



2016 Budget and 2017-18 Financial Plan

Fiscal Sustainability
Always A Priority



APPROVED 2016 Budget 2017-18 Plan

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1 Executive Summary

City Operating and Capital – Tax Supported Budget

The City is growing rapidly. We are delivering on the vision of being a City of Choice, improving service delivery, managing growth, and delivering services more effectively and efficiently. This is being done while maintaining tax rate increases in line with the targets set by Council.

The APPROVED 2016 Budget and 2017-18 Plan is aligned with the term of council priorities and the service excellence strategic initiatives presented in the Service Excellence Strategy Map. On September 30th, 2015, Council approved a refreshed strategic plan. The plan provides a focused set of priorities for the corporation to deliver on our mission of citizens first through service excellence. The plan also aligns the City's three-year budget with the priorities and goals of the strategic plan while keeping the tax rate in line with targets set by Council.

Focusing on service excellence means that we will seek out ways to improve how residents and businesses experience our services. The goal is to increase satisfaction with our programs and services while also seeking efficiencies in how services are delivered. This will include identifying opportunities to use technology and apply digital improvements to improve our ability to deliver service excellence cost-effectively. Investments in the projects outlined in this APPROVED 2016 Budget and 2017-18 Plan will help achieve department efficiencies of \$0.5 million in 2017 and \$1.2 million in 2018, which will help to ensure we will achieve Council's mandated maximum tax rate increases of not more than three per cent per year.

The table below summarizes the tax levy requirement for the APPROVED 2016 Budget and 2017-18 Plan. The approved tax rate increase for 2016 is 2.90 per cent. Proposed efficiency targets for 2017 and 2018 have been included in the 2017-18 Plan to achieve the proposed three per cent tax rate increases for those years. It is anticipated that the investments in technology and use of digital improvements will generate the needed efficiencies.

Table: APPROVED 2016 Budget and 2017-18 Plan

\$M	2016	2017	2018
	Budget	Forecast	
Gross Operating	265.2	273.6	284.2
Non-Tax Revenue	84.6	83.0	83.6
Net Operating	180.6	190.6	200.7
Less: Assessment Growth	1.9	5.4	9.1
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target		0.5	1.2
Net Levy Requirement	172.9	179.0	184.6
Incremental Levy Requirement	4.9	6.1	5.6
Incremental Tax Rate	2.90%	3.00%	3.00%

Note: some numbers may not add due to rounding.

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The 2016 - 2018 Capital Plan includes projects underway, projects recognized in previous Capital Plans and new requests to ensure that the necessary infrastructure is in place to support a vibrant, sustainable municipality.

Capital Plan with Open Projects by Type

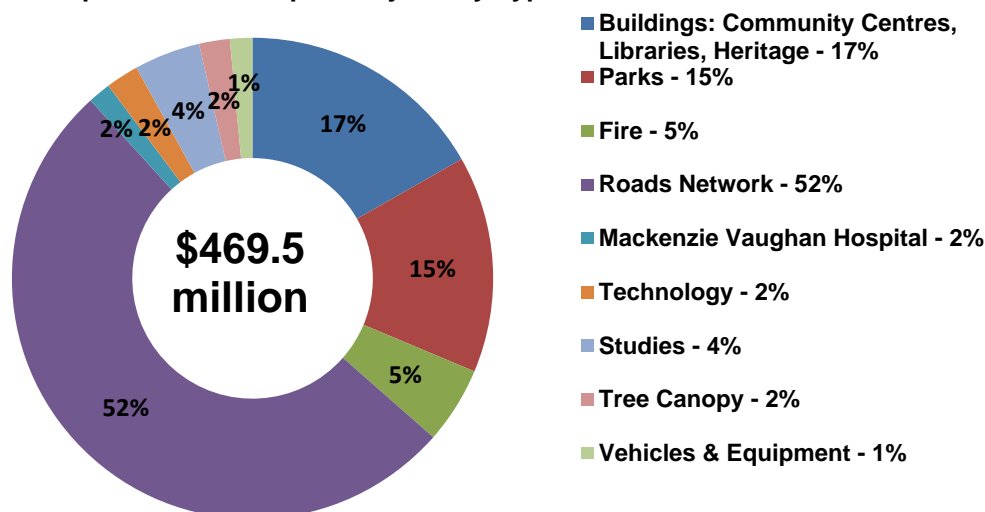


Table: Capital Plan with Open Projects by Type (\$M)

Project Type	Open	2016 Budget	2017 Plan	2018	Total
Roads Network	102.3	42.3	53.7	44.7	243.1
Buildings: Community Centres, Libraries, Heritage	19.7	10.5	43.5	5.0	78.6
Parks	23.0	5.6	33.9	5.9	68.4
Fire	6.6	9.1	3.8	4.8	24.3
Studies	10.6	6.4	3.2	0.7	20.9
Technology	4.1	1.7	2.6	2.0	10.4
Tree Canopy	0.5	3.0	3.0	3.0	9.6
Mackenzie Vaughan Hospital	7.1	0.0	0.0	0.0	7.1
Vehicles & Equipment	2.5	1.8	1.1	1.7	7.1
	176.5	80.5	144.8	67.7	469.5

Note: some numbers may not add due to rounding.

The APPROVED 2016 Budget and 2017-2018 Plan is presented in alignment with the Term of Council Service Excellence Strategy Map. The capital project investments have also been aligned to Council's priorities. Work will continue in 2016 to strengthen and finalize budget linkages to the Service Excellence Strategy Map as well as prioritize work to be completed over the term of Council. This budget provides a financial framework within which the corporation can move forward in delivering the needed services and infrastructure to Vaughan citizens, while continuing its pursuit of service excellence.

Water, Wastewater and Stormwater– Rate Supported Budget

Safe drinking water, effective wastewater collection and stormwater management are cornerstones of a sustainable and healthy community. In order to achieve this, continued infrastructure investment is critical to ensure water, wastewater and stormwater systems are sustainable in the future. This objective is supported by continuing to build City reserves.

The combined City of Vaughan 2016 rate increase for Water and Wastewater/Stormwater is \$0.3331 per cubic meter or 9.8%. This results in a new rate of \$3.7241 per cubic meter.

The 2016 water and wastewater/stormwater budget supports the Term of Council Priorities, as identified on the Term of Council Service Excellence Strategy Map, by ensuring that the City:

- invest, renew and manage infrastructure and assets
- continue to ensure the safety and well-being of citizens
- continue to cultivate an environmentally sustainable city

2 Vaughan Vision 2020 and Term of Council Service Excellence Strategy Map

Vaughan Vision 2020 (VV2020) was developed in 2007 with consultation from Staff and the public and was approved by Council. Over the past 8 years, Council priorities have been reviewed annually with presentations to Council. VV2020 provides a solid foundation for the Corporation and continues to be relevant and critical for the future.

The City is growing rapidly. We are delivering on the vision of being a City of Choice, improving service delivery, managing growth, and delivering services more effectively and efficiently. This is being done while maintaining tax rate increases in line with the targets set by Council.

During the spring and summer of 2015, the City's senior leadership team undertook a focused assessment of our current organization and the achievements and priorities identified in Vaughan Vision 2020. The results of this review revealed some key challenges and opportunities that are being addressed through focused priorities and service excellence initiatives.

On September 30th, 2015, Council approved a refreshed strategic plan. This plan is aimed at providing a focused set of priorities for the corporation to deliver on our mission of citizens first through service excellence. The plan is the culmination of months of assessing the City's operations and performance to define a set of priorities that align with Council's goals and objectives for the 2014-2018 term. The plan also includes the alignment of the City's three-year budget with the priorities and goals of the strategic plan while keeping the tax rate in line with targets set by Council. The refreshed direction is presented in the form of a Term of Council Service Excellence Strategy Map on the next page that outlines Vaughan's vision, mission and values, term of Council priorities, strategic initiatives related to service excellence, and departmental business plans. Financial investments are proposed to improve citizen experience, operational performance and staff engagement.

The Term of Council Service Excellence Strategy Map will enable us to deliver on our commitments for this term of Council and renew our focus on Service Excellence. It identifies Council's priorities for this term of Council as well as the Strategic Initiatives that Staff will focus on to enable the execution and implementation of projects related to Council's priorities and commitments to the citizens of Vaughan. The Term of Council Service Excellence Strategy Map will also guide the creation of capacity within the organization so that resources can be aligned to be more effective and productive. The initiatives build on our departmental business plans, including work completed to date, address current challenges and brings focus and alignment among all departments to ensure we are working together and positioned for success. This will help the organization respond to the rapid growth of our community and address the resulting pressures of maintaining the operating budget and financial commitments.

Term of Council Service Excellence Strategy Map (2014-2018)



VISION

A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable

MISSION

Citizens first through service excellence

VALUES

Respect, Accountability and Dedication

TERM OF COUNCIL PRIORITIES

- ☐ Improve municipal road network
- ☐ Continue to develop transit, cycling and pedestrian options to get around the City
- ☐ Facilitate the development of the VMC
- ☐ Support the development of the hospital
- ☐ Re-establish the urban tree canopy
- ☐ Invest, renew and manage infrastructure and assets
- ☐ Continue to ensure the safety and well-being of citizens
- ☐ Meet Council tax rate targets (no greater than 3%)
- ☐ Update the Official Plan and supporting studies
- ☐ Attract investment and create jobs
- ☐ Create and manage affordable housing options (secondary suites)
- ☐ Continue to cultivate an environmentally sustainable city
- ☐ Support and promote arts, culture, heritage and sports in the community
- ☐ Continue to advance a culture of excellence in governance
- ☐ Establish a lobbyist registry
- ☐ Enhance civic pride through a consistent city-wide approach to citizen engagement

SERVICE EXCELLENCE STRATEGIC INITIATIVES

CITIZEN EXPERIENCE

Citizen Experience and Service Delivery

Citizens Engaged in Decision Making

- Develop a meaningful and inclusive citizen engagement framework

Consistent Service Delivery

- Improve the use of tools and resources
- Develop service level standards to enhance satisfaction through consistent service experience

End-to-End Citizen-Centred Services

Improvement Through Technology

- Develop and implement a digital service strategy that defines how the City will deliver services through multiple channels (phone, web, mobile)

OPERATIONAL PERFORMANCE

Service Delivery Options

Effective Service Delivery

- Review service delivery options and shared services to match resources to the desired level of service

Continuous Improvement

- Implement continuous improvement initiatives to improve our service and business processes

Financial Sustainability

Sustainable Fiscal Framework

- Create a Financial Master Plan to ensure sustainable fiscal policies and management of assets

Demonstrate Value for Money

- Continue to refine our performance measures and benchmark for service delivery

STAFF ENGAGEMENT

Employee Engagement

Invest in Our People

- Establish a People Plan to support employees through change:
 - Succession plan
 - Learning and development
 - Workforce planning and talent management

Communication Strategy

- Develop communications to frame the journey of service excellence and transformation

Corporate Governance and Accountability Framework

Leadership Alignment

- Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence

Governance and Accountability

- Review the organizational structure with defined roles and responsibilities to ensure it is positioned to deliver on Council priorities
- Develop an Enterprise Risk Management Framework to better support governance and accountability

DEPARTMENTAL BUSINESS PLANS

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The top of the strategy map displays the City of Vaughan's VV2020, Vision, Mission and Values that describes our purpose. The Term of Council Priorities are outlined in the second level. These council priorities are supported by a number of specific tasks or actions that are incorporated within the departmental business plans and the operating budgets and open capital projects.

The next level of the map describes the City's long-term strategic goals that include Citizen Experience, Operational Performance and Staff Engagement. Six key projects support the strategic goals. Each of the six projects are supported by one or two Service Excellence Strategic Initiatives. These initiatives include specific activities that will occur and are documented as part of broader project charters.

Citizen Experience and Service Delivery	Develop a citizen engagement model to ensure a consistent approach that allows citizens an opportunity to hear about and participate in City projects and decisions
End-to-End Citizen Centred Services	Develop and implement a strategy that will allow the city to use technology better to ensure citizens get the best experience in person, by phone, web or mobile
Service Delivery Options	Review how services are delivered to improve our operational performance
Financial Sustainability	Develop and implement a financial master plan to ensure a strong fiscal framework
Employee Engagement	Establish a plan that provides the right supports for our staff to keep them engaged through this change
Corporate Governance and Accountability Framework	Establish the right structure and alignment of staff and departments

The Departmental Business Plans is the bottom layer of the map and is focused on the integration and operationalization of all elements of the strategy map to foster a culture of service excellence. The Term of Council priorities and Service Excellence Strategic Initiatives are carried out through specific actions identified in the departmental business plans located at the foundation of the strategy map. This APPROVED 2016 Budget and 2017-18 Plan is aligned with the term of council priorities and the service excellence strategic initiatives presented in the Service Excellence Strategy Map.

Focusing on service excellence means that we will seek out ways to improve how residents and businesses experience our services. The goal is to increase satisfaction with our programs and services while also seeking opportunities to achieve efficiencies in how services are delivered. This will include identifying opportunities that exist to leverage technology and implement digital initiatives to improve our capacity to deliver service excellence cost-effectively. Investments in these projects, outlined in this APPROVED 2016 Budget and 2017-18 Plan, will help us to achieve department efficiencies of \$0.5 million in 2017 and \$1.2 million in 2018 that will help to ensure that we will achieve Council's mandated maximum tax rate increases of not more than three per cent per year.

3 Community Profile: Economy and Demographics

About Vaughan

With a population of more than 320,000, the City of Vaughan is one of Canada's fastest growing cities. It is located in the heart of York Region and the Greater Toronto Area (GTA), and includes the communities of Concord, Kleinburg, Maple, Thornhill and Woodbridge. In 2016, Vaughan will celebrate its 25th anniversary.

Vaughan is a multicultural community where 99 different languages are spoken. According to the 2011 Census, 45 per cent of the population is comprised of immigrants, and visible minorities account for 27 per cent. Vaughan is Canada's 17th largest municipality and eighth largest in Ontario.

Vaughan has a strong and diverse local economy with more than 10,900 businesses. The City is a major economic hub and has one of the largest supplies of employment lands in the GTA. Vaughan's resident labour force is well-educated, multilingual and highly skilled.



Vaughan History

Established in 1850, the Township of Vaughan was named after Benjamin Vaughan, a British diplomat and co-negotiator of the Treaty of Paris that signalled 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.

Living Well

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

Transit

Getting around Vaughan and to other areas of the GTA is made easy with proximity to highways and public transit systems. Subway service to the VMC will link Vaughan to downtown Toronto and York University. In addition, the Highway 427 extension and rapid transit infrastructure plan along Highway 7 will connect Vaughan to other regional centres in the GTA.

Hospital

Infrastructure Ontario and the Ministry of Health and Long-Term Care are working with Mackenzie Health to build the new hospital in Vaughan. 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, and advanced diagnostic imaging facilities.

Recreation

Vaughan has more than 1,000 hectares (2,470 acres) of developed park and open space land, including several trail systems. There are more than 230 sports fields and more than 200 playgrounds. Vaughan's 10 community centres offer a wide variety of sports and recreation programs, and the City has eight public and private golf courses including the National Golf Club of Canada, one of the premier golf courses in the country. The City is also home to a number of attractions including Canada's Wonderland, Vaughan Mills, the McMichael Canadian Art Collection and the Kortright Centre for Conservation.

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4 Budget Overview

4.1 Objective: Meeting the fiscal challenge

During the 2015 Budget process, Council directed staff to limit proposed tax rate increases to no more than three per cent per year for the remaining term of Council. The 2016-18 Recognized Plan included budget reduction targets of \$14.6 million for 2016, \$13.9 million for 2017, and \$16.9 million for 2018 in order to bring proposed tax rate increases in line with Council's target. The 2016 – 18 budget guidelines were focused on optimizing existing resources to improve service delivery and achieve budget reduction targets.

In order to reset Vaughan's financial plan on a sustainable footing, over \$33 million of previously recognized additional resource requests (ARRs) were removed from the 2016-18 Plan. A further 2.37 per cent expenditure savings target was set. Departments were not automatically provided with allowable budget increases to deal with any price pressures. Rather they had to identify ways to implement efficiencies to manage these pressures from within existing budgets, while also achieving the expenditure savings targets.

Departments achieved over \$5.4 million in additional savings for 2016. By realigning the organization to achieve Council's priorities over the next three years, an additional \$2.1 million in ongoing savings was identified. Some of the savings are being reinvested in initiatives to drive better citizen and client experience, improve operational performance, and drive increased staff engagement. Service excellence initiatives in each of these areas, over the next three years, will help to increase trust and confidence in the City of Vaughan and the programs and services that it provides.

The table below shows the changes that occurred in the budget that takes the City from the Recognized 2016-18 Plan to the APPROVED 2016 Budget 2017-18 Plan.

