in depth analysis
- Region of York Water/Wastewater Master Plan update
- Network growth puts pressure on maintaining current levels of service with existing staff
- Inflow and infiltration reduction
- Changing regulatory requirements
- Industrial and commercial discharge impact on infrastructure
- System performance due to non-compatible consumer products and Fogs, Oils and Grease
- Antiquated SCADA system requires manual oversight of system as technology has gone beyond life span
- Vaughan Healthcare Precinct construction to be completed Fall 2015
- Aging infrastructure in older areas requires more maintenance and possible rehabilitation and replacement
- Future retirements indicate need for succession planning

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Asset Management activities will focus on the development of an operational and capital plan to maintain the wastewater assets in a state of good repair
- Business case development to compare cost of providing various services in house or as a contracted service
- Inflow and infiltration program and flow monitoring program will provide for better overall system hydraulic performance information
- Working towards elimination of cross connections between storm and sanitary on public property
- Sewer Use By-Law and enforcement program will identify illegal dischargers and help protect the wastewater infrastructure and the environment



## 2015-2018 Business Plan

- Locate requests to be administered automatically
- In house training for water operators to meet compliance for Ministry of Environment licensing
- Training and development for staff

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Increases in Regional billing for wastewater services will necessitate matching increases to municipal billing rates and revenues
- The City's Corporate Asset Management initiative will identify programmed repair, replacement, rehabilitation work and preventative maintenance which will put pressure on the capital budget, however, the asset management program is expected to reduce the overall life cycle costs of the infrastructure
- As projects and programs are identified due to the increased focus on the wastewater service as a comprehensive citizen focused and business effective service, this may identify the need for more resources to maintain levels of service
- Wastewater activities have a component where it is 'reactive' and is difficult to predict. It should be recognized that variance (positive and negative) will be the norm.
- Administration and enforcement of Sewer Use By-Law may require resources in future

Existing Funding Source

- Wastewater Rate
- Development Charges

## Work Plan

**Business Plan Objectives:** *List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.*

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for wastewater service delivery	Develop City Wide Inflow and Infiltration Monitoring and Reduction Strategy*	Q2	Additional resources may be required when full scope of strategy is developed
	Develop Flow Monitoring and Sewer Capacity Analysis strategy	Q2	No
	Update and maintain the wastewater model for hydraulic optimization and growth capacity analyses for comprehensive system analysis	Q4	No
	Continue procurement and implementation of SCADA system	Q1	Capital project already available
Citizen and business focused wastewater	Collaborate with Developers to ensure Wastewater infrastructure in	Ongoing	No



# Wastewater

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
service delivery program	<p>place to meet growth needs*</p> <p>Vaughan Healthcare Precinct Phase 2 Construction</p> <p>Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service</p> <p>Promote Downspout Disconnection Program and Backflow Preventer Programs</p>	<p>Q1</p> <p>Q4</p> <p>Ongoing</p>	<p>No</p> <p>No</p>
Protect the environment	<p>Complete Sewer Use By-Law and communicate to stakeholders</p> <p>Collaborate with Region on monitoring of industrial dischargers</p>	<p>Q4</p> <p>Q1</p>	<p>Completion of sewer use by-law may indicate the need for more resources to effectively promote compliance with the by-law and for sewer monitoring and inspection of industrial and commercial dischargers</p> <p>No</p>
Perform effective asset management for better financial management	<p>Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps</p> <p>Implement pipe scoring system in GIS to easily identify pipe which needs to be repaired or replaced</p>	<p>Ongoing</p> <p>Q1</p>	
<b>2016 Initiatives</b>			
Comprehensive business and operational effectiveness for wastewater service delivery	<p>Implement Inflow and Infiltration Strategy*</p> <p>Implement Flow Monitoring Strategy</p> <p>Analyze wastewater collection system effectiveness and program into capital budget any hydraulic improvement initiatives</p>	<p>Q1</p> <p>Q1</p> <p>Q3</p>	
Citizen and business focused wastewater service delivery program	<p>Collaborate with Developers to ensure Wastewater infrastructure in place to meet growth needs*</p> <p>Continue to collaborate with Access</p>	<p>Q1</p>	

# Wastewater

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Vaughan to find efficiencies with Dispatch and improve citizen and business service  Implement citizen focused strategy*	Q2	
Protect the environment	Complete Sewer Use By-Law and communicate to stakeholders  Collaborate with Region on monitoring of industrial dischargers	Q4  Q1	Completion of sewer use by-law may indicate the need for more resources to effectively promote compliance with the by-law and for sewer monitoring and inspection of industrial and commercial dischargers  No
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Ongoing	
<b>2017 Initiatives</b>			
Comprehensive business and operational effectiveness for wastewater service delivery	Implement Inflow and Infiltration Strategy*  Update flow monitoring data into wastewater model  Analyze wastewater collection system effectiveness and program into capital budget any hydraulic improvement initiatives		
Citizen and business focused wastewater service delivery program	Develop citizen and business focused educational program with respect to Fats, Oils and Grease and other 'non-flushables'	Ongoing	
Protect the environment	Collaborate with Region on monitoring of industrial dischargers	Ongoing	No
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	
<b>2018 Initiatives</b>			
Comprehensive business and operational	Implement Inflow and Infiltration Strategy*	Ongoing	