Table: Steps from Recognized 2016-18 to APPROVED 2016 Budget 2017-18 Plan

\$M	2016 Budget	2017 Forecast	2018
Levy Requirement from 2015 Budget	184.8	192.7	201.4
Adjustments:			
Removed ARRs	-6.6	-12.3	-14.4
Savings and Department Changes*	-2.4	1.3	6.2
Corporate Adjustments	-1.2	1.3	-0.6
Organizational Realignment	-2.1	-2.1	-2.1
Growth Related and New ARRs	2.3	3.9	4.4
Total Adjustments	-9.9	-7.8	-6.5
Less: Assessment Growth	-1.9	-5.4	-9.1
Less: Efficiency Target	-	-0.5	-1.2
Net Levy Requirement	172.9	179.0	184.6

* Savings of \$5.4 million are offset by costs associated with growth

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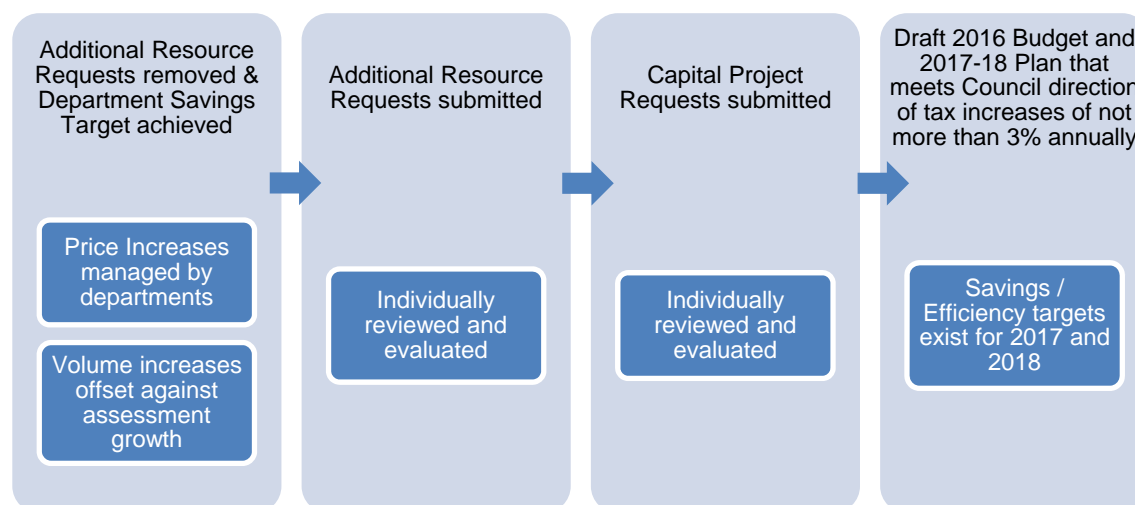
Table: Gross Operating Expenditures by Portfolio/Office*

	2015 BUDGET	2016 BUDGET	2017 FORECAST	2018
Council	1.6	1.6	1.6	1.6
Integrity Commissioner	0.2	0.2	0.2	0.2
Internal Audit	0.6	0.5	0.6	0.6
City Manager	2.1	1.3	1.1	1.1
Chief Corporate Initiatives & Intergovernmental Relations	0.7	0.7	0.7	0.7
Transformation & Strategy	0.3	0.5	0.5	0.5
Corporate Communications	1.3	1.4	1.4	1.4
Chief Human Resources Officer	4.0	4.1	4.1	4.2
Chief Information Officer	9.7	9.5	9.6	9.7
City Clerk	11.2	11.9	12.1	12.5
Finance	8.8	8.9	9.1	8.9
Corporate	29.4	31.7	34.6	40.7
Legal	2.9	2.5	2.6	2.6
Deputy City Manager Community Services	0.4	0.4	0.4	0.4
Community Grants & Advisory Committees	0.1	0.1	0.1	0.1
Access Vaughan	1.2	1.1	1.2	1.2
Recreation Services	20.3	20.1	20.2	20.3
Facility Maintenance Services	22.1	21.2	21.6	22.0
Fire and Rescue Services	43.7	44.8	47.0	48.9
Emergency Planning	0.2	0.2	0.2	0.2
By-Law & Compliance, Licensing and Permits	6.8	6.9	6.9	7.0
Community Services Portfolio	94.7	94.8	97.7	100.2
Deputy City Manager Planning & Growth Management	0.4	0.4	0.4	0.4
Development Planning	3.9	4.1	4.2	4.2
Development Engineering & Infrastructure Planning	5.2	3.5	3.5	3.6
Economic Development & Culture Services	3.6	5.5	5.6	5.5
Policy Planning & Environmental Sustainability	1.9	2.1	2.0	2.0
Parks Development	1.4	1.4	1.4	1.3
Building Standards	7.6	7.8	7.9	8.0
Planning & Growth Portfolio	0.4	24.9	25.1	25.1
Deputy City Manager Public Works	0.4	0.4	0.5	0.5
Corporate Asset Management	0.1	0.4	0.4	0.4
Fleet Management	2.6	2.7	2.7	2.7
Infrastructure Delivery	2.5	2.8	2.9	2.9
Environmental Services	10.5	10.6	11.0	11.4
Transportation Services, Parks & Forestry	36.2	36.2	37.1	38.0
Public Works Portfolio	52.3	53.1	54.6	55.9
Vaughan Public Libraries	15.0	17.6	18.1	18.3
Total Gross Departmental Expenditures	258.7	265.2	273.6	284.2

*does not include the Savings Target in 2017-18

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4.2 Budget Process



4.3 Overall Budget Impact

The table below summarizes the tax levy requirement for the APPROVED 2016 Budget and 2017-18 Plan. The approved tax rate increase for 2016 is 2.90 per cent. Proposed efficiency targets of \$0.5 million in 2017 and \$1.2 million in 2018 have been included in the 2017-2018 Plan to achieve proposed three per cent tax rate increases for those years. It is anticipated that investments to leverage technology and implement digital strategies, to improve our capacity to deliver service excellence cost-effectively, will generate the needed efficiencies.

Table: APPROVED 2016 Budget and 2017-18 Plan

\$M	2016 Budget	2017 Forecast	2018
Gross Operating	265.2	273.6	284.2
Non-Tax Revenue	84.6	83.0	83.6
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Less: Assessment Growth	1.9	5.4	9.1
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target		0.5	1.2
Net Levy Requirement	172.9	179.0	184.6
Incremental Levy Requirement	4.9	6.1	5.6
Incremental Tax Rate	2.90%	3.00%	3.00%

Note: some numbers may not add due to rounding.

Departments achieved \$5.4M in savings:

- \$1.3 million- More closely aligning fees to the costs of providing service
- \$3.3 million – Identifying efficiencies in the delivery of services
- \$0.6 million – Better planning of maintenance activities through the implementation of Corporate Asset Management
- \$0.2 million - Alignment of department budgets with historical actual spend

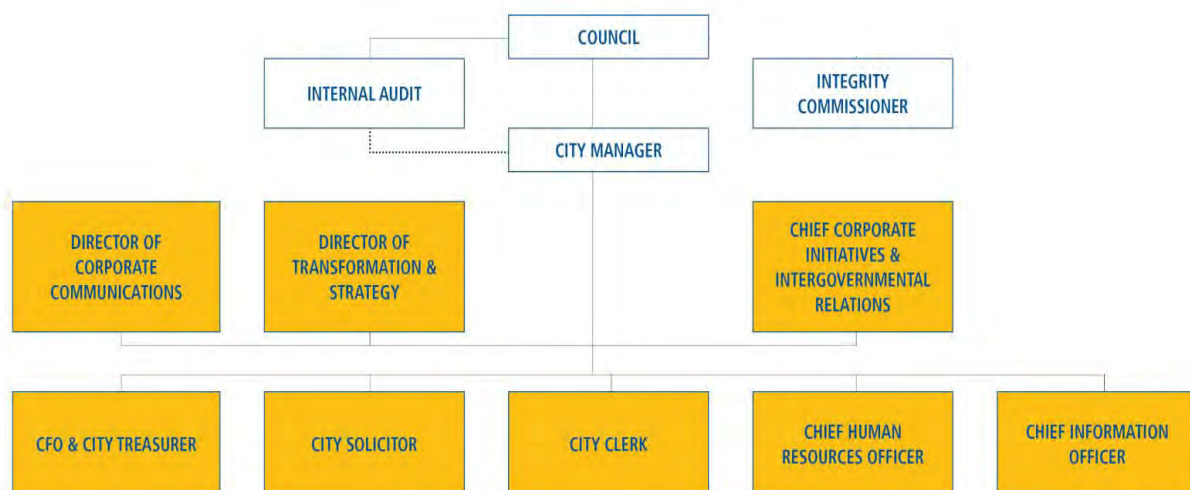
4.4 The Organization

The new Term of Council Service Excellence Strategy Map, introduced in Section 2, will require a culture shift. It will change the way the City makes decisions and operates. The following principles were used to guide the development of a new organizational structure and alignment process. The new organizational structure will:

- provide accountability for delivering on Council Priorities
- be aligned with the Service Excellence Strategy Map, budget and resources
- facilitate transparency and clarity in decision making and demonstrates accountabilities and relationships between Council and City staff
- provide focus and oversight for strategic and operational performance to create and sustain a high performing organization
- enhance City-wide and cross departmental collaboration to deliver on Service Excellence

The new organization is comprised of three portfolios and a group of offices, all reporting directly to the City Manager. The following chart illustrates this new reporting structure.

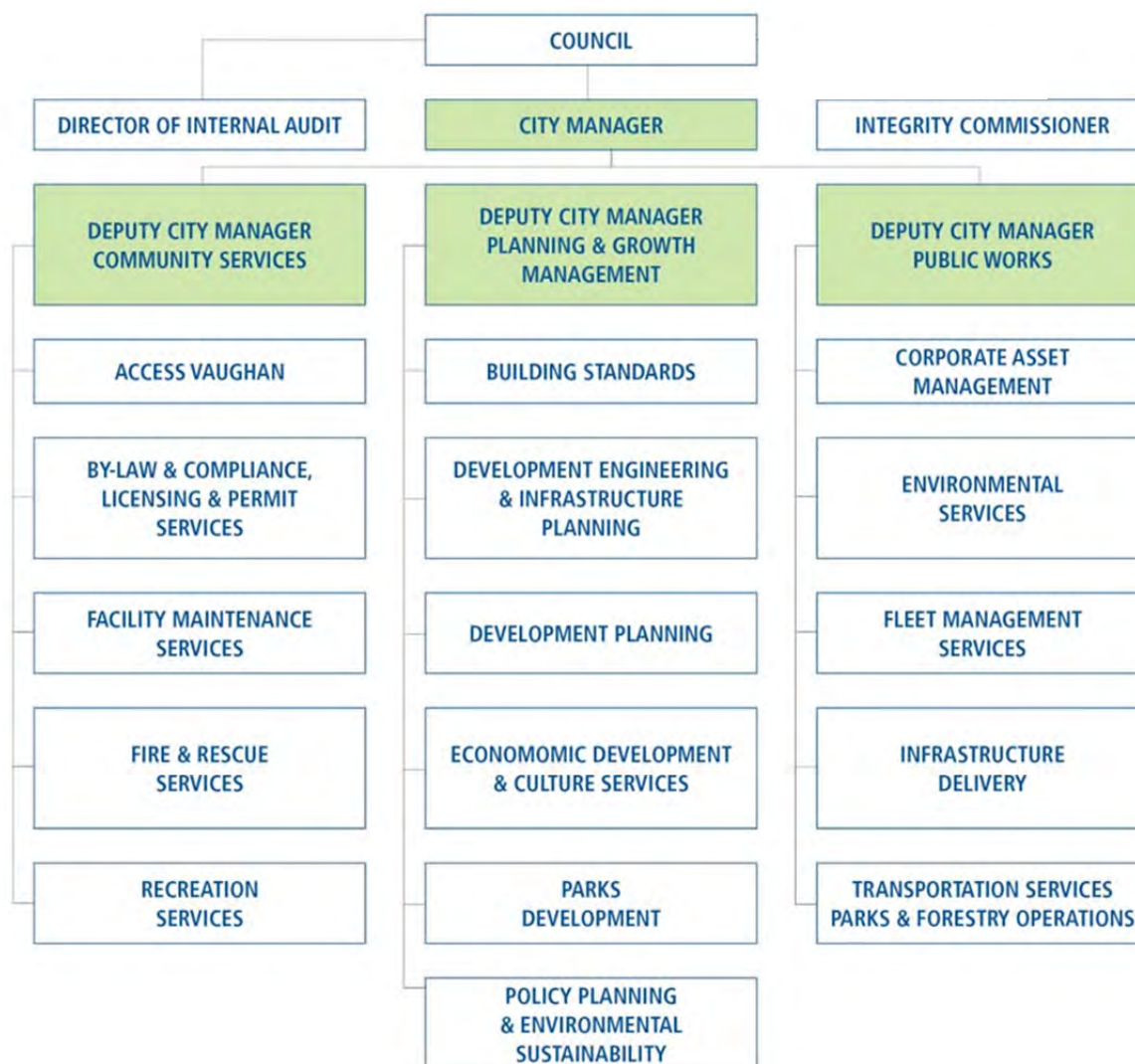
Chart: Organization Chart - Offices



Offices – centres of expertise within this group provide overall administration services for the City and support the departments within the portfolios, enabling them to complete their tasks. Departments include: City Clerk, Corporate Communications, Corporate Initiatives & Intergovernmental Relations, Finance, Human Resources, Information Technology, Internal Audit, Legal and Transformation and Strategy.

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Chart: Organization Chart - Portfolios



Community Services Portfolio – departments within this portfolio have front line interaction with the community. Departments include: Access Vaughan, By-law and Compliance, Licencing & Permit Services, Facility Maintenance Services, Vaughan Fire and Rescue Services and Recreation Services.

Planning and Growth Management Portfolio – departments within this portfolio are responsible for managing the future growth of the City and doing business in the City. Departments include: Building Standards, Development Engineering and Infrastructure Planning, Development Planning, Economic Development and Culture Services, Parks Development, and Policy Planning and Environmental Sustainability.

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Public Works Portfolio – departments with this portfolio are responsible for building and maintaining the City. Departments include: Corporate Asset Management, Environmental Services, Fleet Management Services, Infrastructure Delivery and Transportation Services Parks and Forestry Operations.

4.4.1 Staffing summary

Table: Full Time Equivalent (FTE) Summary

	2015	2016 Budget	2017 Forecast	2018
FTE Count – Opening		1,743.2	1,739.8	1,758.8
Offered Eliminations:		-13.7		-2.0
Recommended ARRs:		20.3	21.0	10.0
Restructuring Changes:		-10.0		
Net Change		-3.4	21.0	8.0
FTE Count – Closing	1,743.2	1,739.8	1,760.8	1,768.8

Note: some numbers may not add due to rounding.

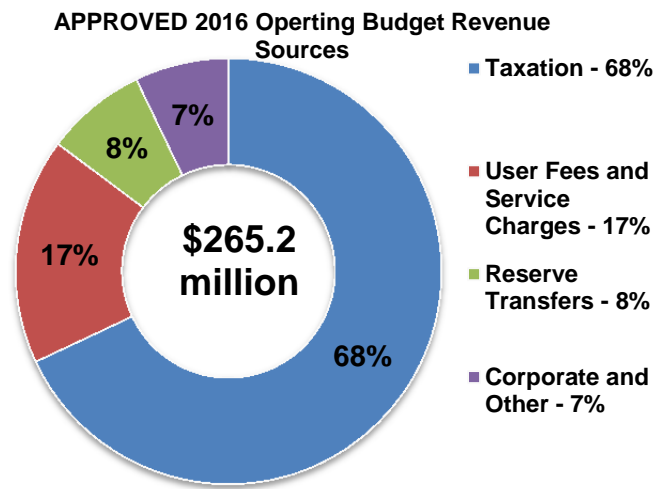
In 2016, the FTE eliminations are a result of departments eliminating vacant positions as a part of their departmental cost saving initiatives. The restructuring changes are the result of the efficiencies of the organizational realignment. Additional Resource Requests (ARRs) are for resources associated with the management of growth, delivery of capital projects and the staffing associated with these capital projects. The net impact of this activity in 2016 results in an FTE reduction of 3.4. The 2017-2018 proposed ARRs are for resources associated with staffing new infrastructure being constructed.

Details for each ARR can be found in Section 10.2.

4.5 Funding

The City funds more than 200 programs and services in the Operating Budget 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 fees and other non-tax revenues.

The following table illustrates the various sources of revenue in the City's APPROVED 2016 Budget.



APPROVED 2016 Budget 2017-18 Plan

Table: APPROVED 2016 and 2017-18 Planned Operating Revenues

\$M	2015 Budget	2016 Budget	2017 Forecast*	2018 Forecast*
Tax Levy	167.9	167.9	167.9	167.9
Proposed Levy Increase		4.9	11.0	16.6
Assessment Growth		1.9	5.4	9.1
Payment in Lieu (PIL)	2.6	2.6	2.6	2.6
Supplemental Taxation	3.2	3.2	3.2	3.2
Sub-total: Taxation	173.7	180.6	190.2	199.5
Growth Related Fees		14.2	14.8	15.2
Recreation Fees	19.1	19.4	19.7	20.0
Other Fees	22.7	11.9	12.1	12.3
Sub-total: User Fees	41.8	45.5	46.6	47.5
Reserve Transfers	22.6	20.2	15.8	14.5
Investments	15.0	13.1	14.8	15.8
Fines and Penalties	5.2	5.2	5.2	5.2
Other Revenues	0.5	0.6	0.6	0.6
Sub-total: Corporate & Other	20.6	18.9	20.6	21.6
Total Operating Revenues	258.7	265.2	273.2	283.0

*Note: Forecast total revenues are before the application of budget reduction targets of \$0.5 million in 2017 and \$1.2 million in 2018. Budget reduction targets may be achieved through any combination of reductions in expenditures and increases in non-tax revenues. Some numbers may not add due to rounding.

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. 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. Supplemental taxation has been adjusted to reflect the trend of fewer tax roll additions being processed by MPAC.

User Fees and Service Charges

In addition to tax-supported services, many services provided by the City are fully or partially funded through fees charged to users. These include growth related fees such as development engineering fees, planning application fees, building permits fees as well as recreational fees such as fitness memberships, sports field rentals and swimming lesson fees. Other fees include charges such as licensing fees. More detailed definitions of these types of fees can be found in the Glossary section of this book.

APPROVED 2016 Budget 2017-18 Plan

There is an ongoing balance between funding through a fee for specific user based services versus funding City services through the general tax rate. As part of the budget process, departments were asked to consider the following measures when developing their budget submissions:

- Increase fees and other charges in-line with cost increases faced by the City, at a minimum to ensure that there is no erosion of cost recovery ratios
- Where cost recovery ratios are less than the targets set by Council, develop a business plan for how the department could move to the target over the next three years
- Where there is no current cost recovery target, recommend a timeline for reviewing the fees and charges to develop a target.
- Ensure that services or cost-sharing opportunities with other municipalities are fully cost-recovered

Reserve Transfers

Reserves help to manage cash flows and mitigate wide fluctuations in the general tax levy. They are also intended to protect against the consequences of risks, liabilities and corporate programs. These include:

- Engineering and Building Standards Reserve transfers to operating to accomplish full cost recovery as services are provided
- Phase out Subsidization from reserves to minimize the tax increase of eliminating annual draws from the Tax Rate Stabilization reserve and leveraging up to \$2.5 million of available surplus
- Cyclical events such as debenture reserve draws to smooth out funding requirements
- Recoveries from Water and Wastewater for shared resources between the City of Vaughan and Water and Wastewater

Corporate and Other

These revenues are mainly made up of investment revenues and fines and penalties. Investments revenues are primarily from the dividends the City receives from investments in PowerStream through Vaughan Holdings Inc. (VHI). Other revenues include a small annual provincial grant received by Vaughan Public Libraries to offset some of their operational costs.

4.6 Taxes in Perspective

Where do your property tax dollars go?

The total residential and commercial property tax bills in the City of Vaughan include funding not only for the City, but also for York Region and the Province of Ontario (Ministry of Education). Although the City collects the full property tax bill, only 27 percent of the total amount collected on residential properties and 16 percent on commercial/industrial properties fund City services. The remaining portion of the tax bill, 72 per cent residential and 85 per cent commercial/industrial, is directed to York Region and the Province of Ontario to fund services out of the City's jurisdiction and control, e.g. social services, police, transit, education. Any change to the City of Vaughan's tax rate has an impact only on the City's share of the total tax bill. Tax rate changes from the other two levels of government impact the remaining portion of the total tax bill.

The following charts illustrate how Vaughan's property taxes collected are allocated between the City, the Region and the Province:

Chart: Average Residential Tax Bill

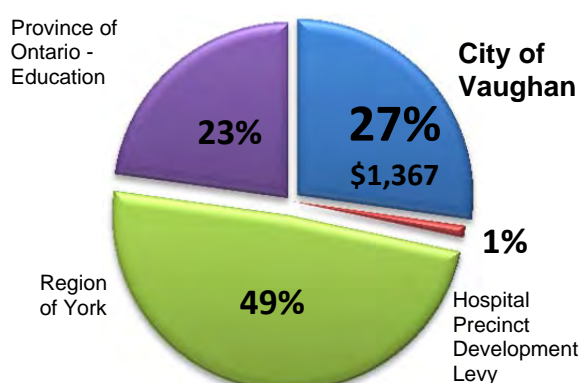
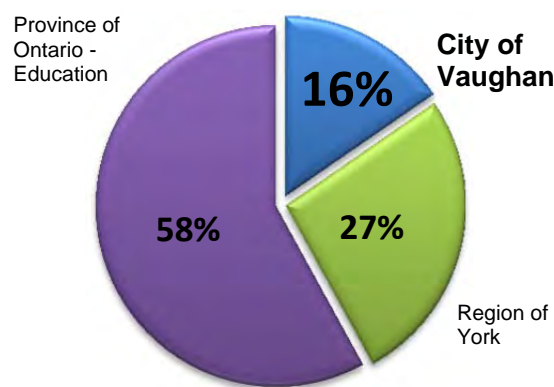


Chart: Average Commercial Tax Bill



*Based on York Region's 2016 Budget

APPROVED 2016 Budget 2017-18 Plan

Municipal Comparison

A comparison of tax rate increases across the Greater Toronto Area demonstrates that Vaughan has consistently had one of the lowest tax rate increases among comparator municipalities over the last five years. Council's commitment to keeping tax rate increases at or below three per cent per year demonstrates the plan to keep City of Vaughan's taxes among the lowest in the GTA.

Table: Historical Tax Rate Increase Comparison

Municipality	5 Yr Total	2016	2015	2014	2013	2012	Average
Mississauga	29.38%	4.88%	4.00%	6.10%	7.00%	7.40%	5.88%
Caledon	25.02%	4.28%	4.82%	4.98%	5.70%	5.24%	5.00%
Brampton	23.39%	4.90%	5.79%	2.90%	4.90%	4.90%	4.68%
King	20.83%	2.95%	2.97%	2.59%	3.42%	8.90%	4.17%
Burlington	18.04%	3.14%	3.65%	3.50%	4.46%	3.29%	3.61%
Aurora	17.65%	1.80%	3.91%	3.75%	3.42%	4.77%	3.53%
Newmarket	16.90%	2.99%	3.50%	2.72%	3.74%	3.95%	3.38%
Oakville	16.86%	2.40%	2.79%	2.11%	3.01%	6.55%	3.37%
Richmond Hill	15.39%	4.20%	4.20%	2.04%	2.50%	2.45%	3.08%
Milton	15.29%	2.00%	3.06%	3.63%	3.00%	3.60%	3.06%
Barrie	15.03%	2.91%	3.19%	2.03%	3.30%	3.60%	3.01%
Vaughan	13.74%	2.90%	2.70%	2.50%	2.69%	2.95%	2.75%
Markham	10.43%	2.44%	2.50%	2.49%	1.50%	1.50%	2.09%
Average	18.30%	3.21%	3.62%	3.18%	3.74%	4.55%	3.66%

4.7 Transparency and Accountability

One of the main purposes of this APPROVED budget book is to help Council, citizens and other stakeholders understand how the City's revenues and other sources of funds are allocated to programs, services, infrastructure building and maintenance, and reserves that help ensure the long-term financial sustainability of the City.

4.7.1 Basis of Budgeting

There are important differences between how municipalities, including the City of Vaughan, report at the beginning of the year in their budgets and then at the end of the year in their financial statements.

Ontario Regulation 284/09 – "Budget Matters – Expenses" states that municipalities may exclude from annual budgets all or a portion of expenses that do not require an immediate outlay of cash. Municipalities are required to inform Council of the above action including the estimated change in the year-end accumulated surplus and estimated impact of the excluded expenses on municipal funding requirements.

APPROVED 2016 Budget 2017-18 Plan

At the end of each year, the City of Vaughan prepares its financial statements in accordance with the rules set out by the Public Sector Accounting Board. The budget is used to plan for the cash requirements of the City and to set the levy requirement and tax rate increase. Financial statements are prepared in accordance with PSAB rules; provide information about the full cost of municipal programs and services, including an estimate of the cost of municipal infrastructure that has been “used up” during the year. They also allow for comparisons to be made between municipalities and from year to year in the same municipality. Section 7.4 includes a reconciliation of the budget to PSAB in accordance with Ontario Regulation 284/09.

5 Alignment with the Service Excellence Strategy Map

The Term of Council Service Excellence Strategy Map (outlined in Section 2) builds on the solid foundation that exists and work completed to date. It is the culmination of months of assessing the City's operations and performance to define a set of priorities that align with Council's goals and objectives for the 2014-2018 term. The plan also includes the alignment of the City's three-year budget with the priorities and goals of the strategic plan while keeping the tax rate in line with targets set by Council.

Priorities for this term of Council include improving the municipal road network, facilitating the development of the Vaughan Metropolitan Centre, supporting the development of the hospital, re-establishing the urban tree canopy, creating affordable housing options, establishing a lobbyist registry, attracting investment and creating jobs, and supporting and promoting the arts, culture, heritage and sports in the community.

The Strategy Map also includes Service Excellence Strategic Initiatives that aim to enhance Citizen Experience, Operational Performance and Staff Engagement.

5.1 Improve municipal road network

To improve overall satisfaction with service in the City of Vaughan, a 2014 Citizen Satisfaction Survey was conducted. One of the top priorities included improving traffic flow and control. Staff at the city continuously work towards improving the traffic on city streets by investing in traffic signal installation, regular road maintenance, developing traffic calming initiatives, improving turning lane options and widening roads to reduce congestion. City staff work closely with other levels of government including the Province (Highway 427 Extension) and the Regional Municipality of York in the planning and delivery of the roads network, leveraging synergies where appropriate.

5.2 Continue to develop transit, cycling and pedestrian options to get around the City

The City is continuing to develop transit, cycling and pedestrian options to improve opportunities to move around the City. Initiatives include implementing actions recommended in the Active Together Master Plan, creating multi-use paths and pedestrian / bicycle networks and developing the transit and rapid transit options. The City also works closely with the Region of York to develop transit

Quick Facts

Capital Investment Includes:

32 Active projects - \$22.6 million
10 New projects - \$8.9 million

Ongoing Activities Include:

Road and sidewalk winter activities, streetlights and traffic signals, traffic engineering – \$21.1 million

Capital Investment Includes:

39 Active projects - \$16.1 million
21 New projects - \$9.0 million

Initiatives include:

Concord GO Mobility Hub
Pedestrian and Bicycle
Implementation program

strategies for both new and existing communities.

5.3 Facilitate the development of the Vaughan Metropolitan Centre (VMC)

Facilitating the development of the VMC continues to be a council priority for this term of council and the budget planning process. The VMC will be the City's new downtown with the vision for a vibrant, modern urban centre for residents and businesses. It will encompass all amenities of an urban lifestyle including inspiring multi-use office towers and residences, open green space and urban squares, pedestrian shopping areas and restaurants and walking and cycling paths. Investments have included community improvement plan studies, streetscaping and pathway studies, 3D computer modelling and renewal construction at various locations.

5.4 Support the development of the Hospital

The City of Vaughan is moving forward with the next phase of work on the future site of the Mackenzie Vaughan Hospital. The Vaughan Health Care Centre Precinct Plan provides a framework for the development of this Hospital site and the balance of the City-owned lands. It includes a master servicing strategy, a functional transportation master plan, a community energy plan, an urban design framework and the phasing of proposed development. The precinct plan allows for the development of a hospital in addition to healthcare-related uses including medical and dental offices, research and laboratory facilities, rehabilitation and long-term care facilities, education and conference facilities related to healthcare, and other uses that promote health and wellness.

5.5 Re-establish the urban tree canopy

The City of Vaughan has established a multi-year strategy to re-establish the urban tree canopy. This is in addition to the previously established annual program to replace trees lost due to regular mortality, Emerald Ash Borer (EAB) infestation and the 2013 ice storm. With this year's budget, the City will aim to replant approximately half of the trees lost in residential areas. This represents about twice the normal annual planting volume. The plan

Quick Facts

Capital Investment Includes:

20 Active projects - \$13.2 million
10 New projects - \$35.8 million

Initiatives Include:

A new governance structure to facilitate investment and construction in the VMC

Settlement of the VMC Secondary Plan for Council, Regional and OMB approval

Capital Investment Includes:

City Contribution - \$86.6 million
(70 per cent for land purchase)

Project Status:

June 29th, 2015 Infrastructure Ontario issued a Request for Proposals to three shortlisted teams to design, build, finance and maintain the new Mackenzie Vaughan Hospital project. An announcement of the selected bidder is expected in the spring of 2016, with construction schedule to follow soon after.

Capital Investment: \$9.6 million

Vaughan B'Leaves Program:

Residents and businesses can contribute to tree planning initiatives in public spaces.

APPROVED 2016 Budget 2017-18 Plan

includes replacement of trees and removal of stumps which will also help minimize disruption within a neighbourhood.

5.6 Invest, renew and manage infrastructure and assets

In order to maintain, protect and manage the City's infrastructure and assets, staff monitor current levels of service and life cycle trends. These assessments are used to schedule appropriate activities, such as the pavement management program, bridge rehabilitation, road reconstruction, equipment/vehicle replacement and drainage improvement.

Further, asset management is crucial to forecast capital budgetary needs; both in the short term and long term. This will help to improve financial sustainability to maximize benefits, reduce risk and provide satisfactory levels of service to the community user in an environmentally and ecologically responsible manner.

5.7 Continue to ensure the safety and well-being of citizens

Public safety is a top priority of the City of Vaughan. The City continues to ensure the safety and well-being of citizens by providing a variety of municipal services including: fire and emergency services, by-law and compliance services and building inspections, as well as public awareness and education programs.

5.8 Meet Council tax rate targets (No greater than 3%)

The Mayor and Council have committed to a tax increase of no higher than three per cent per year during this term of Council (2014-2018). The APPROVED 2016 Budget includes an incremental levy requirement that results in an approved tax rate increase of 2.90 per cent. This target was achieved through finding innovative and efficient ways to deliver service, ensuring that user fees, such as those for development applications, are covering costs appropriately and ensuring the right resources are aligned with the City's Service Excellence Strategy Map. Work will continue in 2017 and 2018 to ensure the three per cent target is met or exceeded while continuing to provide a standard of service excellence.

Quick Facts

Ongoing Activities Include:

Pruning, fertilizing, trimming, watering - \$1.9 million

Capital Investment Includes:

244 Active projects - \$74.1 million

198 New projects - \$131.4 million



Capital Investment Includes:

9 Active projects - \$5.5 million

10 New projects - \$7.1 million

Fire & Rescue Activity:

Over 10,000 emergency calls responded to per year

Investment in Public &

Awareness Programs: \$70,000

Meeting the Target:

For 2016, \$5.4 million in department savings were identified

Efficiency Targets Going Forward:

2017 - 0.5 million additional savings

2018 - 1.2 million additional savings

5.9 Update the Official Plan and supporting studies

The Official Plan is a legal document approved by the City of Vaughan and the Region of York, which describes policies and objectives for future land use. It reflects a community vision for future change and development.

In 2007, the City of Vaughan undertook an ambitious three-year project to create a new Official Plan as part of the City's integrated Growth Management Strategy. On September 7, 2010, Council adopted a new Official Plan. It addresses all elements of effective, sustainable and successful city-building, while managing projected growth to 2031.

The Province requires that a municipality's Official Plan be updated every five years to conform to current provincial policies. Regular updating of the Plan ensures that the guidelines, objectives, and vision for City planning stays responsive to current issues and conditions.

5.10 Attract Investment and Create Jobs

In the past four years, the City has added tens of thousands of new jobs to the workforce in Vaughan. The City will continue to focus on job creation and making investments that will attract new, progressive companies. The City's Economic Development & Culture Services Department is dedicated to promoting economic growth in the community. Programs such as Employment Zone Development, International Business Development and Small Business Development (VBEC) are just a few of the initiatives underway to ensure Vaughan's job market continues to thrive. Corporate level initiatives such as liaising with the Province on the Highway 427 extension, establishment of the City new downtown (VMC) and developing a robust transit network will all work towards new investments and job creation in the City.

Quick Facts

Investments Include:

\$8.2 million in studies to support effective, sustainable and successful city-building to 2031

Investment of \$1.2 million for additional resources to deliver these studies

Developing International

Investment: International trade missions to China, Israel and Italy, the Vaughan International Commercialization Centre

Developing Local Investment:

Vaughan Business Enterprise Centre to support local businesses, City Wide Marketing Campaign, Community Improvement Plan (Office Development Incentives)

5.11 Create and manage affordable housing options (secondary suites)

As a growing city, Vaughan is working to provide a variety of housing options to support strong and healthy communities. Secondary suites are an affordable housing option that can meet the needs of a variety of people including singles, students, seniors, extended family members and people on fixed incomes. A “made-in-Vaughan” approach will provide secondary suites while managing demands on City services, making sure that housing with secondary suites is in keeping with the look and feel of our neighbourhoods, and ensuring the safety of all residents. The City will also continue to work closely with other levels of government as they continue to develop their strategies on Affordable Housing within City and Region.

5.12 Continue to cultivate an environmentally sustainable city

Green Directions Vaughan is the City's Community Sustainability and Environmental Master Plan. Approved in 2009, this long term plan is designed to guide the community to a more sustainable future by addressing environmental, cultural, social and economic issues. It influences all aspects of the City's operational and regulatory activities including the implementation of energy conservation improvements, such as LED streetlight and walkway lighting conversion, asset (e.g. heat pump, roof) replacement and retrofit to energy-efficient lighting at city facilities and community based initiatives such as community-based gardens and smart commute programs. To continue to cultivate an environmentally sustainable city, the Community and Sustainability and Environmental Master Plan will be updated to reflect the next iteration of *Green Directions Vaughan* with new actions and indicators to further measure the progress towards achieving a sustainable environment, vibrant community and strong economy.

5.13 Support and promote arts, culture, heritage, and sports in the community

The City and other community organizations provide a host of active, arts, lifestyle and cultural amenities for its citizens. Some of these include: the McMichael Canadian Art Collection, the Vaughan City

Quick Facts

Activating Affordable Housing: Vaughan Official Plan 2010 supports and prioritizes allowing secondary suites where deemed appropriate

March 2015, Council approved the **City-Wide Secondary Suites Study: Draft Official Plan Policies and Zoning Standards** (vaughan.ca/projects/policy_planning_projects/secondary_suites_policy_study)

Capital Investment includes:
13 Active projects - \$3.9 million
6 New projects - \$7.4 million

Initiatives include:

- PowerStream Solar Panel Program at City facilities - \$2.8 million
- LED Streetlight Conversion - \$6.2 million

Environmental Sustainability Department: Through partnership with internal and external stakeholders brings, increased awareness and local action on key environmental issues

Community Support:
Over 250 Community Service Organization and Sports Groups Partnerships

Playhouse Theatre, the heritage conservation districts of Kleinburg-Nashville, Maple, Woodbridge and Thornhill and the new Toronto FC II soccer team. New facilities are being built while existing structures go through regular assessments to determine options for expansion or maintenance in order to meet the needs of the growing population. Some ongoing projects include library technology upgrades, new parks design and construction, playground replacement and safety surfacing, basketball court improvements, sports field improvements and multi-use field development.

5.14 Continue to advance a culture of excellence in governance

Governance and accountability are key foundational components vital in building a city that shares the trust of both citizens and staff. Effective representation is a key component of a sustainable governance structure. Given that the population of Vaughan continues to grow, the City recognizes that ward boundaries should be reviewed periodically. The frequency of these reviews must be balanced against the need to ensure stability in the City's governance structure. The City has committed to conducting a thorough Ward Boundary Review in advance of the 2018 municipal election to allow for broad public consultation, the collection of independent evidence on population growth, the development of a finite number of ward boundary proposals for consideration by the public, and a single proposed configuration that will be the subject of consultation and Council's consideration.

Quick Facts

Heritage Inventory:

17 Heritage buildings maintained

Future of Public Art:

City Wide Public Art Strategy underway, incorporation of public art in the new Vaughan Metropolitan Centre

Additional Resources in 2016

Budget: Request for a Municipal Joint Ombudsman to be shared across York Region municipalities.

Office of the Integrity

Commissioner: Works in collaboration with City Council and the City's administration to ensure that the Code of Conduct and ethics governing elected officials are objectively applied.

5.15 Establish a Lobbyist Registry

Lobbying conducted by interested parties is in many respects a positive contributor to debate. The lobbying of Members of Council and staff on municipal issues can enhance the deliberative process by providing the perspective of stakeholders. Greater transparency of that process will enhance the public's perception that decisions are being made in an accountable way. Lobbying regulation can be as simple as the posting of a code of conduct for those participating in lobbying activity to a formal registry overseen by a Lobbyist Registrar. The City will explore a range of options for the regulation of lobbying activities with the goal of selecting a model best suited for the City of Vaughan.

5.16 Enhance civic pride through a consistent city-wide approach to citizen engagement

Vaughan citizens are encouraged to have their voices heard and be part of the discussion. Council believes that active, engaged citizens make for a more vibrant, positive and welcoming City, while also leading to better decisions. For Vaughan, public engagement includes a variety of ways of bringing people, community organizations, businesses, and government together to build the community and allow multiple options to citizens for engaging in municipal public participation initiatives. Citizen surveys have been conducted since 2007 in order to assess citizen's satisfaction with existing programs and services, priorities issues and improve service delivery. The next iteration of the citizen survey will commence in 2016. In addition, staff are developing a meaningful and inclusive citizen engagement framework to ensure a consistent approach across the City. This framework would be adopted and customized to meet each department's engagement goals and objectives.

5.17 Service Excellence Initiatives

The Service Excellence Strategy Map includes three long-term strategic goals: *Citizen Experience*, *Operational Performance* and *Staff Engagement*. Each one of these goals has key projects associated with it which are supported by service excellence strategic initiatives that will position us to meet our commitments.

5.17.1 Citizen Experience

Citizen Experience is developed in response to the rapid growth of the city and citizen expectations. The City plans to engage with its citizens in a meaningful way to more effectively reflect Citizen's expectations in the design of services and to ensure that the City's service commitments are more consistently achieved. In doing so, the City can seek out ways to improve how residents and businesses experience our service. This strategic goal is supported by two key projects: Citizen Experience and Service Delivery, and End-to-End Citizen Centred Services.

This goal includes the development of a citizen engagement model to ensure a consistent approach that gives citizens an opportunity to hear about and participate in City projects and

Quick Facts

Public Involvement:

Public is encouraged to come and give a deputation at all Committee, Task Force, and Council meetings, with the exception of Closed Committee meetings.

Ways to Stay Informed:

Technology is used to communicate and keep citizens informed: Twitter (#Vaughan), Facebook, Vaughan.ca, Vaughan Connects, YouTube

An investment of \$1.8 million has been initially identified to invest in the work of City project teams to further develop these service excellence strategic initiatives, including investment in systems to permit streamlined solutions.

Citizen Experience and Service Delivery:

- Citizens engaged in decision making
- Consistent Service Delivery

End-to-End Citizen-Centred Services:

- Improvement through Technology (digital service strategy)

decisions. Staff will also improve end-to-end citizen-centred services by developing and implementing a strategy that will allow the City to use technology better to ensure citizens get the best experience in person, or by phone, web or mobile.

5.17.2 Operational Performance

Operational Performance helps to ensure a high performing organization through continuous improvement. This strategic goal is supported by focusing on effective service delivery through continuous improvement initiatives and financial sustainability. The City of Vaughan will continue to refine our performance measures and benchmark for service delivery. Further, continuous improvement initiatives will be implemented by identifying opportunities in key service and business processes. A Financial Master Plan will be created to ensure sustainable fiscal policies and management of assets.

5.17.3 Staff Engagement

Having a highly engaged workforce leads to a more innovative and productive workforce, less turnover and increased customer satisfaction. The strategic initiatives to support the goal of Staff Engagement include establishing a plan that provides the right supports for our staff to keep them engaged through this change supported by the right structure and alignment of staff and departments. The People Plan will be developed to support employees through change with improved succession planning, learning and development opportunities and workforce planning and talent management. A communication strategy will be developed to provide a common understanding, shared vision and direction to support staff to understand the plan of action, their role and the expected outcomes. The goal of staff engagement also encompasses a corporate governance and accountability framework which is designed to align people, process and technology to foster a culture of service excellence.

Quick Facts

Financial Sustainability:

- Sustainable fiscal framework (Financial Master Plan)
- Demonstrate value for money

Service Delivery Options:

- Effective service delivery
- Continuous improvement

Employee Engagement:

- Invest in our people
- Communication strategy

Corporate Governance and Accountability Framework

- Leadership alignment
- Governance and accountability

Service Excellence Initiatives, Next Steps:

2016 includes a \$1.8 million capital project to develop these service excellence strategic initiatives. It is anticipated that future capital and operating investments will be recommended. These investments should be funded from the savings identified during the course of this work.