# Wastewater

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
effectiveness for wastewater service delivery	<p>Develop capital plan to address inflow and infiltration issues</p> <p>Analyze wastewater collection system effectiveness and program into capital budget any hydraulic improvement initiatives</p>	<p>Q3</p> <p>Ongoing</p>	
Citizen and business focused wastewater service delivery program	Continue to promote citizen and business focused educational program with respect to Fats, Oils and Grease and other 'non-flushables'	Ongoing	
Protect the environment	Collaborate with Region on monitoring of industrial dischargers	Q1	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Operating Cost per Km of Wastewater Collection System	\$4,722.00	\$4,273.00	\$4,373.00	\$4,575.00	\$4,600.00	
<b>EFFECTIVENESS: How well do we do it?</b>						
Number of Sewer main Backups per 100 km of Wastewater Main in a Year	0.00	0.48	0.00	0.12		
% Sanitary sewer inspected with a score of Fair(Grade 3) or better*	n/a	n/a	n/a	n/a	n/a	75%
<b>SERVICE QUALITY: Is anyone better off?</b>						
% response time for spill clean-up within established parameters*					100%	100%

**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
- Integration of Wastewater services will bring efficiencies which will be reflected in the metrics
- New programs, such as inflow and infiltration, flow monitoring, hydraulic optimization and the implementation of the wastewater master plan will provide for a comprehensive wastewater service delivery and improve system knowledge for effective asset management



# Wastewater

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**





# **Draft 2015-2018 Business Plan**

**Stormwater**

## 2015-2018 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.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

**Core Activities:** *Describe your regular business functions and responsibilities.*

Stormwater Services facilitates environmental stewardship through ensuring maintenance of the natural hydrologic cycle, prevent an increased risk to flooding, prevent undesirable stream erosion, and protect water quality.

Stormwater Services activities include:

- Collaborates with Infrastructure Planning:
  - To plan, build and inspect stormwater infrastructure through development
  - Implement Class EA studies and master planning
- Identify deficiencies in storm ponds and system for new development
- Operation, maintenance and inspection of the stormwater system, including storm ponds, pipes, catch basins, super catch basins, service connections, culverts, inlets, outlets and one pump station
- Inspection of streams and rivers as required
- Overland flow routes, erosion control and water quality are maintained and monitored
- Completes studies on hydraulic optimization through use of the stormwater model
- Completes drainage studies and develops flood mitigation strategies
- Provides citizen service through investigation of floods due to climate change, citizen, business and stakeholder inquiries and dispatch of stormwater related activities
- Inspects performance of storm ponds per Certificate of Approval
- Monitor performance of the storm system through dedicated 24/7, on call staff
- Periodic samples for water quality in ponds
- Provides spill containments of industrial discharges at ponds
- Collaborates with Capital Delivery and Asset Management:
  - To collect data on the condition of stormwater assets through closed circuit TV inspection and visual inspections
  - To plan for rehabilitation and replacement of aging infrastructure through prioritized capital budget development
  - For Stormwater capital project, design, construction and inspection

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Mitigate flooding impacts on private and public property
2. Preserve natural heritage with effective stormwater management strategies
3. Effective business management, citizen focus and staff commitment to delivery of stormwater services
4. Water quantity and quality in ponds, rivers and streams





# Stormwater

## 2015-2018 Business Plan

**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 operates and maintains the stormwater system, and pursues studies to ensure the stormwater system is functioning as intended and deliver expected service to citizens
2. Lead and Promote Environmental Sustainability
  - The Sewer-Use By-law is intended to protect the environment
3. Manage Corporate Assets
  - Inspection of the stormwater infrastructure and systems provides information and development of the capital budget and plan ensure stormwater assets are maintained in a state of good repair
4. Ensure Financial Sustainability
  - Full cost recovery for stormwater services in support of full program delivery
5. Manage Growth and Economic Well-being
  - Infrastructure planning for stormwater assets identifies stormwater needs to support growth
6. 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			
	2014 Base	2015	2016	2017	2018
Full Time	17.97	.5			
Part Time					
Overtime					

Note: The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

## 2015-2018 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.*

**Past Success (2014):**

- Development of a comprehensive Stormwater Service Division to provide citizens, businesses and other stakeholders clear lines of communication for stormwater related inquiries and comments
- Completion of Stormwater Master Plan in 2014 has identified projects and studies to facilitate growth
- Initiated Napa Valley Stormwater Pond Flood Investigation
- Bowes Road and Franklin Avenue Flood Remediation Plan
- Sewer Use By-Law update to protect the environment
- Development of a programmed 5 year plan for sanitary inspection and flushing defined for effective condition assessment data collection
- Protecting past flooded areas by creating storage and improvement of system
- Stormwater Infrastructure Funding Study initiated
- State of Local Infrastructure Report in accordance with Ministry of Infrastructure guidelines

**Pressures:**

- Climate change – more short, intense storms
- Network growth puts pressure on maintaining current levels of service with existing staff
- Potential changing regulatory requirements
- Pond Maintenance requirements for water quality and storm management
- Citizen interest in climate change impacts and expectations from the City
- Environmental and conservation authority guidelines
- Vaughan Healthcare Precinct construction to be completed Fall 2015
- Aging infrastructure requires funding for key maintenance activities and capital projects
- Future retirements indicate need for succession planning

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Asset Management activities will focus on the development of an operational and capital plan to maintain the wastewater assets in a state of good repair
- Program changes and level of service development will increase oversight of stormwater program
- Hydraulic system analysis through modeling
- Additional storm water ponds maintenance will require programmed plan
- Develop water quality sampling program at ponds inlets and outlets
- Training and development for staff
- Low impact development to manage rain water on site
- Implementation of stormwater master plan

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- Stormwater Infrastructure Funding Study will identify a financial model to fund stormwater program needs
- The City's Corporate Asset Management initiative will identify programmed repair, replacement, rehabilitation work and preventative maintenance which will put pressure on the capital budget, however, the asset management program is expected to reduce overall life cycle costs of the infrastructure
- As projects and programs are identified due to the increased focus on the stormwater service as a



# Stormwater

## 2015-2018 Business Plan

comprehensive citizen focused and business effective service, this may identify the need for more resources to maintain levels of service

- Stormwater activities have a component where it is 'reactive' and is difficult to predict. It should be recognized that variance (positive and negative) will be the norm.

### Existing Funding Source

- Wastewater Rate
- Development Charges

## Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for stormwater service delivery	Implement program delivery and levels of service identified in the stormwater infrastructure funding study	Q1	
Citizen and business focused stormwater service delivery program	Facilitate construction of VMC stormwater infrastructure*	Q1	No
	<ul style="list-style-type: none"> <li>• Complete Black Creek Renewal Study EA to set stage for major redevelopment in VMC*</li> <li>• Commence detailed design of VMC NE Stormwater Management Pond</li> </ul>		
	Vaughan Healthcare Precinct Phase 2 Construction	Q1	No
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q2	No
	Promote Downspout Disconnection Program and Backflow Preventer Programs	Q4	
	Gallanough Park Storm Pond EA	Q1	
	Develop Flood Response Program	Q2	
Protect the environment	Complete Sewer Use By-Law and communicate to stakeholders	Q4	Completion of sewer use by-law may indicate the need for more resources to effectively

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	<p>Complete Stormwater By-Law**</p> <ul style="list-style-type: none"> <li>Stormwater Infrastructure Funding Study</li> </ul> <p>Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**</p> <p>Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**</p>	<p>Q3</p> <p>Ongoing</p> <p>Ongoing</p>	<p>promote compliance with the by-law and for sewer monitoring and inspection of industrial and commercial dischargers</p>
Perform effective asset management for better financial management	<p>Implement funding model identified in Stormwater Infrastructure Funding Study for 2016 Budget</p> <p>Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps</p> <p>Continue to find efficiencies in the delivery of stormwater services</p>	<p>Q3</p> <p>Q1</p> <p>Q1</p>	<p>No</p> <p>No</p> <p>No</p>
2016 Initiatives			
Comprehensive business and operational effectiveness for stormwater service delivery	Update the stormwater model	Q2	
Citizen and business focused stormwater service delivery program	<p>Advance the design and construction of the Black Creek Channel and SWMP</p> <p>Develop education materials for citizens to reduce run off from properties and inflow into the sanitary sewer system</p> <p>Gallanough Park Stormwater Pond construction</p>	<p>Q4</p> <p>Q2</p> <p>Q2</p>	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Erosion and Flood Mitigation projects for Rainbow Creek as detailed in the Stormwater Master Plan	Q4	
Protect the environment	Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**	Ongoing	
	Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**	Ongoing	
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Ongoing	
<b>2017 Initiatives</b>			
Comprehensive business and operational effectiveness for stormwater service delivery	Develop prioritized maintenance list for stormwater ponds and implement	Q2	
	Analyze stormwater collection system effectiveness and program into capital budget any hydraulic improvement initiatives	Ongoing	
Citizen and business focused stormwater service delivery program	Advance the design and construction of the Black Creek Channel and SWMP	Q1	
	Education and Outreach	Ongoing	
Protect the environment	Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**	Ongoing	
	Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	
<b>2018 Initiatives</b>			