APPROVED 2016 Budget 2017-18 Plan

6 Operating Budget Overview

6.1 Introduction

For 2016, Departments were asked to incorporate a 2.37 per cent savings target in their budget submissions. They had to identify ways to implement efficiencies within their existing budgets to manage increases due to price pressures. As a result of these efforts, the APPROVED 2016 Budget is comprised of operating expenditures totaling \$265.2 million, compared to the \$272.9 million that had been forecast; a total reduction of \$8.2 million.

The table below provides a summary of the APPROVED 2016 Budget and 2017-18 Plan. For the 2017-18 Plan, proposed efficiency targets of \$0.5 million in 2017 and \$1.2 million in 2018 have been included to ensure that we will achieve Council's mandated maximum tax rate increases of not more than three per cent per year. The following will focus on the APPROVED 2016 Budget and will provide commentary on the 2017-18 Plan where appropriate.

Table: APPROVED 2016 Budget and 2017-18 Plan

\$M	2016	2017	2018
	Budget	Forecast	
Gross Operating	265.2	273.6	284.2
Non-Tax Revenue	84.6	83.0	83.6
Net Operating	180.6	190.6	200.7
Less: Assessment Growth	-1.9	-5.4	-9.1
Less: Supplemental Taxation & PIL	-5.8	-5.8	-5.8
Less: Efficiency Target		-0.5	-1.2
Net Levy Requirement	172.9	179.0	184.6
Incremental Levy Requirement	4.9	6.1	5.6
Incremental Tax Rate	2.90%	3.00%	3.00%

Note: some numbers may not add due to rounding.

The operating budget included in this report excludes Water and Wastewater services and related revenues. Water and Wastewater services and all of the associated operating and capital costs are fully funded through rates that are separately billed. The Department of Financial Planning and Development Planning, working with the Public Works Portfolio, has allocated costs of shared resources to either City of Vaughan or to Water and Wastewater services based on work effort. The budget for Water and Wastewater Services can be found in Section 9 of this budget book. It should be noted that information about the Water and Wastewater reserves, and capital projects to be funded from those reserves, is included in Section 8.3 below.

APPROVED 2016 Budget 2017-18 Plan

6.2 Revenue

6.2.1 Total Revenue

Of the APPROVED 2016 Budget of \$265.2 million, 68% or \$180.6 million is funded from taxation. This includes the APPROVED Levy increase of \$4.9 million. The remaining 32% or \$84.6 million of the City's revenues consist of user fees, reserve transfers, investments and grants & other sources.

For the remainder of the planning period, it is anticipated that the ratio of taxation revenues to non-taxation revenues is expected to increase to approximately a 70/30 split as a result of decreasing transfers from reserves due to lower Debenture reserve draws and the continued phase out of prior year mitigation strategies (outlined in Section 4.5). Staff will continue to explore alternative funding sources and delivery options to provide services and programs to the community.

APPROVED 2016 Operating Budget Revenue Sources

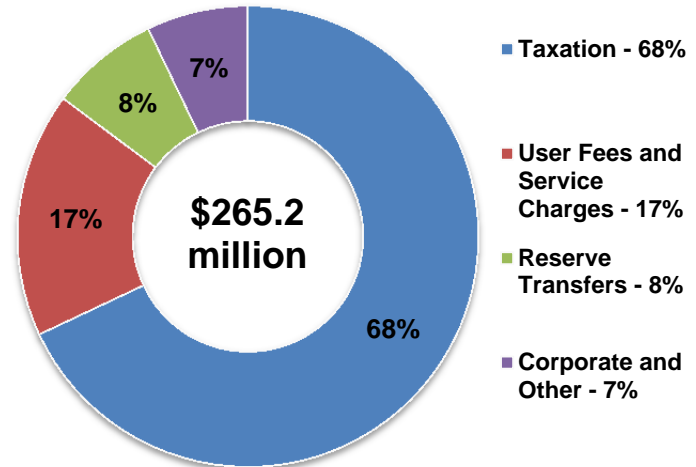


Table: APPROVED 2016 Budget and 2017-18 Plan Revenues

\$M	2016 Budget	2017 Forecast	2018 Forecast
Taxation	180.6	190.2	199.5
User Fees and Service Charges	45.5	46.6	47.5
Reserve Transfers	20.2	15.8	14.5
Corporate and Other	18.9	20.6	21.6
Total Revenues	265.2	273.2	283.0

Note: some numbers may not add due to rounding.

6.2.2 Incremental Changes

When considering the incremental changes to the budget, it is helpful to categorize these changes into three main components:

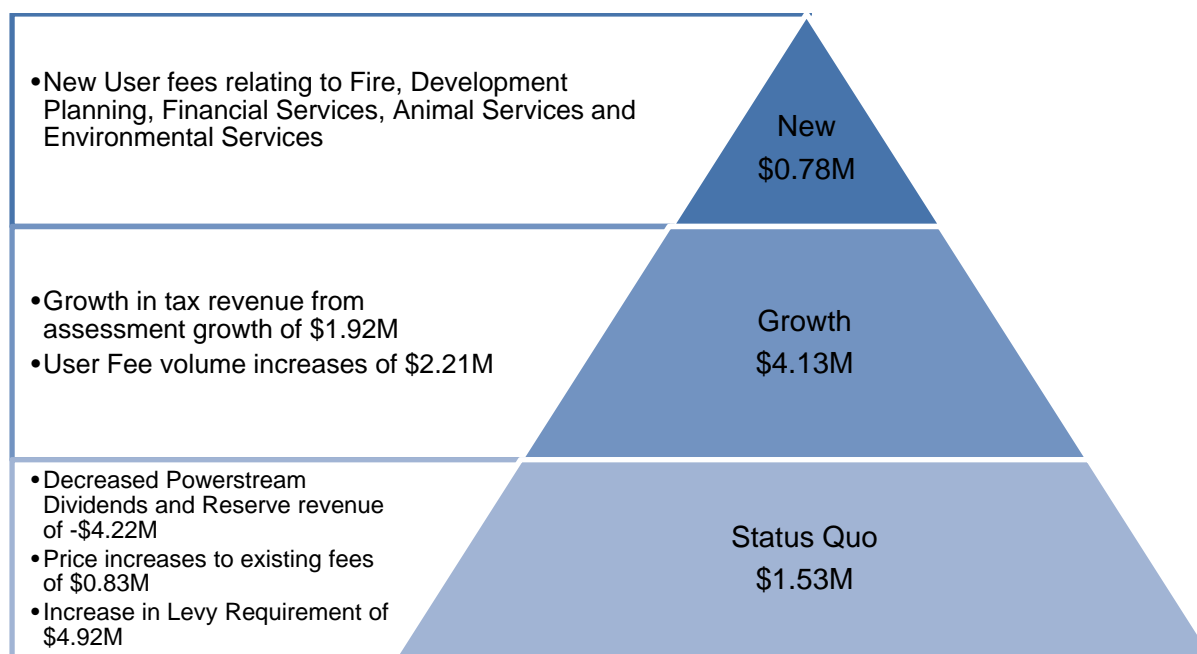
- Status Quo: revenue increases or decreases associated with fluctuating corporate revenues and reserve transfers and the costs to provide current services to the community.

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- Growth-related: revenue increases or decreases associated with user fee volume and assessment growth
- New: revenue increases or decreases associated with strategic, transformational or new initiatives

The following illustration summarizes the incremental changes for the 2016 APPROVED Budget revenues.

Illustration: Conceptual Framework for APPROVED 2016 Operating Revenues



- Status Quo:
 - The City of Vaughan has approved a proposed merger and acquisition between PowerStream and three other major local distribution hydro utilities. The 2016 dividend revenues presented in this budget are based on the pre-merger and acquisition forecast. Should the merger and acquisition be approved in 2015/16 by all shareholders involved, then a revised dividend forecast will be incorporated in the 2017 budget cycle.
 - Reserve revenue transfers decrease due to lower Debenture reserve draws and the continued phase out of prior year mitigation strategies (outlined in Section 4.5). These are offset slightly by increases in user fees due to the increase in costs associated with providing services.
- Growth: Assessment Growth of \$1.92 million or 1.15 per cent has decreased from the 2015 forecast of 2.00 per cent. This is further discussed in Section 6.2.3. In addition to

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increased taxation, population growth and development activity are expected to contribute \$2.21 million in increased user fees.

- New: Several new fees have been introduced to recover the cost of services that benefit individual residents, businesses or developers. These fees are comparable to the fees charged in neighbouring municipalities. Section 6.2.5 provides more detail on the proposed new fees.

6.2.3 Assessment Growth and the costs of growth

The table below illustrates that assessment growth is projected to be 1.15 per cent in 2016 and two per cent from 2017 to 2018, an average of approximately \$3.0 million for the next three years.

Table: Projected Assessment Growth 2016-2018

Assessment Growth	2016 Budget	2017 Forecast	2018 Forecast
\$ M	1.9	3.5	3.7
%	1.15	2.0	2.0

Assessment growth is down from two per cent in 2015 to an anticipated 1.15 per cent in 2016. There are a number of factors that contribute to this decrease, including but not limited to:

- Condominium growth – While this contributes to an increase in residential assessment growth of 1.2 per cent, it also contributes to a 5.7 per cent decrease in multi-residential assessment growth. This is largely due to vacant land that was originally assessed in the multi-residential tax class that is now classified in the residential tax class. This occurs once the lands are developed into residential condominiums and occupied.
- Industrial growth – Industrial growth is showing a decline of 3.3 per cent. There were many assessment appeals that were settled in 2015 that have decreased the assessed value of the City's large industrial-type properties. There have also been many conversions from this class to the Commercial Class which has a lower tax ratio. This is indicative of prevalent market conditions that exist in southern York region.
- Commercial growth – This is showing an overall increase of 0.7 per cent. There have been assessment appeals settled that have decreased the assessed value of the City's commercial property, but this has been offset by some conversion of Industrial properties to this class.
- Exempt properties – There has been a 3 per cent increase in exempt assessment.

For the remainder of the planning period, assessment growth is anticipated to recover to the two per cent level again. This forecast is supported by:

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- Future commercial and condominium developments in the Vaughan Metropolitan Centre and Weston/Highway 7 areas.
- Future distribution centres to be located in Vaughan.
- Continued residential condominium growth in the Highway 7, Bathurst/Centre, Major Mackenzie/Rutherford areas.

2016 is the last year in the 2013-2016 assessment program which is completed by the Municipal Property Assessment Corporation (MPAC). The next reassessment 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.

Costs of Growth

Initial investments in new 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.

Table: Assessment Growth versus Growth Requirements

\$ M	2016 Budget	2017 Forecast	2018 Forecast
Assessment Growth	1.9	3.5	3.7
Less:			
Net Operating Budget Growth	0.1	0.4	0.8
Additional Resource Requests Growth	1.3	1.5	0.6
Net: Assessment after Growth	-0.5	- 1.6	-2.3

In 2016, growth related pressures are \$1.4 million, \$0.5 million less than the anticipated assessment growth. For 2017 and 2018 assessment growth is expected to be greater than the incremental growth related costs in those years. This follows a number of years in which the

reverse was experienced. Departments will continue to assess their growth related pressures annually and any increases will be incorporated in future budget cycles.

6.2.4 Non-tax Revenue

Approximately 32 per cent of City revenues are from non-tax revenue sources, including: user fees, investment revenues, grants and payments in lieu. Section 4.5 provides more information on these sources of revenues.

Of these non-tax revenue sources, user fees contribute \$45.5 million of the \$84.6 million, over 50 per cent. User fees refer to charges for any good or service that the City provides that is consumed and paid for by individuals or businesses. The Province provides the legislative framework for establishing these fees, with specific restrictions on how to determine the price for certain services. The Municipality determines which of the services they provide will be paid for by fees and what costs those fees will cover.

User fees should be set at a level that is sufficient to cover the cost of providing the service. Over the years, 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.

Recreation, Building Standards, Planning & Committee of Adjustment, By-Law & Compliance and Licensing generate approximately 90 per cent of user fee revenues. Detailed in the following tables are a summary of department and estimated full cost recovery ratios for these areas.

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Table: 2016 APPROVED Budget – Department Recovery Analysis

2016 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	By-Law & Compliance	Animal Services
Program Revenues	\$ 19,444	\$ 1,252	\$ 2,103	\$ 390
Direct Program Expenditures	\$ 20,292	\$ 631	\$ 4,686	\$ 1,394
Sub-Total Program Subsidy/(Surplus)	847	(621)	2,583	1,004
Allocated Costs *	\$ 42,907	\$ 1,634	\$ 4,615	\$ 2,045
Full Cost Basis Subsidy/(Surplus)	23,463	382	2,512	1,656
2016 Program Recovery Ratio	96%	198%	45%	28%
2016 Full Cost Recovery Ratio	45%	77%	46%	19%
Council Target	95% Program Cost	100% Full Cost		
* Allocated costs include:	Recreation Building & Facility costs of \$22.1M	Risk Management not allocated out and fee restrictions on livestock and lottery		

2016 Department Budgeted Recovery (Figures in Thousands)	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)	Total
Program Revenues	\$ 5,252	\$ 727	\$ 11,097	\$ 549	\$ 40,813
Direct Program Expenditures	\$ 4,118	614	6,587	595	38,916
Sub-Total Program Subsidy/(Surplus)	(1,134)	(113)	(4,510)	46	(1,897)
Allocated Costs *	\$ 6,516	\$ 1,274	\$ 11,097	\$ 1,487	\$ 71,575
Full Cost Basis Subsidy/(Surplus)	1,265	547	-	938	30,762
2016 Program Recovery Ratio	128%	118%	168%	92%	105%
2016 Full Cost Recovery Ratio	81%	57%	100%	37%	57%
Council Target	100% Full Cost	100% Full Cost	100% Full Cost		
* Allocated costs include:	Revenues from Building Standards Continuity reserves of \$2.3M included				

As illustrated in the preceding tables, some fees are below the cost recovery goals set by Council policy. Although the above chart illustrates a recovery gap Council may choose to set

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fees at a level that does not recover the full cost to account for service demand, legislative compliance and local competition.

A Recreation User Fee Study was undertaken in 2015 and a report will be brought to Council in early 2016. A Comprehensive Development Fee Review of Development Engineering, Building Standards and Development Planning fees is underway, with the Engineering fee review to be completed in early 2016 and the remaining fee reviews to be completed by the summer of 2016. The results of these fee reviews will not impact the 2016 budget cycle, but will be incorporated into future budget cycles.

6.2.5 New Fees and Rationale

Departments are introducing some new fees to assist in the recovery of the costs associated with delivering certain services:

- Development Planning are introducing several new fees to apply to pre-application consultation (PAC) meetings, landscape inspections, heritage reviews, permits and status letters, address and street name changes and custom information reports. These fees would generate approximately \$407,000 in 2016.
- Financial Services are introducing several new fees relating to Tax documents including a Three Years Arrears Notice, Bulk Account Maintenance, Statement of Unpaid Tax and Tender Package for Tax sale process. These new fees would generate approximately \$190,000 for 2016.
- Fire and Rescue Services are introducing several new fees including fees related to Fire Investigations and Resale Home Inspections. These new fees would generate approximately \$151,000 per year.
- Environmental Services are introducing two fees including a Blue Box Developer fee and a Green Bin Developer fee. These new fees would generate approximately \$35,000 for 2015. These fees are pre-existing fees charged on individual subdivision and development agreements however will now be included in the budget as an administrative change.
- By-Law & Compliance are introducing two fees relating to Animal Services. They include an Animal Trap fee and an Animal Services Order Appeal fee. These fees would generate approximately \$1,000 per year.

These new user fees are in line with those fees charged by neighbouring municipalities.

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6.3 Expenditures

6.3.1 Total Expenditures

For 2016, of the total budget of \$265.2 million, 60 percent consists of labour related costs including benefits. Contract and Materials contribute an additional 14 per cent, Capital related costs are 11 percent, and all other costs are 15 percent of the total budget. Included in the total expenditures are \$2.3 million in additional resource requests.

The following table summarizes the forecasted expenditures for the 2016-2018 Plan. The forecast expenditures for 2017-18 do not include the efficiency targets of \$0.5 million in 2017 and \$1.2 million in 2018.

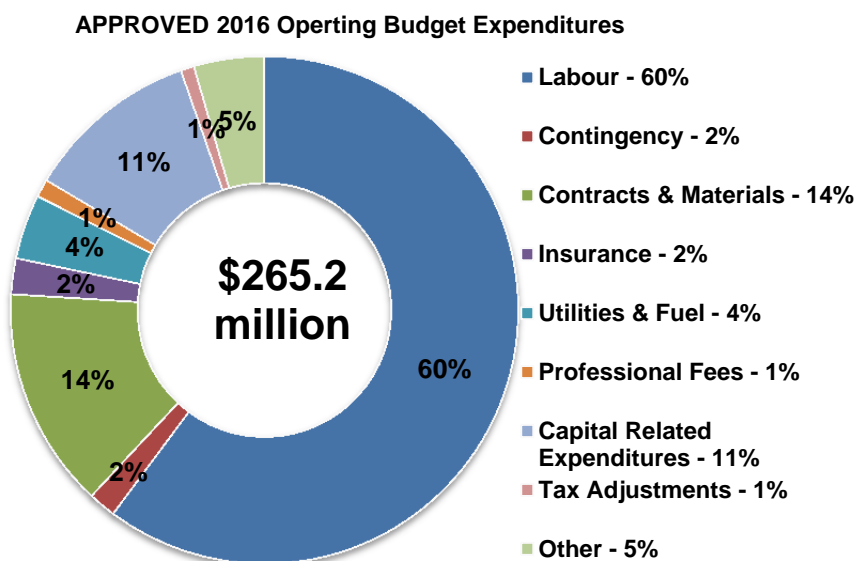


Table: APPROVED 2016 Budget and 2017-18 Plan Expenditures

\$M	2016 Budget	2017 Forecast	2018 Forecast
Labour	159.5	166.8	172.5
Contracts & Materials	37.3	38.2	39.0
Capital Related Expend.	29.5	26.9	28.5
Other	11.9	11.3	10.0
Utilities & Fuel	10.9	11.7	12.4
Insurance	6.1	6.1	6.5
Contingency	4.7	7.4	10.7
Professional Fees	3.0	2.9	2.3
Tax Adjustments	2.3	2.3	2.3
Total Expenditures	265.2	273.6	284.2

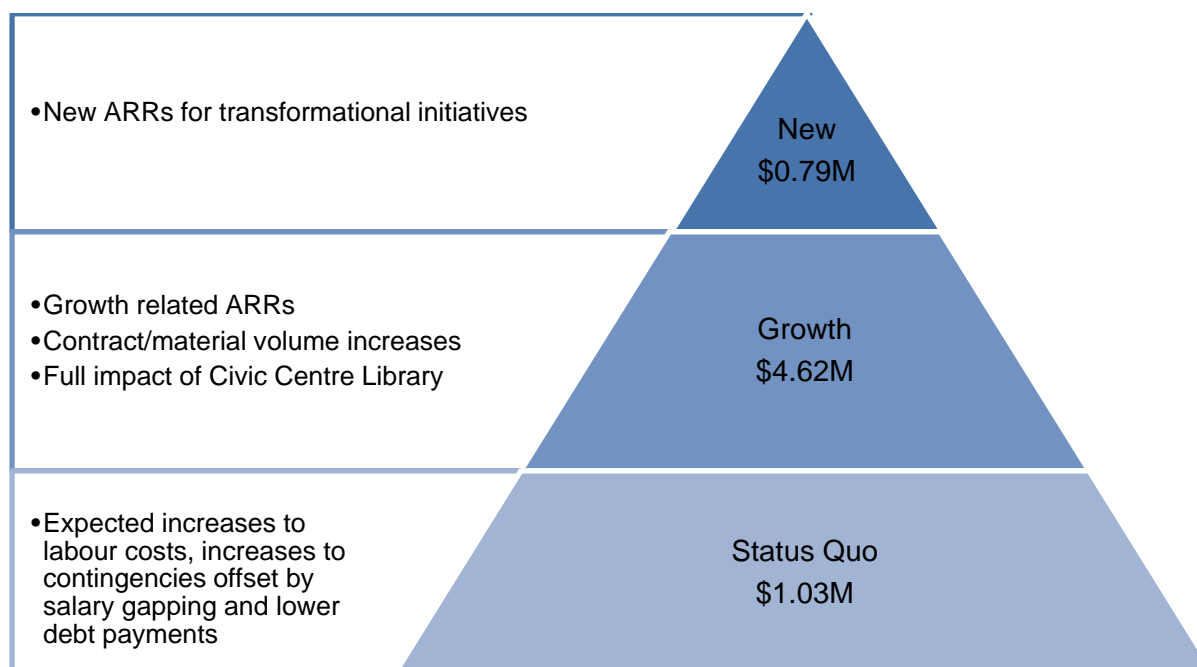
Note: some numbers may not add due to rounding.

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6.3.2 Incremental Changes

The same framework introduced in Section 6.2.2 has been used to summarize the incremental expenditure changes that are included in the APPROVED 2016 Budget. The illustration below provides a summary of the incremental changes to the APPROVED 2016 budget.

Illustration: Conceptual Framework for APPROVED 2016 Operating Expenditures



- Status Quo: The City will be negotiating with its principal unions in 2016 and it is expected that labour costs will increase as a result. There has been an increase to the amount set aside in contingency to help address unexpected costs that may arise during the year. This increase has been offset by aligning salary gapping to historical trends and debt retirements that will decrease debt service cost.
- Growth: ARRs associated with new capital and growth related initiatives such as Fire Station 7-4, resources to complete a Municipal Comprehensive Review and the full year impact of the operational costs of the previously approved Civic Centre Resource Library. There are also volume increases associated with contracts and materials.
- New: New ARRs are primarily proposed to help achieve the Council priorities and Service Excellence initiatives identified in the Strategy Map discussed in Section 2. These include Project Managers and Procurement Analysts that would help to ensure that capital projects are delivered on time and on budget, extending previously approved resources that are helping to deliver the Vaughan Metropolitan Centre and negotiate settlements related to the 2010 Official Plan, proposed implementation of a Joint

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Municipal Ombudsman and other resources to improve service delivery and drive efficiencies across the organization.

In the Department Budgets section (Section 10) of this book, departments that have proposed 2016-18 ARR's have outlined these ARR's. The details for these ARR's are found in Section 10.2 of this document.

7 Capital Budget Overview

7.1 Overview

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.

The Capital Plan includes projects underway, projects recognized in previous Capital Plans and new requests. Capital projects need to be balanced against available funding, the impact on future operating plans and the availability of resources to undertake and manage capital projects.

There are forecasted to be 433 open capital projects with funds remaining of \$176.5 million. All of these projects are directly related to the achievement of the Council priorities identified in the Service Excellence Strategy Map. The majority of projects, including the majority of new project requests, are tied to investing, renewing and managing infrastructure and assets.

As with the operating elements of the budget, capital can be categorized into three main components:

- Status Quo: projects associated with the repair, maintenance and rehabilitation of City infrastructure.
- Growth-related: projects associated with providing the infrastructure required to support the growth of the City.
- New: projects that support new initiatives for which a capital investment is required.

The following table summarizes the Capital Plan for 2016-18:

Table: 2016-18 Capital Plan with Open Projects

	2016		2017		2018	
	#	\$M	#	\$M	#	\$M
Open Projects	433	176.5				
Status Quo	109	44.0	71	33.7	51	34.3
Growth	36	32.2	35	87.0	25	30.0
New	16	4.4	21	24.2	22	3.4
2016-18 Submissions	161	80.5	127	144.8	98	67.7
Capital Plan	594	257.0	127	144.8	98	67.7

Note: some numbers may not add due to rounding.

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Section 10, subsection 10.3 provides more detailed information regarding the 2016 – 18 Capital Plan. The detailed capital project sheets for new projects can be found on the City of Vaughan web-site (vaughan.ca/Budget/Budget-Books).

7.2 Capital Tables

7.2.1 Open Capital by project type

All Open capital projects have been allocated to a Term of Council Priority on the Service Excellence Strategy Map. More detail on each project and its funding source is provided in Section 10.3.

Table: Open Capital Projects Link to Service Excellence Strategy Map

Term of Council Priority	# Projects	Open (\$M)
Improve municipal road network	32	22.6
Continue to develop transit, cycling and pedestrian options to get around the City	39	16.1
Facilitate the development of the VMC	20	13.2
Support the development of the hospital	2	8.8
Re-establish the urban tree canopy	2	0.5
Invest, renew and manage infrastructure and assets	244	74.1
Continue to ensure the safety and well-being of citizens	9	5.5
Meet Council tax rate targets (no greater than 3%)	1	0.0
Update the Official Plan and supporting studies	12	1.6
Attract investment and create jobs	3	0.8
Create and manage affordable housing options (secondary suites)	1	0.0
Continue to cultivate an environmentally sustainable city	13	3.9
Support and promote arts, culture, heritage and sports in the community	45	28.4
Continue to advance a culture of excellence in governance	8	0.7
Enhance civic pride through a consistent city-wide approach to citizen engagement	2	0.4
Total Unspent Capital Funds*	433	176.5

Note: some numbers may not add due to rounding. (* Open Balance minus 2015 Cash flow estimate)

Over the remaining term of Council more than 390 of the open capital projects are expected to be completed. The table below provides an estimate of the related cash flow requirements over the next six years. Capital spending is monitored closely and the status of capital projects is reported to Council quarterly.

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Table: Estimated Spend Timing of Open Capital Projects

Budget Year Group	2016	2017	2018	2019	2020	2021
2000-05	2.2	1.1	0.3	0.4	0.4	0.5
2006-09	15.7	6.6	2.3	1.1	0.0	1.6
2010-13	27.3	13.4	10.8	1.9	1.5	2.4
2014	17.0	3.7	0.2	3.7	0.5	0.4
2015	35.0	20.8	2.9	1.0	0.0	1.7
Estimated Spend (\$M)	97.2	45.6	16.5	8.2	2.4	6.6
% of Total Spent	55%	26%	9%	5%	1%	4%

Note: some numbers may not add due to rounding.

7.2.2 New Capital Requests by project type and funding source

In addition to the open capital projects, Departments have submitted new capital project proposals that would help achieve the Council priorities on the Service Excellence Strategy Map.

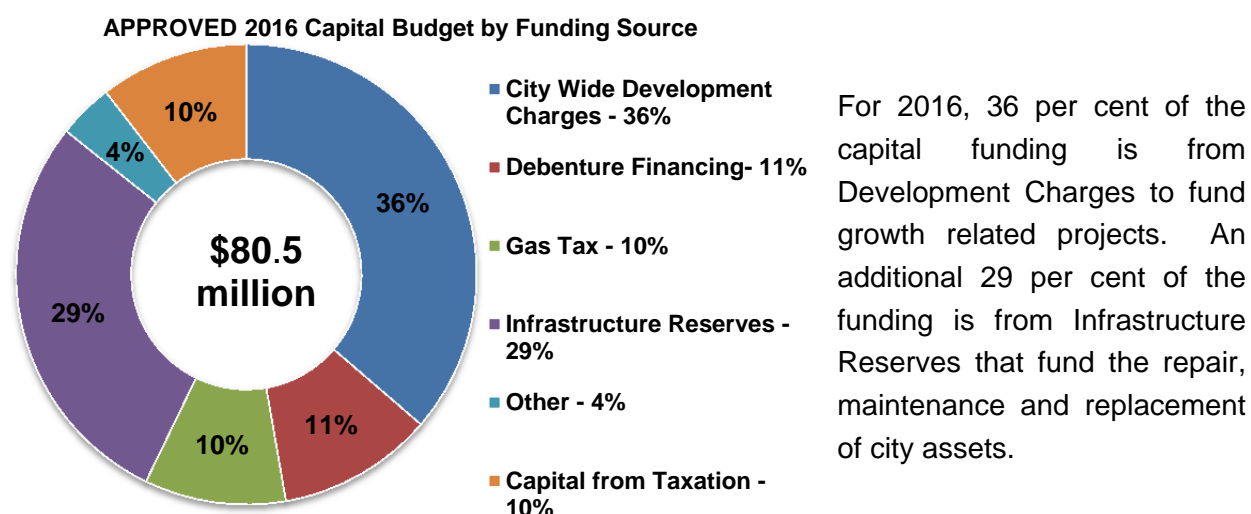
Table: 2016 - 18 Capital Plan Link to Service Excellence Strategy Map

TERM OF COUNCIL PRIORITIES \$M	# Projects	2016 Budget	2017 Forecast	2018	Total
Improve municipal road network	10	6.8	1.3	0.8	8.9
Continue to develop transit, cycling and pedestrian options to get around the City	21	3.0	4.2	1.8	9.0
Facilitate the development of the VMC	10	5.8	11.7	18.3	35.8
Re-establish the urban tree canopy	4	3.0	3.0	3.0	9.1
Invest, renew and manage infrastructure and assets	198	42.7	50.9	37.8	131.4
Continue to ensure the safety and well-being of citizens	10	5.3	0.6	1.3	7.1
Meet Council tax rate targets (no greater than 3%)	1	0.4	0.0	0.0	0.4
Update the Official Plan and supporting studies	8	4.1	2.0	0.5	6.6
Continue to cultivate an environmentally sustainable city	6	4.4	1.5	1.5	7.4
Support and promote arts, culture, heritage and sports in the community	37	3.7	68.4	2.4	74.5
Continue to advance a culture of excellence in governance	5	1.1	1.0	0.0	2.1
Enhance civic pride through a consistent city-wide approach to citizen engagement	1	0.2	0.2	0.2	0.5
Total New Capital Projects	311	80.5	144.8	67.7	293.0

Note: some numbers may not add due to rounding.

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The following chart illustrates the funding sources for the APPROVED 2016 Capital Budget:



The following table illustrates the funding sources for each year of the plan.

Table: 2016 -18 Capital Plan

Funding Source (\$M)	2016	2017	2018	Total
City Wide Development Charges	29.2	64.9	24.1	118.2
Infrastructure Reserves	22.9	14.3	16.4	53.6
Deventure Financing	8.8	43.2	12.2	64.2
Capital from Taxation	8.4	14.8	7.6	30.8
Gas Tax	8.0	6.9	6.6	21.5
Other	3.1	0.8	0.8	4.7
Grand Total	80.5	144.8	67.7	293.0

Note: some numbers may not add due to rounding.

City Wide Development Charges fund growth related projects. Section 8.2 provides more detail about these reserves. For 2016 there are approved new capital projects for the repositioning of a fire station, new parks, continued development of the roads, water and wastewater networks, and studies to plan for the future growth of the City. In 2017, 47 per cent of the new project funding is associated with the Carrville Community Centre, Library and District Park.

Infrastructure Reserves fund the repair, maintenance and replacement of City owned infrastructure. Section 8.3 provides more detail about these reserves. For 2016 there are approved new capital projects for the rehabilitation of parks, community centres, roads and water mains and replacement of fleet vehicles and equipment.

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Debenture funding is primarily used for the City's road and bridge replacement program due to the substantial asset value and lengthy life cycle. An emerging trend in the capital plan is pressure in the later years for large capital projects with limited or undetermined funding sources i.e. Black Creek Renewal, Joint Public Works/Parks Yard, City Hall Public Square. To balance the budget, debenture financing has been identified as the default funding source. This action results in a significant escalation in debt costs in future years just beyond the forecast. Staff will continue to investigate the availability of alternate funding sources.

Capital from Taxation is an allocation from each year's operating budget to fund capital projects that are ineligible to be funded through Development Charges, reserves, or debentures, either through legislation or the City's reserve policies.

In 2017, the statutory co-funding requirement for the new Carrville Community Centre and Library is expected to require almost 65 per cent of the available 2017 capital from taxation funding envelope. This highlights pressures the City is facing to balance existing services, growth requirements and corporate initiatives against limited available funding.

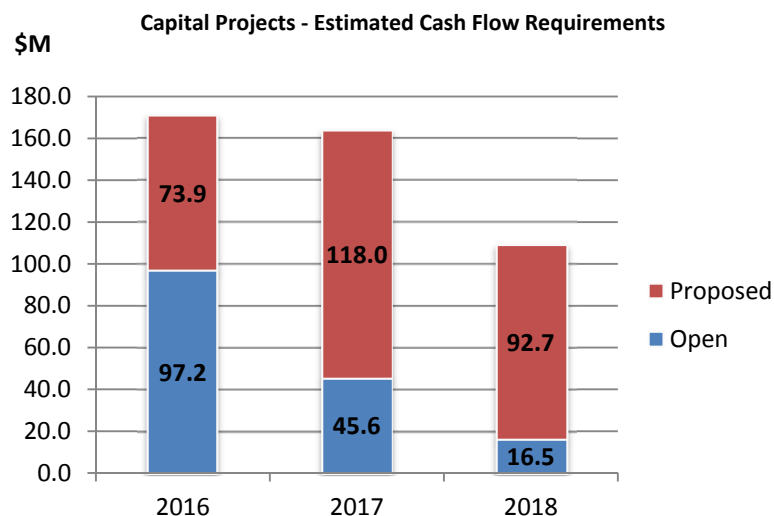
The detailed listing of capital projects by funding sources, including those projects funded from Capital from Taxation, is included in Section 10.3.

Gas Tax 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 and walkways. The municipality must clearly demonstrate that funding used for a project is incremental and the funding enables a project implementation, enhances its scope or accelerates its timing. Departments are invited to propose projects that could be eligible for gas tax funding. Available gas tax funding in excess of project submissions is allocated to Roads projects which would otherwise be funded through debentures.

Other includes funding from the Building Continuity Reserves, Recreation land reserve, Grant programs, including the Canada 150 Community Infrastructure Program and recoveries from other sources.

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7.2.3 Estimated Spend of Open and New Capital Projects



Beginning with this year's budget, Departments have been asked to estimate the cash flow requirements and key milestones, including estimated completion, for their capital projects. This budget allows investment in additional project management and procurement resources to help ensure that projects are completed on time and on budget. Project cash flows and timing will be monitored closely and adjusted in future budget cycles as required.

7.3 Relationship between Capital and Operating spending

Initial investments in 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. These include operational requirements such as staff and associated operating costs of new infrastructure, incremental debt service costs and incremental infrastructure contributions to begin saving for the ultimate replacement of growth related infrastructure.

The future annual incremental operating budget implications associated with the 2016 – 18 Capital Plan are estimated as follows:

Table: Operating Impacts Associated with the Capital Program

Items	2016		2017		2018	
	\$M	Tax Rate%	\$M	Tax Rate%	\$M	Tax Rate%
Operational Requirements	3.1	1.83	1.2	0.68	-0.5	-0.28
Debenture Financing	-3.2	-1.84	-6.5	-3.60	-1.0	-0.51
Infrastructure Contributions	0.2	0.14	1.3	0.70	2.5	1.33
Total	0.1	0.13	-4.0	-2.23	1.0	0.54

Note: some numbers may not add due to rounding.

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The operating requirements are a result of the following additions to the operating budget:

- 2016 – full year impact of the Civic Centre Library, first contingent for Fire station 7-4
- 2017 – second contingent for Fire station 7-4; first contingent for Fire station 7-6; Vellore Village south library; large debt retirement
- 2018 – second contingent for Fire station 7-6; additional debt retirement; infrastructure reserve contribution for Vellore Village south library

7.4 Reconciliation to full accrual

The City's APPROVED 2016 Budget and 2017-18 Plan is developed excluding amortization expense and post-employment benefits. The costs and associated funding implications of budgeting for amortization and post-employment benefits would be significant.

The main reasons for the differences are:

1. The majority of the City's assets are initially funded by the development industry and treated as a contributed asset on the City's financial statements. The City's Infrastructure Replacement Reserve Contribution Policy requires that a portion of the expected replacement cost of these assets be raised through taxation each year to help smooth out potential large tax increases when replacements are required. Consequently Council has chosen not to include amortization expense in the tax levy requirement.
2. The City funds its post-employment benefit costs from taxation as payments are made. On the City's annual audited financial statements, post-employment benefits represent the retirement benefits that have accrued over the service life of the City's employees to date but not yet paid. These costs are then expensed over the life of employees as they render the service. This results in a large gap between current funding and the liability for post-employment benefits.

Section 4.7 discusses the basis of budgeting and Ontario Regulation 284/09 that explains the regulatory requirements associated with amortization and post-employment benefits.

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

Funding vs. Amortization	Annual Budget	Accrual Based Expense	
\$M	Funding		Gap
City Asset Renewal*	23.6	54.9	31.3
City Post-Employment Benefits	3.2	15.0	11.4
Combined	26.8	69.9	42.7

*Excludes Water and Wastewater (Separate Process)

Note: some numbers may not add due to rounding.

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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. The Capital Asset Management (CAM) initiative that is currently underway should assist in determining the funding gap by fine tuning the funding requirements based on asset conditions as well as life cycle. The proposed update to the Financial Master Plan should be able to use the information from CAM to develop a financing strategy to help close this funding gap.

Moving forward the City will continue to fund the Post-Employment Benefits expense, as actual expenses are incurred, from a combination of taxation and reserves. The City will also take steps to reduce these costs wherever possible. Currently, the City has a reserve of approximately of \$23M partially offsetting this item.

8 Financial Sustainability and Reserves

8.1 Financial Sustainability

Over time, the City has developed a series of guiding financial policies to assist in developing the Capital Budget. The City is primarily responsible for funding replacement infrastructure and for funding the 10% co-funding requirements for DC-funded growth capital. These projects are primarily funded through taxation. The City has adopted reserve funding and debt financing to smooth out the costs and minimize the need for large infrastructure-related tax rate increases. The City has adopted guiding financial ratios with respect to reserve balances. The City is able to maintain these ratios, which is a strong indicator of Vaughan's financial health.

One of the long-term strategic goals in the Term of Council Service Excellence Strategy Map is Financial Sustainability. An initiative included in this goal is the creation of a Financial Master Plan to ensure fiscal policies and management of assets. As part of this initiative, there will be an update and modernization of the City's Consolidated Reserve Policy. Any recommendations of the Financial Master Plan will be included in future budget cycles.

Reserves are classified as either Obligatory or Discretionary. The following sections explain the purpose of these reserves, their make-up and a forecast of their reserve balances.

8.2 Obligatory Reserves

These funds are kept for specific purposes in accordance with provincial statutes. They are also required to be separated from general municipal revenues. In addition, regulations may prescribe specific purposes, contributions, uses, restrictions, etc. These reserves are categorized as follows:

- City Wide Development Charge (DC) Reserves – These reserves represent funds collected on a city wide basis from developers to help fund growth related infrastructure. The funds are separated by service categories such as Engineering, Fire, Libraries and Recreation. As a policy, the City generally only approves capital projects when funds are in hand within the particular DC reserve. A few exceptions are made for Management Studies, Fire Services and Public Works where the timing of DC collections is anticipated to occur after the capital commitment is required. These reserves are monitored closely to ensure the City reduces the risk associated with slower than expected DC collections.
- Area Specific Development Charge (ASDC) Reserves – These reserves represent funds collected from developers building in a specific area where a local piece of infrastructure has been built. One or more of the local developers will often pay for the cost of that infrastructure upfront and then the City repays them through these reserves. Watermains, sewers and stormwater management facilities are often ASDCs

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in which the local developers pay their fair share for that infrastructure; to be repaid to the front ending developer.