# Stormwater

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
Comprehensive business and operational effectiveness for stormwater service delivery	Implement studies identified in Stormwater Master Plan  Stormwater pond maintenance	Q2  Annual program	
Citizen and business focused stormwater service delivery program	Education and Outreach	Ongoing	
Protect the environment	Continue to work with other partners to implement policies and undertake activities that support high water quality in Vaughan's watersheds**  Support the implementation of initiatives to reduce run-off in park facilities, trail systems and selected City of Vaughan parking facilities**	Ongoing  Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
Operating Cost per Km of stormwater Collection System		\$1,802.00	\$1,663.00	\$1,877.00	\$1,984.00	\$2,066.00
Total Number of ponds assumed each year	3	2	3	5	5	2
<b>EFFECTIVENESS: How well do we do it?</b>						
% storm sewer inspected with a score of fair or better*	n/a	n/a	n/a	n/a	n/a	70%
<b>SERVICE QUALITY: Is anyone better off?</b>						
% areas with stormwater controls	92%	n/a	n/a	n/a	92%	

**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
- Integration of Stormwater services will bring efficiencies which will be reflected in the metrics
- Comprehensive CCTV inspection program started in 2014 will provide data for future metrics
- Stormwater controls are reported every 4 years



# Stormwater

## 2015-2018 Business Plan

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**Department Head Sign-off**

**Date (mm/dd/yy)**

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**Commissioner Sign-off**

**Date (mm/dd/yy)**





# Water

## 2015-2018 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.*

Over the next four years the Public Works Commission will focus on demonstrating service delivery oversight through business effectiveness, citizen focus and relating types of funding sources to service outcomes.

**Core Activities:** *Describe your regular business functions and responsibilities.*

As the owners and operators of the City of Vaughan's water distribution systems, we are committed to:

- Providing safe drinking water to our residents and businesses
- Complying with applicable legislation and regulations as related to the provision of safe drinking water
- Implementing and continually improving the effectiveness of our Drinking Water Quality Management Standards

Water Services activities include:

- Collaborates with Infrastructure Planning:
  - To plan, build and inspect water infrastructure through development
  - As Regional Liaison/allocation of water servicing capacity
  - Implement Class EA studies and master planning
- Operation and maintenance of the water system, including, pipes, hydrants, service connections and booster stations
- Completes studies on hydraulic optimization through use of the water model
- Completes water loss and leak detections studies
- Develops citizen and business programs to promote water conservation
- Water billing payments to the Region of York
- Maintaining accreditation with the Ministry of the Environment through Drinking Water Quality Management Standards
- Compliance with the Safe Drinking Water Act through training and certification of water operators
- Meeting all Federal and Provincial regulatory requirements for water quality, sampling and maintenance of water systems
- Collaborates with Capital Delivery and Asset Management:
  - To collect data on the condition of water assets
  - To plan for rehabilitation and replacement of aging infrastructure through prioritized capital budget development
  - For Water capital project, design, construction and inspection

**Key Outcomes & Results:** *Describe the outcomes your department strives to achieve for residents and/or other departments.*

1. Provide safe drinking water to existing and new citizens and businesses of Vaughan
2. Ensure adequate supply for residential/commercial fire protection
3. Effective business management, citizen focus and staff commitment to delivery of water services
4. Maintain accreditation
5. A connected and efficient water system

## 2015-2018 Business Plan

**Link to Vaughan Vision 2020:** *Explain how your department links with the Vaughan Vision 2020 strategic goals and themes.*

1. Enhance and Ensure Community Safety, Health and Wellness
  - Provides safe drinking water
2. Demonstrate Excellence in Service Delivery
  - Staff operates and maintains the water distribution system, and pursues studies to ensure the water distribution system is functioning as intended and deliver expected service to citizens by meeting the service standards
3. Lead and Promote Environmental Sustainability
  - Through promotion of water conservation the City supports environmental sustainability
4. Manage Corporate Assets
  - Condition assessment of water infrastructure and systems provides information and development of the capital budget and plan ensure water assets are maintained in a state of good repair
5. Ensure Financial Sustainability
  - Full cost recovery for water services in support of full program delivery and to meet Drinking Water Quality Management Standards
6. Manage Growth and Economic Well-being
  - Infrastructure planning for water assets identifies water needs to support growth
7. Support the Professional Development of Staff
  - Annual Ministry of the Environment required training and certification for water operations staff ensures Vaughan has a qualified and highly trained staff operating the water distribution system
  - Continue to invest in staff development, promoting a culture of continuous learning

**Staffing Profile:** *Full Time, Part Time and Overtime – Budgeted Amounts*

	2014 Base	Additional Resource Requests			
		2015	2016	2017	2018
Full Time	40.5	1			
Part Time					
Overtime					

Note: Staffing profile includes staff who were moved due to re-organization. The business plan does not include staff from the Capital Delivery and Asset Management Department as one year of data is needed to develop a clear understanding of work completed within the lines of business. The Administrative Services section in Environmental Services Department serves all of the lines of business and a full review of Administrative Services will occur in 2015 which may impact FTE count for each line of business.

## 2015-2018 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.*

**Past Success (2014):**

- Development of a comprehensive Water Service Division to provide citizens, businesses and other stakeholders clear lines of communication for water related inquiries and comments
- Completion of Water Master Plan in 2014 has identified projects and studies to facilitate growth
- Collaboration with Region of York on common water issues through representation on the Water/Wastewater Steering Committee and development of common projects delivered through partnerships
- Upgrade Water model through Master Plan to be consistent with Region of York water model
- Fully accredited through external Ministry of the Environment Audit, received 100%
- Partnered with Walkerton Clean Water Centre to host MaintenanceFest
- No boil water advisories
- State of Local Infrastructure Report in accordance with Ministry of Infrastructure guidelines

**Pressures:**

- Intensification development applications are complex and require in depth analysis
- Region of York Water/Wastewater Master Plan update
- Network growth puts pressure on maintaining current levels of service with existing staff
- Changing regulatory requirements
- Water loss impacts water billing
- Aging infrastructure requires funding for key maintenance activities and capital projects
- Vaughan Healthcare Precinct construction to be completed Fall 2015
- Future retirements indicate need for succession planning

**Future Direction for the Service:** *Outline anticipated constraints, emerging issues, threats and/or potential opportunities to improve the business.*

- Asset Management activities will focus on the development of an operational and capital plan to maintain the water assets in a state of good repair
- Business case development to compare cost of providing various services in house or as a contracted service
- Water loss and leak detection analysis
- Link the end user billing to the water model for reflective consumption patterns
- Locate requests to be administered automatically
- In house training for water operators to meet compliance for Ministry of Environment licensing
- Training and development for new staff

**Financial Impact:** *Scope out major financial impacts on the department currently and in the future.*

- The City's Corporate Asset Management initiative will identify programmed repair, replacement and rehabilitation work which will put pressure on the capital budget, however, the asset management program is expected to reduce the number of emergency repairs
- As projects and programs are identified due to the increased focus on the water service as a comprehensive citizen focused and business effective service, this may identify the need for more resources to maintain levels of service

## 2015-2018 Business Plan

- Water Conservation reducing revenues from sale of water
- Water activities have a component where it is 'reactive' and is difficult to predict. It should be recognized that variance (positive and negative) will be the norm.

### Existing Funding Source

- Water Rate
- Development Charges

## Work Plan

**Business Plan Objectives:** List up to three departmental initiatives and objectives for each year 2015-18 respectively. You can refer to the Strategic Initiatives list, master plans, or other corporate initiatives.

Department Objectives	Initiatives	Timeline	Additional Resources Required?
<b>2015 Initiatives</b>			
Comprehensive business and operational effectiveness for water service delivery	Implement 2014 Leakage Detection Program developed in partnership with the Region of York*	Q2	Additional resources will be needed for capital project
	Reduce non-revenue water usage by implementing leak detection process and replacing water meters*	Q3	
	Implement water sampling stations	Q2	
	Update and maintain the water distribution model	Q4	
Citizen and business focused water service delivery program	Collaborate with Developers to ensure Water infrastructure in place to meet growth needs	Ongoing	
	Vaughan Healthcare Precinct Phase 2 Construction	Q3	
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q4	
Protect the environment	Continue to collaborate with the Region of York on a Region-wide Water Conservation Strategy**	Ongoing	
	Water Loss Monitoring and Control System*	Q2	



## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Develop a Cross-Connection Control and Backflow Prevention By-law and Implementation program	Q3	Additional resources may be needed in future years to administer and enforce program
	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to procure system tools, define levels of service and identify data gaps	Ongoing	
<b>2016 Initiatives</b>			
Comprehensive business and operational effectiveness for water service delivery	Continue to implement 2014 Leakage Detection Program developed in partnership with the Region of York*	Ongoing	
	Continue to reduce non-revenue water usage by implementing leak detection process and replacing water meters*	Ongoing	
	Perform hydraulic analysis using the water model to identify operational constraints and program into capital budget	Q3	
	Business case development for review of contracted services vs. in house delivery of services	Q1	
Citizen and business focused water service delivery program	Resident water meter change out program	Q2	Additional resources will be required for a capital project
	Collaborate with Developers to ensure Water infrastructure in place to meet growth needs	Ongoing	
	Collaborate with Access Vaughan to find efficiencies with Dispatch and improve citizen and business service	Q1	
Protect the environment	Continue to collaborate with the Region of York on a Region-wide Water Conservation Strategy**	Ongoing	Additional resource requests may be required to administer and enforce the by-law
	Implement Cross-Connection Control and Backflow Prevention By-law program	Q2	