- Restricted Grant Funding – These reserves represent funds supported by legislation (federal, provincial or other Act based). These reserves support the City's existing capital infrastructure.
- 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.

Table: 2016-18 Obligatory Reserve Balance Forecast

\$M	2015	2016	2017	2018
City Wide Development Charges	96.2	112.9	99.2	132.0
Area Specific Development Charges	-7.8	-7.9	-7.9	-8.0
Restricted Grant	2.6	2.3	4.2	6.5
Other	78.0	74.5	71.1	68.4
Total	169.0	181.9	166.6	198.9

8.3 Discretionary Reserves

Discretionary reserves provide the City with financial flexibility in order to safeguard against economic downturns and finance operations internally. 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. 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.
- 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.
- Corporate Reserves – Reserves protect against the consequences of certain risks, liabilities and corporate programs.

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- Special Purpose Reserves – Intended to manage cash flows that have been set aside to provide for the delivery of specific services.

Table: 2016-18 Discretionary Reserve Balance Forecast

\$M	2015	2016	2017	2018
Sustainability	32.6	20.1	11.4	5.3
Infrastructure	32.7	25.3	25.1	29.3
Corporate	29.3	28.1	28.9	28.7
Special Purpose	-7.0	-7.1	-7.1	-7.2
Sub-total	87.5	66.5	58.3	56.1
Water/Wastewater	63.8	75.8	96.6	119.8
Total	151.3	142.3	154.8	175.9

8.3.1 Guiding Financial Policies

To ensure the sustainability of these funding tools, the City has adopted associated targets. As illustrated below, the City is meeting or exceeding these targets.

Table: Policy Ratios

Policy Ratio	2015	2016	2017	2018	Target
Discretionary Reserve*	53.5%	50.3%	54.3%	59.9%	>50% Of Own Source Revenues
Working Capital*	7.9%	6.3%	5.3%	5.1%	Up To 10% Of Own Source Revenues
Debt Service Costs	6.3%	5.9%	4.4%	5.1%	<10% Of Own Source Revenues

*Ratios are affected by contribution and own source revenue forecasts
Note: some numbers may not add due to rounding.

Discretionary Reserve Ratio - This ratio has declined significantly from a high of 79% in 2012 to a projected low of 50.3% in 2016 before beginning to recover to close to 60% by 2018. The pressure on discretionary reserves has largely been a result of funding infrastructure replacement as the City's initial stock of infrastructure assets began to reach the end of their useful lives. Other significant pressures have included one-time costs that depleted the tax rate stabilization reserve in 2013 and the depletion of the Engineering Reserve.

In 2016, the Engineering Reserve is projected to go into a negative position. Currently, a Comprehensive Development Fee Study is underway which includes a review of development engineering fees. These fees contribute to the Engineering Reserve to fund the costs of development activities. This study is anticipated to be completed in early 2016 and a separate report will be brought to Council in early 2016. It is expected that the recommendations of this

study would, if adopted, result in the Engineering Reserve being brought back into a positive position.

Working Capital Ratio - This ratio is projected to progressively decrease over the planning period due to phasing out the use of the subsidization of tax increases from the tax rate stabilization reserve and anticipated surpluses. Contributions to this reserve occur only when the City achieves a surplus, which are not planned or forecasted. If no future surpluses are realized, this ratio is anticipated to average 4.9 per cent over the following 10 year period.

Debt Service Ratio - This ratio is expected to be relatively stable over the capital plan, except for a large debt retirement in 2017 that is causing a temporary decrease in the ratio. 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 per cent of total City revenue, which is significantly lower than the Province's 25 per cent maximum.

Other means by which the City manages its reserves are:

- Capital projects are approved for the full cost and are committed against the reserve at time of approval.
- Reserve balances should remain in a positive and not be placed into a pre-financing position. If a reserve is forecasted to go into a negative position a financial forecast should be developed to determine the recovery period required to bring the reserve back in to a positive position and Council approval is required.
- If a reserve is in a negative position, no more than 50 per cent of the annual revenues can be committed for capital projects.

8.3.2 Sufficiency of Infrastructure Renewal Reserves

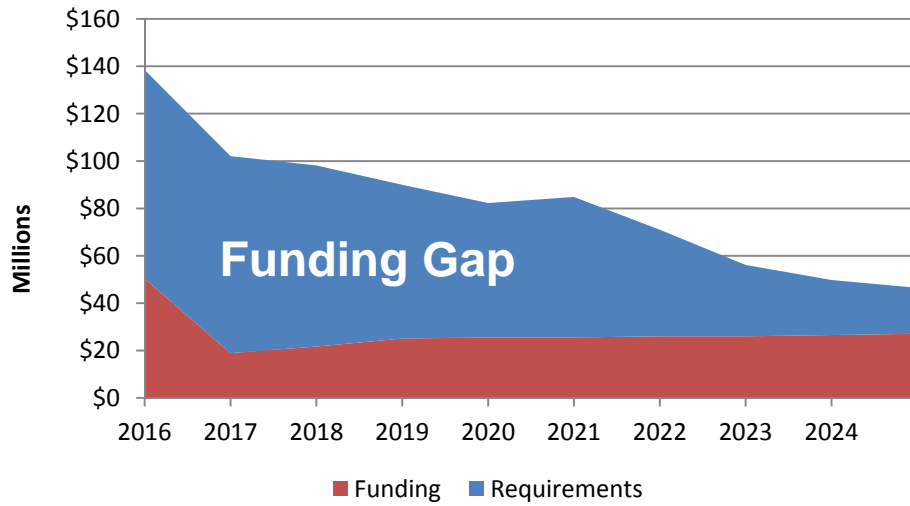
As noted above, a large portion of discretionary reserves are set aside, through an annual contribution from taxation, to help pay for the replacement of infrastructure assets when they reach the end of their useful lives. Beginning in 2012 the amount of the annual contribution was increased, to more closely align with the estimated useful lives used to calculate amortization in the City's financial statements.

If all the City's assets had to be replaced at the end of their estimated useful lives, the chart below shows that there would be a significant theoretical investment gap. Staff observations and anecdotal evidence suggest that the City's infrastructure deficit is large and growing. However, more accurate and relevant estimates will only be possible once the City has completed the implementation phase of its Corporate Asset Management Initiative. That initiative includes a robust program of asset management and regular condition assessments. Phase 2 of the Corporate-wide asset management initiative should provide the information required to better understand the condition of the City's assets and timing of maintenance, repair and replacement

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requirements. This will provide better information about the financial requirements to sustain the community's infrastructure network.

Chart: Illustration of Infrastructure Renewal Requirements



9 Water, Wastewater and Stormwater Operations

9.1 Summary

Safe drinking water, effective wastewater collection and stormwater management are cornerstones of a sustainable and healthy community. In order to achieve this, continued infrastructure investment is critical to ensure water, wastewater and stormwater systems are sustainable in the future. This objective is supported by continuing to build City reserves.

The 2016 budgeted rates will generate a total net contribution of \$16.2 million to reserves, 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.

The water and wastewater/stormwater rates also support operating and maintenance activities, including regulatory compliance and the purchase of water and wastewater treatment services from the Region of York.

Additional resource requests include a Procurement Analyst and 2 contract operators, one in water and one in wastewater, to mitigate against a large number of retirements at the front line operator level occurring in the next 3 years.

The combined City of Vaughan 2016 rate increase for Water and Wastewater/Stormwater is \$0.3331 per cubic meter or 9.8%. This results in a new rate of \$3.7241 per cubic meter.

The majority of the City's Water and Wastewater costs are from the Region. Price increases of 2.5% for Water and 13.9% for Wastewater, for a combined increase of 9.02% were approved

Based on the rate increase for water and wastewater, the impact to the ratepayer that consumes 267 cubic metres will be approximately \$88.94 annually or \$7.41 per month.

The 2016 water and wastewater/stormwater budget supports the Term of Council Priorities, as identified on the Term of Council Service Excellence Strategy Map, by ensuring that the City:

- invest, renew and manage infrastructure and assets
- continue to ensure the safety and well-being of citizens
- continue to cultivate an environmentally sustainable city

Wastewater and Stormwater budgets

In the past and currently, stormwater services are funded from the wastewater rate, gas tax and the tax levy. Within this report, wastewater and stormwater are budgeted together in 2016. However, in early 2016 a stormwater rate study will be presented to Council for approval. If the study and recommendations are approved by Council for a 2017 stormwater rate implementation, the wastewater and stormwater budgets will be separated in 2017. To that end,

the proposed plans for 2017 and 2018 for wastewater and stormwater have been presented separately.

9.2 Regulations and Legislated Requirements

Water, wastewater and 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 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

The City 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 requires municipalities to assess the costs of providing water and sewage utilities and to prepare a method to finance the full cost of providing these services.

The upcoming budget year plan must cover the cost of purchasing water and wastewater services from the Region, 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.

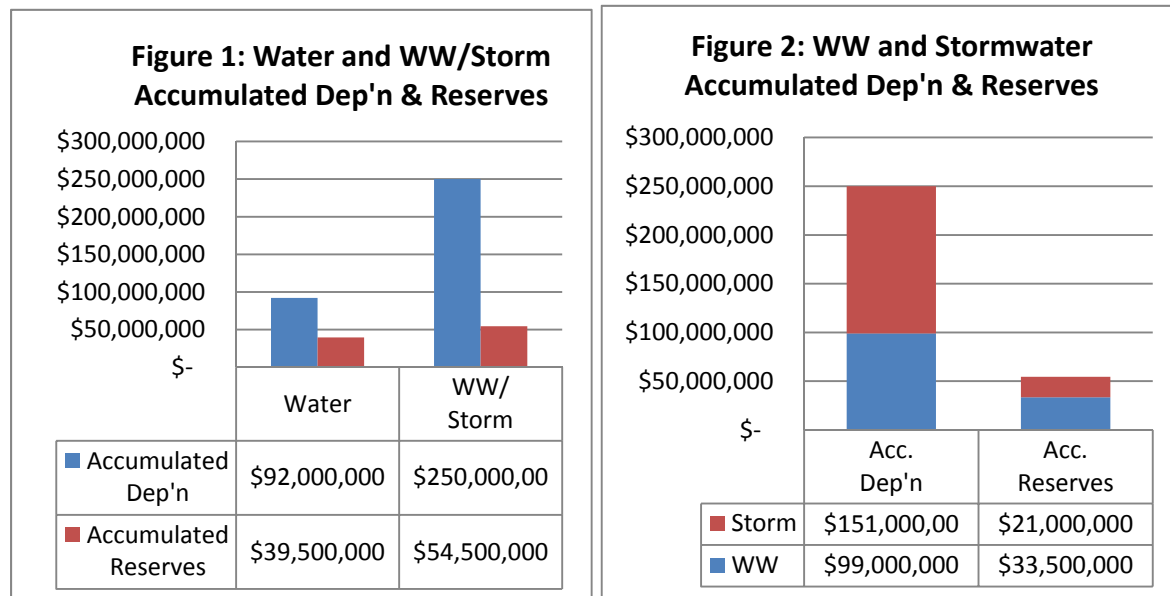
The Draft 2016 budget was developed by identifying expenses (Region purchases, City operating costs and contributions to reserves), examining revenue (through the analysis of water consumption patterns and projected revenue associated with the sales) and rate generation.

9.3 Infrastructure Funding – Meeting the Challenge

Prudent financial planning requires ongoing contributions to water and wastewater/stormwater reserves to fund repair and replacement 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.”¹

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 accumulated reserves which are used to replace future water and wastewater/stormwater 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.

Figure 1 depicts wastewater and stormwater combined, whereas Figure 2 depicts the individual amounts for wastewater and stormwater. As can be seen, the discrepancy between the accumulated stormwater reserves and depreciation is of a greater magnitude. This will be addressed in an upcoming stormwater rate study that will be presented to Council in 2016.



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

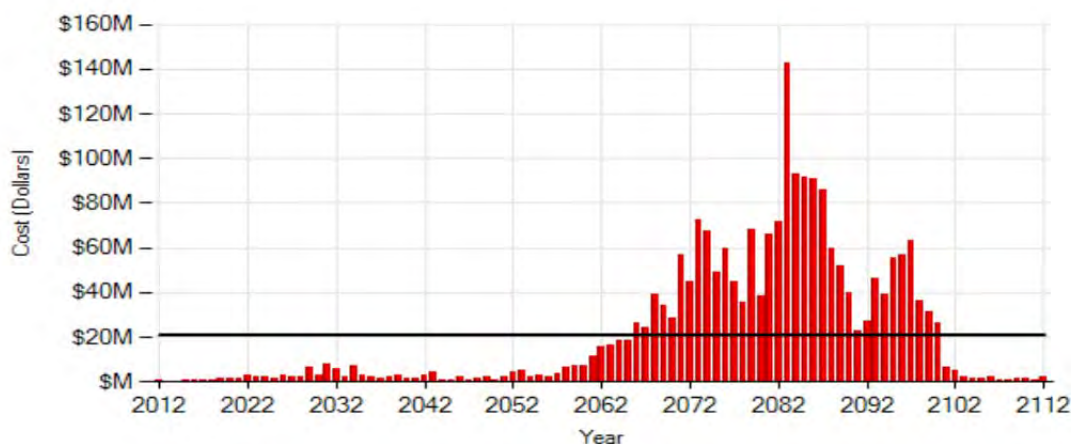
¹ Water and Sewer Rates: Full Cost Recovery, National Guide to Sustainable Municipal Infrastructure

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9.3.1 Water

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

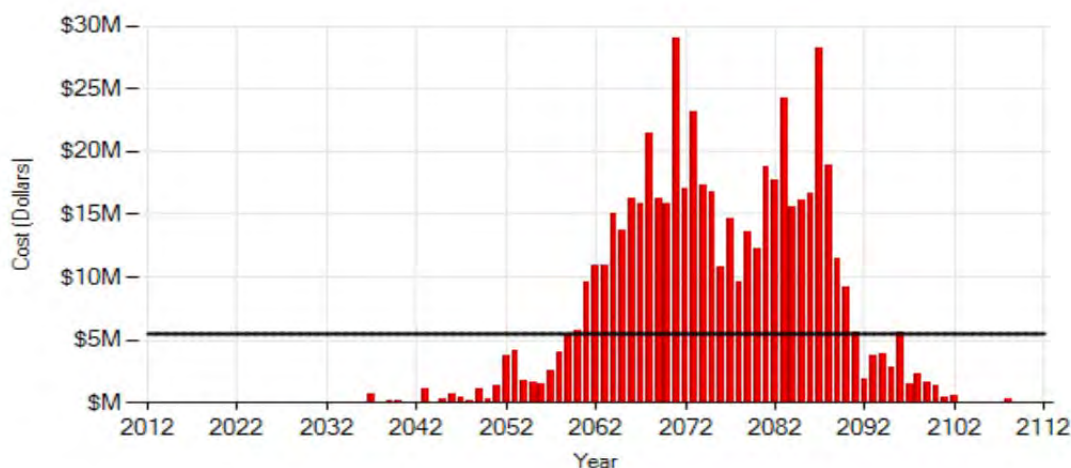
Graph: Future Investment, Water Services, (2012\$)



9.3.2 Wastewater

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

Graph: Future Investment, Wastewater Services, (2012\$)

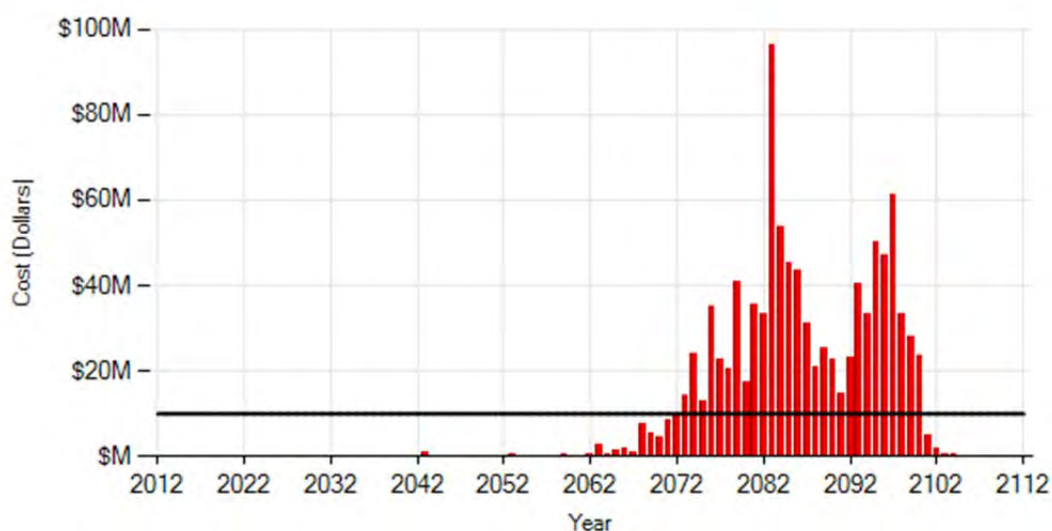


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9.3.3 Stormwater

The Corporate Asset Management Strategy (2014) identified stormwater infrastructure needs starting in 2072, with approximately \$10 million identified, with significant stormwater infrastructure needs identified in the 2080's at approximately \$98 million as shown in the graph below:

Graph: Future Investment, Stormwater Services, (2012\$)



The Stormwater Infrastructure Funding Study examined capital needs already identified, which were not included in the Corporate Asset Management Strategy. These capital needs are significant and will be added to the asset management program as the program matures.

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 which will be presented to Council in 2016.

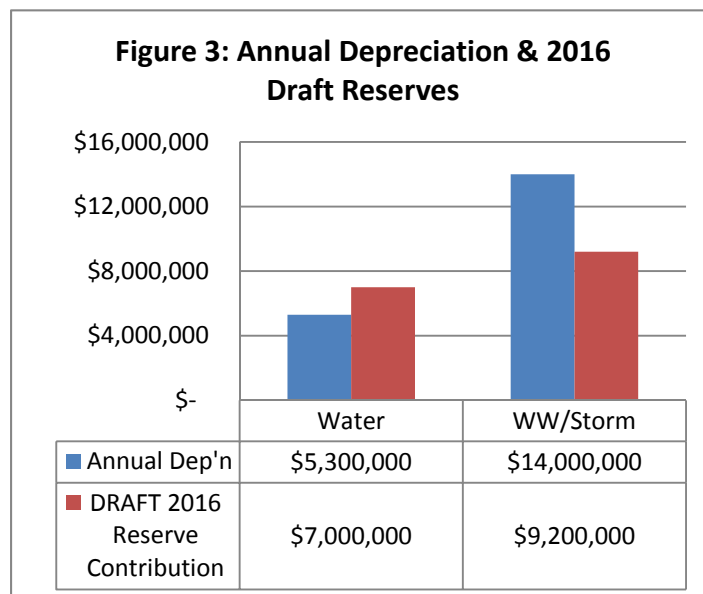
9.3.4 Meeting Future Infrastructure Needs

In order to address the accumulated depreciation to reserve deficit, the City needs to continue to increase its annual reserve contributions in order to exceed annual depreciation charges.

Prior annual reserve contributions have been less than annual depreciation thus requiring higher than depreciation contributions going forward. Further, depreciation uses historical dollars but future replacement typically costs more than the original investment.

APPROVED 2016 Budget 2017-18 Plan

The following table illustrates annual depreciation of water and wastewater/stormwater assets.



9.3.4.1 Water

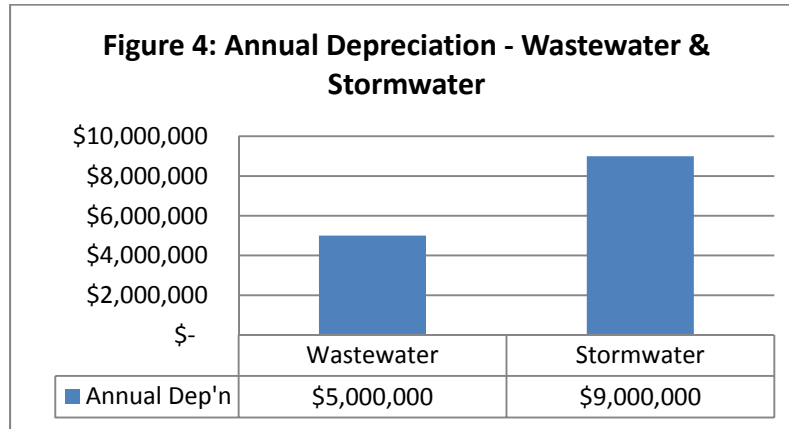
The City of Vaughan has invested \$420 million (replacement value, Corporate Asset Management Strategy, 2014) into its water infrastructure. The water infrastructure is depreciating by \$5.3 million per year. To cover the annual depreciation, the City needs to add at least \$5.3 million to the water reserves. The 2016 budget will be adding \$7.0 million to the reserves in 2016. This will not only cover the annual depreciation but start to address future capital needs.

To meet the requirements of the Safe Drinking Water Act, the rate increase of approximately 12% and 9% in 2017 and 2018 respectively, will provide \$9.6 million and \$11.8 million to the reserves.

9.3.4.2 Wastewater

The City of Vaughan has invested \$553 million (replacement value, Corporate Asset Management Strategy, 2014) into its wastewater infrastructure. The wastewater infrastructure is depreciating by \$14.0 million per year. To cover the annual depreciation, we need to add at least \$14.0 million to the wastewater reserves. The 2016 budget will be adding \$9.2 million to the reserves in 2016. This will not cover the annual depreciation for 2016. As can be seen in Figure 2 and 4, the majority of the depreciation is from stormwater. A stormwater rate study will be presented to Council in 2016 to address this issue.

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To meet the requirements of the Sustainable Water and Sewage Systems Act, the planned rate increases must continue in order to move the City into a position of being able to exceed its annual depreciation expense in order to build its reserves to meet future infrastructure needs. In summary, the planned 2016 water reserve contribution will exceed annual water depreciation value. The wastewater/stormwater reserve contribution will not meet this in 2016, however, the projected contribution rate increases and a fully implemented stormwater rate will ensure annual wastewater and stormwater depreciation is exceeded in future years. Exceeding the annual depreciation charges is vital to ensuring the City meets its long term financial requirements.

10 Department Budgets

The following section, aligned with the new corporate structure, provides an overview of each city department or office, along with a recap of their recent accomplishments and key commitments. A summary of the department's APPROVED 2016 Budget and 2017 – 18 Plan is presented with details of how the department's operating budget is allocated by expenditure type. For departments and offices that have open and/or 2016-2018 capital projects, a summary of their capital plan is provided.

In addition, the impact of department and staff movements has been incorporated in the budget figures shown. However, it should be noted that the changes have been made based on initial assessments. Work is ongoing to finalize and fully implement the updated corporate structure as well as a review of the alignment of department and office key commitments and capital projects to the Term of Council Service Excellence Strategy Map. Therefore further refinements to budget allocations may be required. Any re-allocation of department or office budgets based on final assessments should be completed in 2016 and the revised budgets will be reported as part of the city's quarterly reporting process. Any re-allocations will not have an impact to the city's overall net budget.

10.1 City Council

10.1.1 Department Overview

The mandate of City Council is to ensure the governance of the city, while committing and dedicating to the task of city building. City Council also promotes the city, as a city of choice, through cultural and economic growth and innovation.

City Council is comprised of:

- Mayor – elected at large by the residents, is the head of Vaughan Council and represents the city at Regional Council meetings.
- 3 Regional Councillors – elected to represent the city at both Local and Regional Council meetings. The Regional Councillor with the most votes is named Deputy Mayor.
- 5 Local Councillors – the city is comprised of five Wards; each Ward elects a member of Council to represent their interests at City Council meetings.

Council governs the city through public council meetings where decisions that have a direct impact on residents are made. These decisions may have an impact on property taxes, service levels and the variety of services provided. Council is the decision-making body responsible for the administration of the City of Vaughan and is responsible for turning community needs into municipal services including fire, community centres, parks, libraries and roads maintenance. This is accomplished through Council meetings, Standing Committees and Advisory Committees that are all open to the public. Members of Council encourage residents to participate in these meetings and provide their input into the decision-making process.

Members of Council, through their office budget, also host community events and distribute newsletters to the residents to encourage community engagement and promote the city's accomplishments.

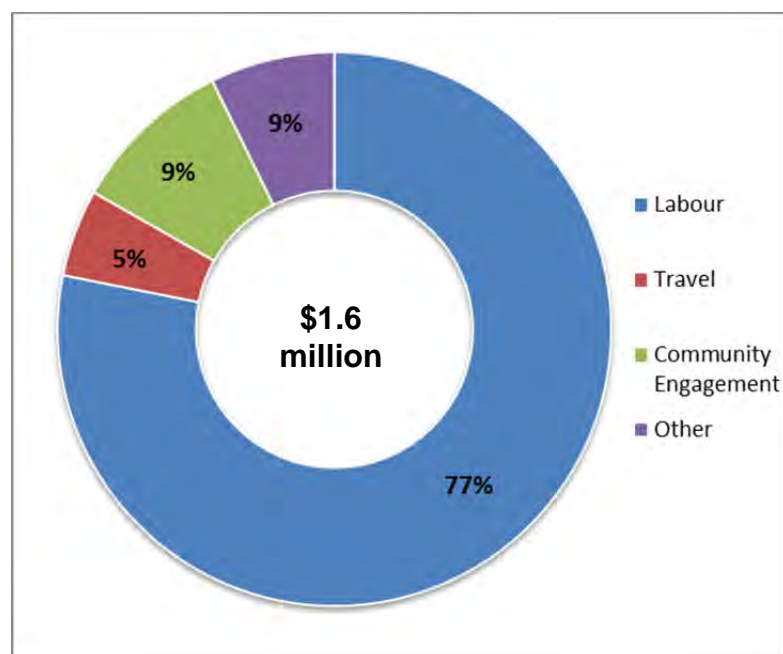
10.1.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	1.2	1.2	1.2
Travel	0.1	0.1	0.1
Community Engagement	0.2	0.2	0.2
Other	0.1	0.1	0.2
Total	1.6	1.6	1.7
Net Operating Budget	1.6	1.6	1.7

APPROVED 2016 Budget 2017-18 Plan

10.1.3 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.0	0.0%
Taxation	1.6	100.0%
Total	1.6	100.0%

Budget Change: The Council budgets are calculated based on a methodology and formula which incorporates current population and business counts to determine Council's discretionary budgets. The change to 2016 based on benefits increases and population changes is \$60,000.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		1.6	1.6	1.6
Status Quo		0.0	0.0	0.1
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	1.6	1.6	1.6	1.7

Full Time Equivalents (FTE's)*	15.2	15.2	15.2	15.2
Council FTE	9.0	9.0	9.0	9.0
Support Staff FTE	6.2	6.2	6.2	6.2

*The above listed are the FTE's included in Council Office budgets. This excludes 10 FTE's for Executive and Administrative Assistants that directly support Members of Council. The budget for these positions resides within the Office of the City Clerk.

10.2 Integrity Commissioner

10.2.1 Department Overview

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 behavior 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.

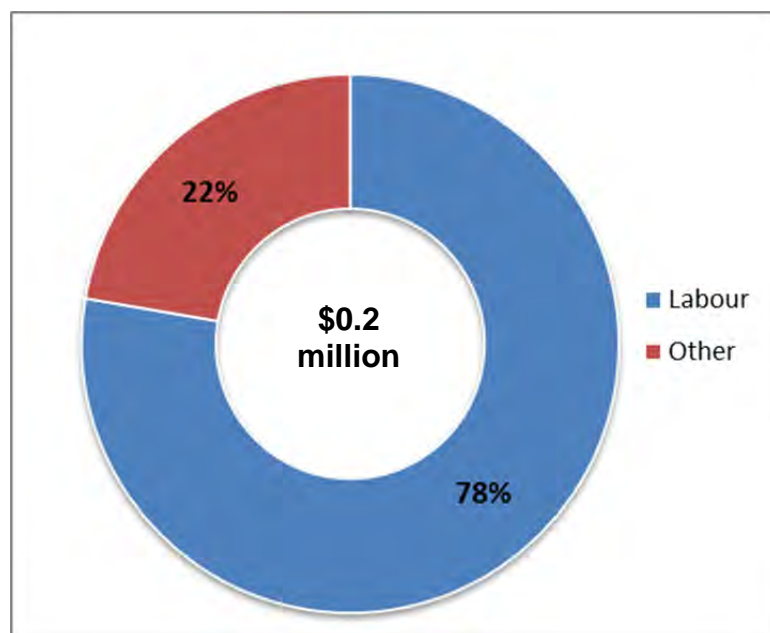
10.2.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.2	0.2	0.2
Other	0.0	0.0	0.0
Total	0.2	0.2	0.2
Net Operating Budget	0.2	0.2	0.2

APPROVED 2016 Budget 2017-18 Plan

10.2.3 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.0	0.0%
Taxation	0.2	100.0%
Total	0.2	100.0%

Budget Change: The Integrity Commissioner budget is based on a contractual agreement with the City. In 2016 the Integrity Commissioner has incorporated savings of \$4,700 in the budget.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.2	0.2	0.2
Status Quo		0.0	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	0.2	0.2	0.2	0.2

Full Time Equivalents (FTE's)	1.2	1.2	1.2	1.2
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10.3 Internal Audit

10.3.1 Department Overview

The Internal Audit Department provides independent, objective assurance and advisory services 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.

10.3.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.4	0.5	0.5
Professional Fees	0.1	0.1	0.0
Development and Training	0.0	0.0	0.0
Other	0.0	0.0	0.0
Total	0.5	0.6	0.6
Net Operating Budget	0.5	0.6	0.6

10.3.3 Recent Accomplishments

- Developed and led an internal City-wide survey that identified opportunities to improve governance and accountability across the City
- Used data analytical tools in the examination of the City's financial transactions that increased audit project efficiency and helped identify improvements in controls to further safeguard City assets
- Implemented an Anonymous Reporting System that provides the opportunity for all City staff to confidentially communicate issues that could represent harm to the City

10.3.4 Key Commitments

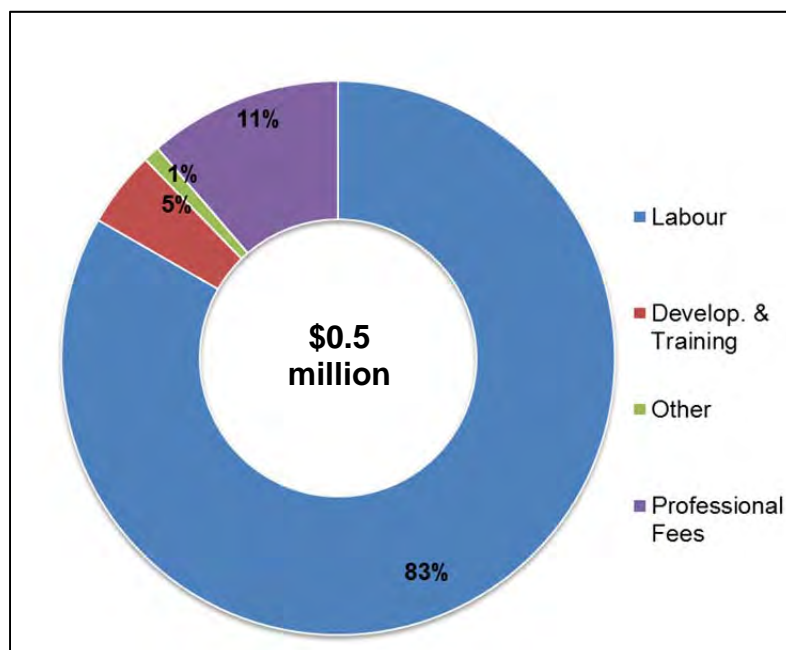
- Develop a process for assessing ethics and other "soft" controls in each audit engagement
- Continue to conduct audits that provide assurance that key risks are effectively mitigated and key controls function as intended, protecting the financial sustainability of the organization

APPROVED 2016 Budget 2017-18 Plan

- Support a culture of continuous learning by continuing to use the competency framework to assess staff development needs to ensure the department has the necessary skills to remain relevant.

10.3.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.5	100%
Total	0.5	100%

Budget Change: The APPROVED 2016 budget reflects a reduction in salary costs that represents the impact from the anticipated retirement of the Director and subsequent replacement of that position at a lower point in the salary range.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.6	0.5	0.6
Status Quo		-0.1	0.1	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	0.6	0.5	0.6	0.6

Full Time Equivalents (FTE's)	3.0	3.0	3.0	3.0
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APPROVED 2016 Budget 2017-18 Plan

10.4 Office of the City Manager

10.4.1 Office Overview

The Office of the City Manager ensures the decisions and policy direction of Vaughan Council are effectively implemented in support of the city's progressive vision of building "a city of choice" that promotes diversity, innovation and opportunities for all citizens.

10.4.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.9	1.0	1.0
Contingency	0.3	-	-
Other	0.1	0.1	0.1
Total	1.3	1.0	1.1
Net Operating Budget	1.3	1.0	1.1

Capital Plan	0.9	0.9	-
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10.4.3 Recent Accomplishments

- Developed Service Excellence Strategy Map to align priorities, people, processes and technology to deliver term of council priorities through service excellence
- Implemented an organizational structure re-alignment to drive accountability against the delivery of Council's priorities and service excellence strategic initiatives

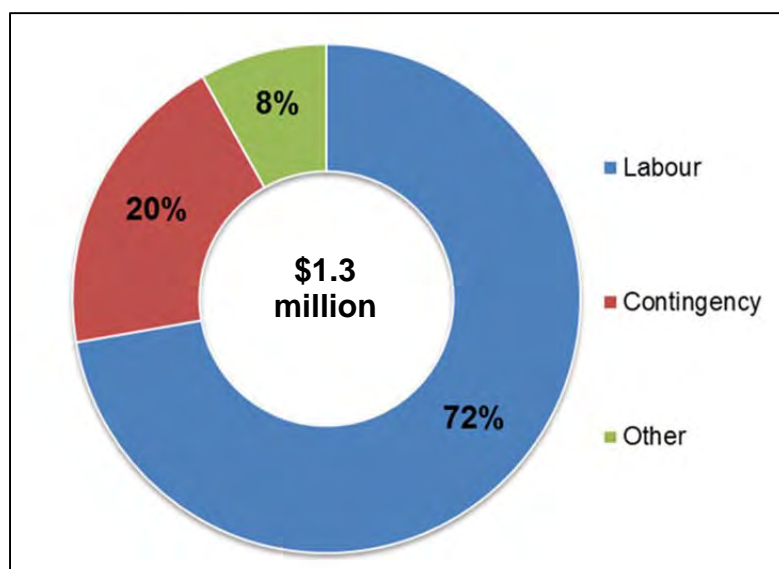
10.4.4 Key Commitments

- Implement a project management framework that will help monitor and measure progress against the priorities and initiatives in the Service Excellence Strategy Map
- Launch periodic staff town halls to enhance internal communication and drive staff commitment towards service excellence

APPROVED 2016 Budget 2017-18 Plan

10.4.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.3	100%
Total	1.3	100%

Budget Change: The increase in the APPROVED 2016 operating budget is mainly due to the addition of one-time funding for contingency and the hiring of four project managers to support delivery of open and planned capital projects that are aligned with the Term of Council Priorities.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.7	1.3	1.0
Status Quo		-0.1	0.0	0.0
Growth		0.0	0.0	0.0
New		0.7	-0.3	0.0
Net Operating Budget	0.7	1.3	1.0	1.1

Full Time Equivalents (FTE's)	2.0	6.0	6.0	6.0
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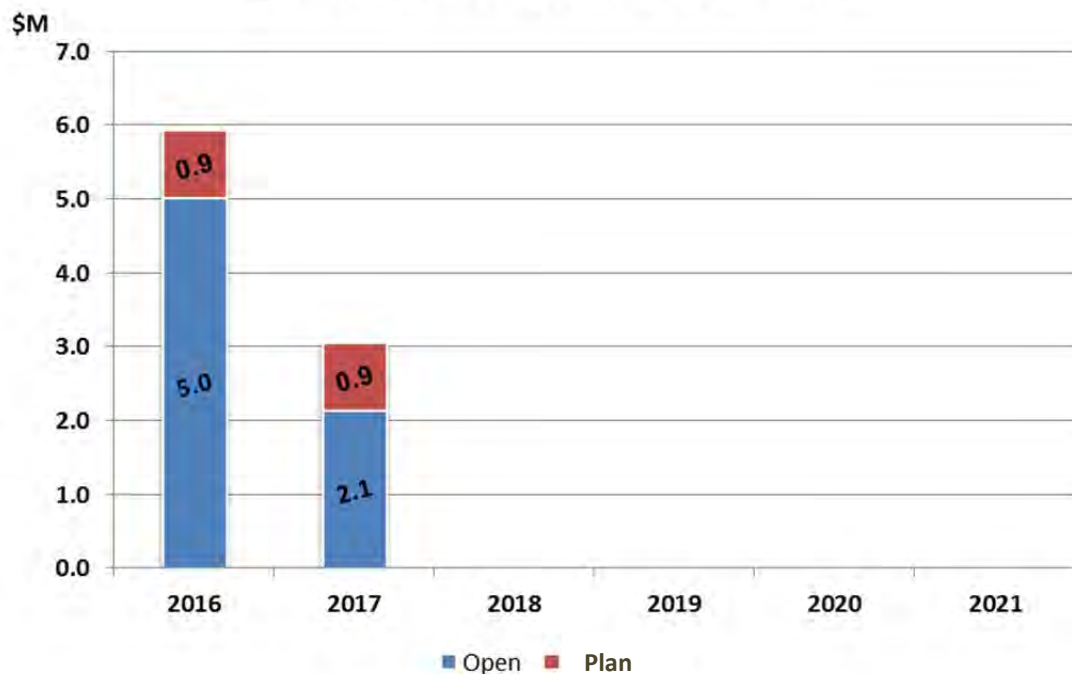
New Requests: Two new resource requests have been submitted for 2016. A request for \$0.25 million in one-time funding is to support the Service Excellence Strategic Initiatives in 2016. A second request for \$0.5 million is for the addition of four project managers to support delivery of over 594 open and planned capital projects. The two new resource requests have been incorporated in the APPROVED 2016 budget and 2017-18 plan.