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Develop processes and programs to fill in data gaps to inform asset management activities	Ongoing	
2017 Initiatives			
Comprehensive business effectiveness for water service delivery	Continue working on Leakage Detection Program developed in partnership with the Region of York*	Ongoing	
	Business case development for review of contracted services vs. in house delivery of services	Ongoing	
	Implement recommendations from business case analysis from 2016	Q4	
Citizen and business focused water service delivery program	Continue water meter change out for residents	Ongoing	
	Collaborate with Developers to ensure Water infrastructure in place to meet growth needs	Ongoing	
Protect the environment	Continue to collaborate with the Region of York on a Region-wide Water Conservation Strategy**	Ongoing	
	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	
	Continue to find efficiencies in the delivery of water services	Ongoing	
2018 Initiatives			
Comprehensive business effectiveness for water service delivery	Continue business review to find efficiencies in service delivery	Ongoing	
Citizen and business focused water service	Continue our commitment to Vaughan's citizens and businesses	Ongoing	



# Water

## 2015-2018 Business Plan

Department Objectives	Initiatives	Timeline	Additional Resources Required?
delivery program	<p>by continually improving clear communication lines for access to water services</p> <p>Collaborate with Developers to ensure Water infrastructure in place to meet growth needs</p>	Ongoing	
Protect the environment	Continue to reduce the amount of metallic watermain pipe by 6 km/year	Ongoing	
Perform effective asset management for better financial management	Collaborate with Corporate Asset Management Office to develop a list of prioritized projects based on complete and consistent data to ensure funds flow to the areas which need it most	Ongoing	

## 2015-2018 Business Plan

### Business Performance

An integral part of any strategic plan framework or business planning process is to be able to measure goal attainment. Performance Measures have been developed to support the strategic plan and monitor progress of key strategic and departmental measures. Performance Measures are separated into Strategic and Operational Measures.

Each department has selected performance metrics (operational measures) specific to its operations that measure effectiveness, efficiency and service quality. Strategic Measures are the identified overarching metrics that provide context to how well the City is doing overall aligned to VV2020 Goals and Objectives.

Performance metrics that have been identified as strategic measures are marked with an asterisk (\*) on the following table. This data is presented on the VV2020 dashboard.

**Key Performance Indicators:** *The performance indicators should range from 2009 to 2013 and an estimate for 2014.*

Performance Measures	2009	2010	2011	2012	2013	2014 (Estimated)
<b>EFFICIENCY: What/How much do we do?</b>						
% of Metallic Watermain pipe replaced	N/A	N/A	N/A	N/A	.05%	.1%
<b>EFFECTIVENESS: How well do we do it?</b>						
# of watermain breaks per 100 km of distribution pipe		6	3	2.3	2.4	2.4
Daily water usage per person	274	n/a	n/a	214	205	200
<b>SERVICE QUALITY: Is anyone better off?</b>						
# of adverse water samples vs. total number of water samples taken*		0.0040	0.0065	0.0041	0.0091	0.0070
# of boil water advisories per year	1	0	0	0	0	0

**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 annual program which started in 2013 to replace 6 km of metallic watermain pipe per year is on target
- Adverse samples are most often the result of contamination during the process of sampling. The standard response to an adverse water quality sample is to flush the watermain and re-sample to confirm that the water quality meets the regulatory requirements. The adverse samples were not indicative of the City's water supply, and the citizens and business of Vaughan were not at risk at any time. The number of adverse occurrences is less than the Provincial average for municipalities of similar size.
- The anode protection program in conjunction with the watermain replacement program have led to a





# Water

## 2015-2018 Business Plan

decrease in the number of watermain breaks per 100 km

- Daily water usage continues to decline, and is likely the result of water conservation efforts. 2009 was used as a benchmark, as data provided to the City for 2010 and 2011 was not considered reliable.

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**Department Head Sign-off**

**Date (mm/dd/yy)**

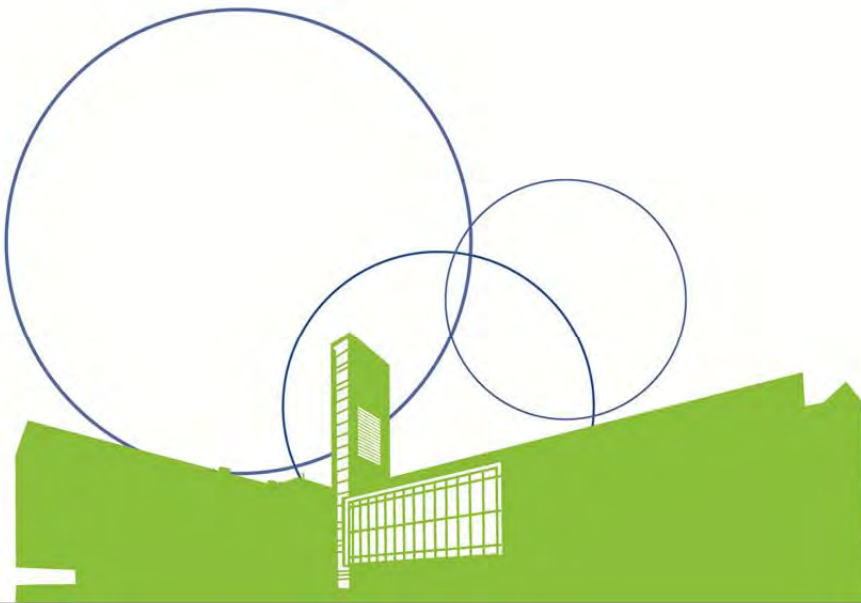
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**Commissioner Sign-off**

**Date (mm/dd/yy)**

# Glossary & Acronyms

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# Glossary

<b>Accrual Basis Accounting</b>	An accounting method that identifies revenues and expenditures as they are earned and incurred
<b>Additional Resource Request (ARR)</b>	Special or unique requirements not accommodated within existing budget guidelines requiring Senior Management Team (SMT) and Council approval
<b>Amortization</b>	Expensing the cost of an asset over a period of time
<b>Appropriation</b>	Assigning of funds by government for a specific project/program
<b>Annualization</b>	Calculating expenses for a full year of operation
<b>Approved Budget</b>	The final budget passed by Council
<b>Assets</b>	All properties, both tangible and intangible, owned by an entity
<b>Balanced Budget</b>	Total expenses equal total revenues in an operating year
<b>Base Budget</b>	Budget including only very specific changes that are permitted in the annual budget guidelines, typically related to predetermined agreements, contracts or Council approvals
<b>Benchmarking</b>	A standard by which something (e.g. one's practices) can be gauged or evaluated
<b>Best Practice</b>	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
<b>Budget</b>	A financial plan including estimates of projected revenues and expenditures for a given period of time
<b>Budget Guidelines</b>	An outline of budgetary requirements that focus on achieving a specific goal
<b>Budget Monitoring</b>	Budget performance that is observed on a periodic basis for specified variances
<b>Business Unit</b>	An organizational unit with a particular focus
<b>Capital Budget</b>	A financial plan for capital expenditures
<b>Capital Expenditure</b>	A component of a capital project that includes all costs incurred to get the

# Glossary

asset ready for use

<b>Capital Funding Source</b>	A component of a capital project that indicates all funding sources for a capital project
<b>Capital Projects</b>	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
<b>Collective Agreement</b>	A legally binding agreement between an employer and a union, detailing the terms and conditions of employment
<b>Conceptual Budget Framework</b>	An analytical tool to organize the budget into three components: Status Quo, Growth, and New
<b>Consumer Price Index (CPI)</b>	An indicator obtained by comparing through time, the cost of goods and services to a typical consumer, but does not include volume
<b>Contingency</b>	Funds available to cover unforeseen or anticipated events
<b>Council</b>	City of Vaughan Council, composed of the Mayor, Regional Councilors and Local Councilors
<b>Directors Working Group (DWG)</b>	Representatives from across the City's departments, who evaluate and prioritize additional resource requests for SMT, Finance and Administration Committee, and Council consideration
<b>Debenture</b>	A form of borrowing funds whereby principal and interest payments are made over time
<b>Deficit</b>	Excess of expenditures over revenues at year-end
<b>Development Charges</b>	Fees collected by the municipality from developers to assist in financing capital costs associated with infrastructure and municipal services to support growth.
<b>Discretionary Reserves</b>	Allocations of accumulated net revenue established by Council for a particular purpose
<b>Expenditure</b>	An outflow of funds to acquire goods or services

# Glossary

<b>Finance and Administration Committee</b>	The committee comprised of the Mayor, three regional Councillors and five local Councillors that reviews budget issues and provide recommendations to Council
<b>Financial Planning</b>	The consolidation of the City's strategic initiatives, master plans, and general operational and capital requirements in a single process to provide clarity on future pressures and funding requirements
<b>Fiscal Policy</b>	Actions adopted to achieve a financial outcome
<b>Full-Time Equivalent (FTE)</b>	The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year
<b>Fund</b>	Accounts that are interrelated and are used to record revenues and expenditures with a specific purpose
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum requirements intended to define adequate accounting principles
<b>Gapping</b>	The difference between the annual impact and a partial year impact
<b>Grants</b>	A monetary contribution from the government or agency, serving as a means to support a particular program, service or function
<b>GTA Pooling</b>	The reallocation of funds to the City of Toronto from the Greater Toronto Area (GTA). This has been eliminated starting in 2013.
<b>Inflation</b>	A rise in price levels caused by economic activity
<b>Infrastructure</b>	Facilities and installations necessary for the development of the City (e.g. schools, roads, transportation)
<b>Infrastructure Gap</b>	The difference between infrastructure needs and available funding
<b>Investment Income</b>	Interest and dividend income received from investments and cash balances
<b>Labour Costs</b>	Salary and wages in respect to full-time, part-time, permanent part-time, contract, temporary or overtime including other benefits
<b>Levy</b>	An imposed amount of property taxes to support municipal activities
<b>Long-Term Debt</b>	A debt greater than one year where principal and interest is paid
<b>Municipal Price Index (MPI)</b>	The application of relevant indicators to the weighting of major expense

# Glossary

categories. The use of the internal MPI provides a more relevant and accurate rate than the use of CPI

<b>Obligatory Reserves</b>	Contributions and expenditures required under provincial statute or legal agreement that are regulated by the particular provincial statute or legal agreement
<b>One-Time Only</b>	An item approved for the current budget year only.
<b>Ontario Municipal Board (OMB)</b>	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
<b>Operating Budget</b>	A budget designed to provide financial support to departments for annual operating costs
<b>Operating Costs</b>	The day-to-day costs of maintaining operations
<b>Per Capita</b>	Determined by dividing any figure (e.g. income) by the total current population
<b>Performance Measure</b>	A determination of the degree of effectiveness, efficiency and quality of an action or objective
<b>Property Assessment</b>	Valuation of property as a basis for taxation
<b>Property Tax</b>	A tax levied according to the property's assessed value and tax rate
<b>Reserve/Reserve Funds</b>	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
<b>Senior Management Team (SMT)</b>	Comprised of the City Manager and all five of the City's Commissioners
<b>Stakeholder</b>	A user with an interest or concern in the topic
<b>Strategic Initiatives</b>	Initiatives that are large in scale, which represent a shift in the nature and manner in which the city functions
<b>Status Quo</b>	Represents pressures in the budget related to providing existing levels of service to existing residents
<b>Subsidy</b>	Financial assistance to a specific project

# Glossary

<b>Surplus</b>	Quantity or amount in excess of what is required, typically total revenue greater than total expense
<b>Tangible Capital Assets (TCA)</b>	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
<b>Tax Rate</b>	A percentage rate that is used to determine a property tax
<b>Taxation</b>	The process of which governments collect from businesses and residents to finance public services and activities.
<b>Vaughan Business Enterprise Centre (VBEC)</b>	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
<b>User Fees/Service Charges</b>	Payments for the use of specific municipal services and activities
<b>Variance</b>	The difference between actual and budgeted expenses or revenues
<b>Vaughan Vision 2020</b>	Vaughan's strategic plan that sets the overall City strategic direction and initiatives
<b>Working Capital</b>	Cashflow required to fund operational requirements

# Acronyms

<b>AMO</b>	Association of Municipalities of Ontario
<b>ARR</b>	Additional Resource Request
<b>AWWA</b>	American Water Works Association
<b>BU</b>	Business Unit
<b>CICA</b>	Canadian Institute of Chartered Accountants
<b>COLA</b>	Cost of Living Adjustment
<b>COA</b>	Committee of Adjustment
<b>CPI</b>	Consumer Price Index
<b>DTA</b>	Development Tracking Application
<b>EA</b>	Economic Adjustment
<b>EAB</b>	Emerald Ash Borer
<b>EDMS</b>	Electronic Document Management System
<b>EI</b>	Employment Insurance
<b>FTE</b>	Full-Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GFOA</b>	Government Financial Officers Association
<b>GTA</b>	Greater Toronto Area
<b>ISF</b>	Infrastructure Stimulus Fund
<b>IWA</b>	International Water Association
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LHIN</b>	Local Health Integration Network
<b>LTD</b>	Long-Term Debt



# Acronyms

<b>MPI</b>	Municipal Price Index
<b>MTO</b>	The Ontario Ministry of Transport
<b>OFM</b>	Ontario Fire Marshall
<b>OMB</b>	Ontario Municipal Board
<b>OMERS</b>	Ontario Municipal Employees Retirement System
<b>POA</b>	Provincial Offences Act
<b>PSAB</b>	Public Sector Accounting Board
<b>RiNC</b>	Recreation Infrastructure Canada
<b>SMT</b>	Senior Management Team
<b>TCA</b>	Tangible Capital Assets
<b>VBEC</b>	Vaughan Business Enterprise Centre
<b>VFRS</b>	Vaughan Fire and Rescue Services
<b>VHCC</b>	Vaughan Health Campus of Care
<b>VMC</b>	Vaughan Metropolitan Centre
<b>VPL</b>	Vaughan Public Libraries
<b>WSIB</b>	Workplace Safety Insurance Board
<b>YRT</b>	York Region Transit



Vaughan City Hall  
LEED Gold, 280,000 SF  
Year Opened: 2011

"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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[vaughan.ca/budget](http://vaughan.ca/budget)