APPROVED 2016 Budget 2017-18 Plan

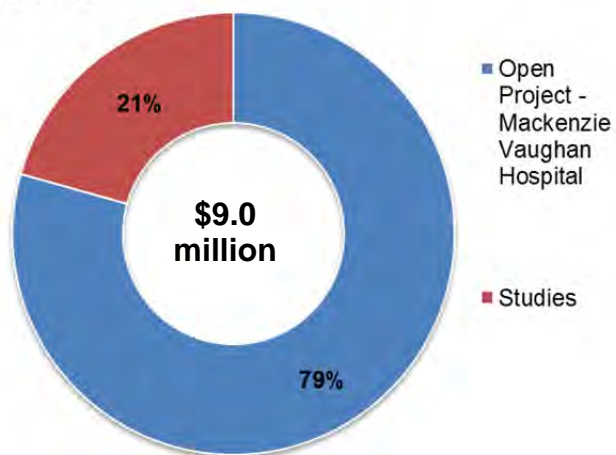
Index Number	New Requests (\$M)	(FTE's)	2016	2017	2018
020-01-16	Four Project Managers	4.0	0.5		
020-02-16	Service Excellence Strategic Initiatives		0.3		
	Total	4.0	0.7	0.0	0.0

10.4.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



Capital Projects \$M	
Open	7.1
Plan	1.9
Total	9.0

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Support the development of the hospital	7.1	0.0	0.0	0.0
Continue to advance a culture of excellence in governance	0.0	0.9	0.9	0.0
Grand Total	7.1	0.9	0.9	0.0

A capital project spanning two years, totalling \$1.8 million and funded from taxation, is in the capital plan to support the implementation of six service excellence initiatives. These were identified in the Service Excellence Strategy Map and are expected to help the city achieve efficiencies of \$0.5 million in 2017 and \$1.2 million in 2018. The scope of this project, that will enhance Citizen Experience, Operational Performance and Staff Engagement, is currently under development.

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.9	0.9	0.0	1.9
Grand Total	0.9	0.9	0.0	1.9

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
CM-2526-16 - Service Excellence Strategic Initiatives	0.9	0.9	0.0
Total	0.9	0.9	0.0

10.5 Community Services Portfolio

10.5.1 Portfolio Overview

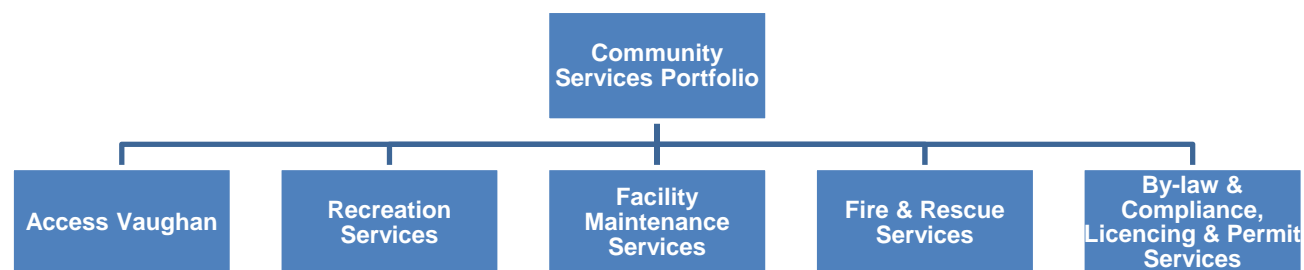
The Community Services portfolio delivers a comprehensive collection of front-line services to the citizens of the City of Vaughan with a focus on community safety, well-being, and engagement. Through its multiple service areas which consist of Fire and Rescue Services, Recreation Services, Facility Maintenance Services, By-Law & Compliance and Licencing and Permit Services and Access Vaughan, the portfolio departments work collectively to provide excellence in community and customer services.

Vaughan Fire and Rescue Services provide emergency response and public fire safety education that help ensure the safety and well-being of residents. By-Law & Compliance and Licencing and Permit Services ensure that residents understand and respect city by-laws that are aimed at protecting resident property and supporting the safety of the community.

Recreation Services deliver a wide range of programming and services through the city's 10 Community Centres that help promote and encourage residents of all ages to get active. Facility Maintenance Services play an integral role to maintain the city's community infrastructure in a good state of repair.

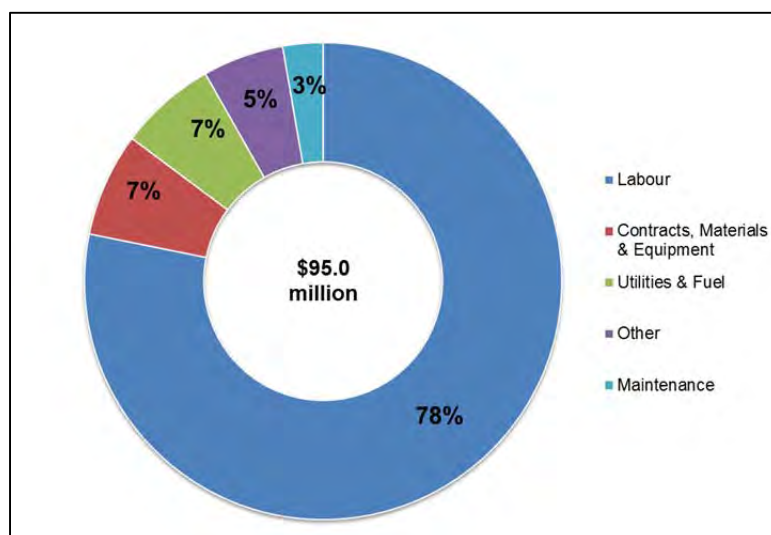
Access Vaughan is the contact centre for the City of Vaughan, offering patrons access to information and assistance through the call centre and via face-to-face assistance at the Information Desk located at City Hall.

Organizational Structure



APPROVED 2016 Budget 2017-18 Plan

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	18.8	19.8%
Licenses, Permits, Fines	3.5	3.7%
Transit fares	2.0	2.1%
Contracts	0.2	0.3%
Taxation	70.4	74.1%
Total	95.0	100.0%

2016 – 2018 Capital Project List:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to cultivate an environmentally sustainable city	0.8	2.9	0.0	0.0
Continue to ensure the safety and well-being of citizens	5.3	5.2	0.1	1.3
Invest, renew and manage infrastructure and assets	5.2	7.5	6.0	5.6
Support and promote arts, culture, heritage and sports in the community	5.2	1.2	35.0	0.0
Grand Total	16.5	16.8	41.2	6.9

APPROVED 2016 Budget 2017-18 Plan

10.5.2 Access Vaughan

10.5.2.1 Department Overview

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.

10.5.2.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	1.1	1.1	1.1
Other	0.0	0.1	0.1
Total	1.1	1.2	1.2
Net Operating Budget	1.1	1.2	1.2

Capital Plan	-	0.1	-
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10.5.2.3 Recent Accomplishments

- Launched enhanced call handling for Animal Services inquiries
- Launched enhanced call and email handling for Solid Waste with a 17% improvement for first call resolution from 2014-2015
- More than 14,000 calls answered monthly with over 60% of calls resolved without need to transfer to another department

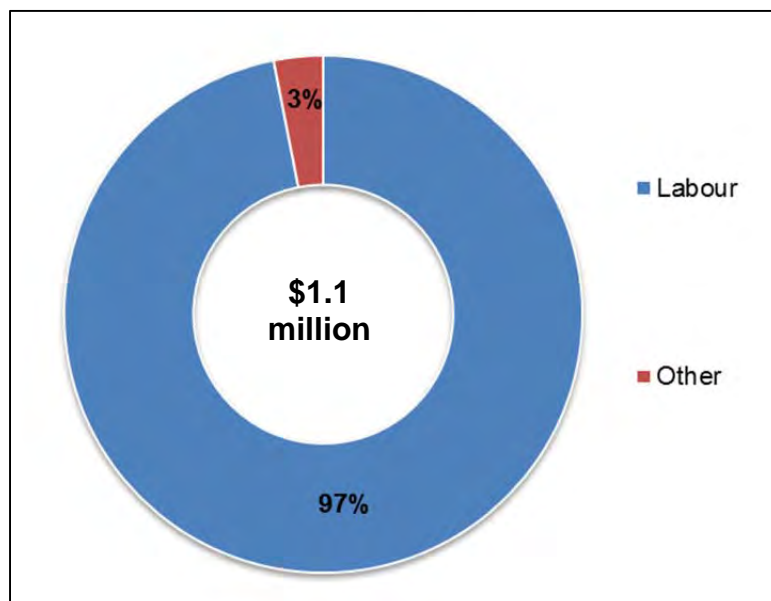
10.5.2.4 Key Commitments

- Deliver excellent customer service when providing information about city services to residents in a timely and effective manner
- Integrate Access Vaughan services across more city departments to deliver more comprehensive inquiry response for citizens
- Generate business efficiencies for the organization through the integration of Access Vaughan services across departments

APPROVED 2016 Budget 2017-18 Plan

10.5.2.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.1	100%
Total	1.1	100%

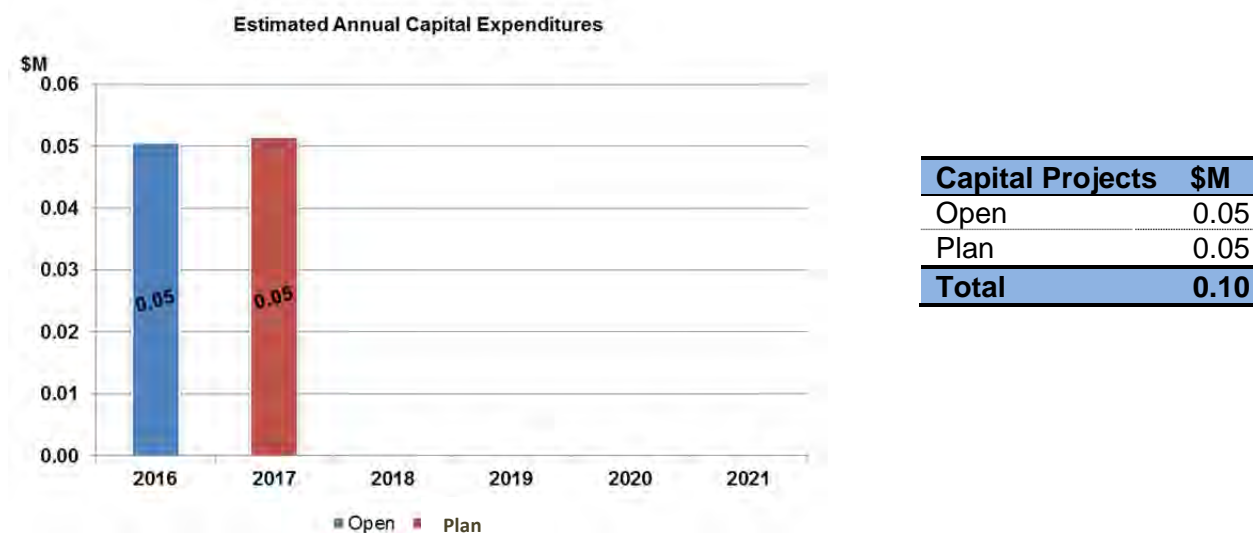
Budget Change: The projected year over year increases in the operating budget are due to increased labour costs from salary progressions. In 2016, the labour increase is offset by savings achieved in community advertising expenditures.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		1.2	1.1	1.2
Status Quo		0.0	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	1.2	1.1	1.2	1.2

Full Time Equivalents (FTE's)	2015	2016	2017	2018
	13.2	13.2	13.2	13.2

APPROVED 2016 Budget 2017-18 Plan

10.5.2.6 Capital Summary



The capital plan includes one project currently underway to integrate Access Vaughan systems across more departments. As Access Vaughan continues to expand its services to support more departments, a capital project is planned for 2017 to improve space configuration in order to accommodate additional resources.

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	0.05	0.00	0.05	0.00
Grand Total	0.05	0.00	0.05	0.00

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.00	0.05	0.00	0.05
Grand Total	0.00	0.05	0.00	0.05

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
AV-9543-17 - AV Space Configuration	0.00	0.05	0.00
Total	0.00	0.05	0.00

APPROVED 2016 Budget 2017-18 Plan

10.5.3 Recreation Services

10.5.3.1 Department Overview

Recreation Services is committed to providing quality recreation activities, community space, and events in an accessible, equitable and efficient manner. Through the city's 10 community centres that include 7 fitness facilities and 10 skating rinks, the department strives to provide a variety of basic, value-added, and premium recreational programs that promote health, wellness and active living for all ages. In 2014, Recreation Services processed over 61,000 program registrations, 105,000 facility bookings, sold over 21,000 fitness memberships and offered over 9,100 registered courses.

10.5.3.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	17.4	17.7	18.0
Transit Fares	2.0	2.0	2.1
Total	19.4	19.7	20.0
Expenditures			
Labour	15.0	15.1	15.2
Transit Tickets	2.0	2.0	2.0
Sports Village Ice-Time	1.3	1.3	1.3
Service Contracts	0.7	0.7	0.7
Printing & Supplies	0.3	0.3	0.3
Other	0.8	0.8	0.9
Total	20.1	20.2	20.3
Net Operating Budget	0.7	0.5	0.3

This APPROVED budget includes preliminary allocations as a result of the corporate realignment. Final reallocations will be determined and presented to Council in 2016. The reallocations are administrative in nature and will not affect the tax levy.

Capital Plan	4.9	36.0	1.6
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10.5.3.3 Recent Accomplishments

- Completed the Thornhill Outdoor Pool renovation and the Father Ermanno Bulfon Community Centre expansion
- Consistent achievement of high customer satisfaction rates of 97-99% for program and staff

10.5.3.4 Key Commitments

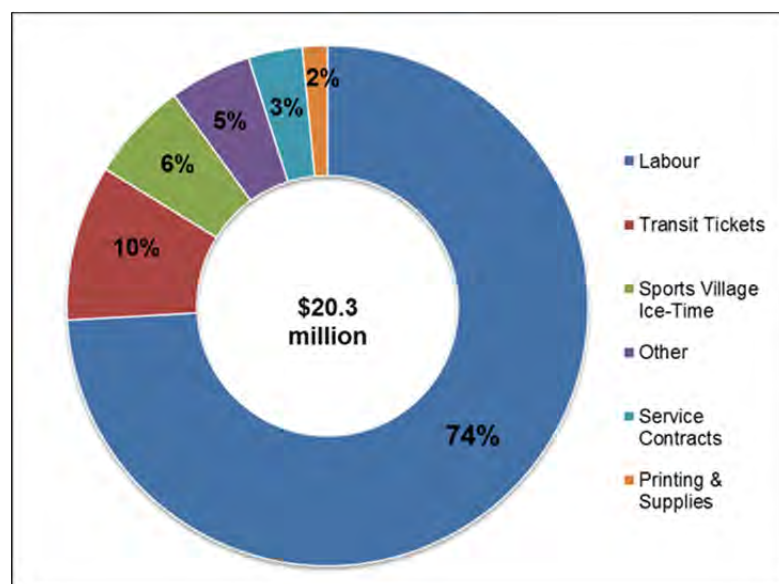
- Continue regular replacement of fitness centre equipment to provide customers with reliable, well-maintained equipment to use
- Explore public/private partnership opportunities in the VMC
- Explore options to incorporate a tribute to Pierre Berton at the Kleinburg United Church site

APPROVED 2016 Budget 2017-18 Plan

- \$38.7 million identified in the Capital Plan for the design and construction of the Carrville Community Centre.
- Complete a Recreation and Culture Customer Service Review and Plan to develop a framework of delivering excellence in customer service
- Co-partner in the Active Together Master Plan review update

10.5.3.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	17.4	86.0%
Transit fares	2.0	9.8%
Taxation	0.8	4.2%
Total	20.3	100.0%

Budget Change: The change from 2015 to 2016 is largely related to the elimination of two vacant positions and programming efficiencies that was slightly offset by annual salary increases.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		1.3	0.8	0.7
Status Quo		-0.4	-0.2	-0.2
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	1.3	0.8	0.7	0.5

Full Time Equivalents (FTE's)	82.0	80.0	80.0	80.0
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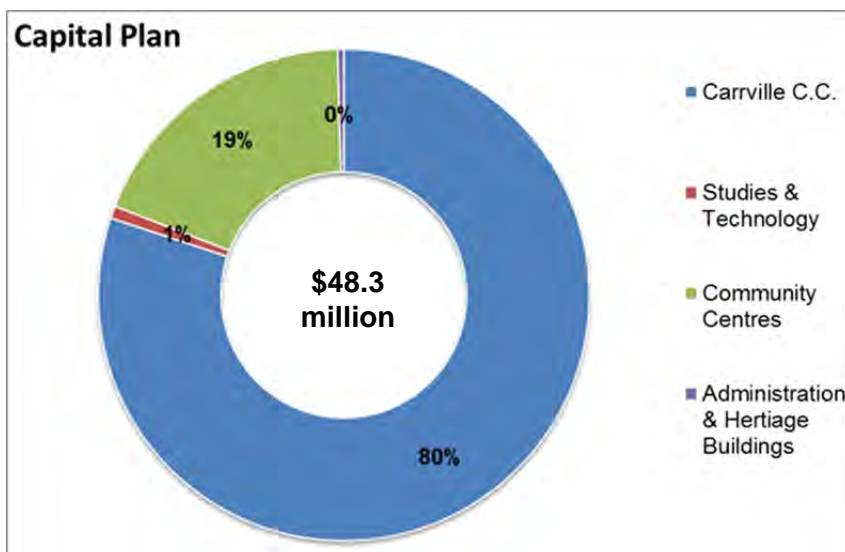
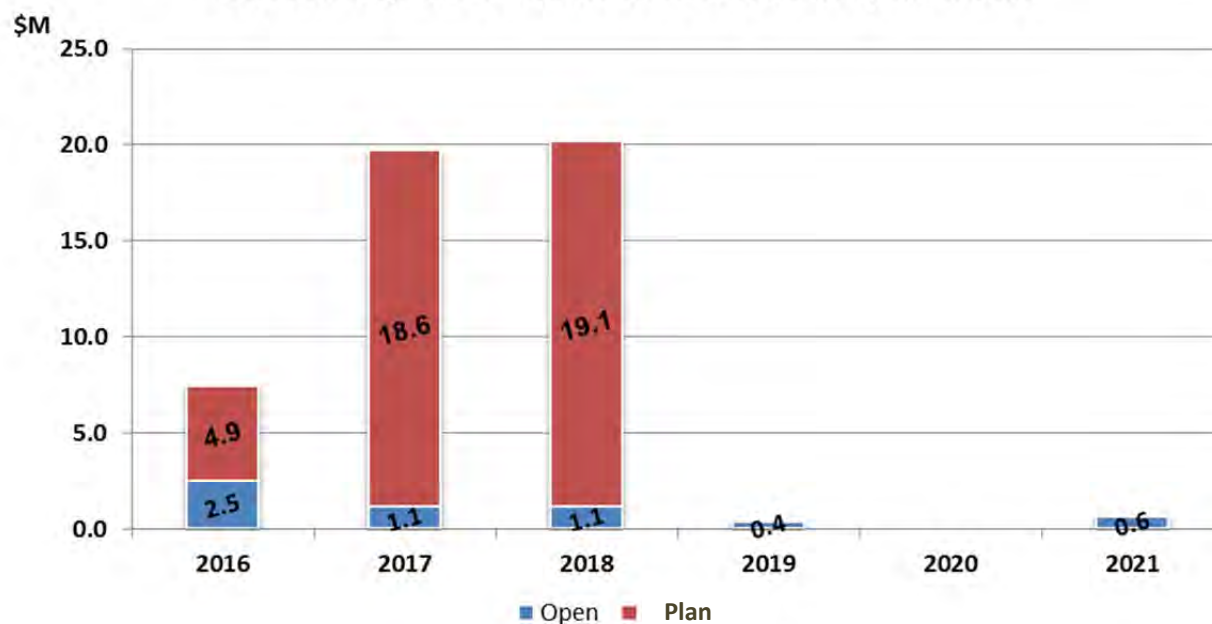
Vaughan celebrates 25th anniversary

In 2016, the City of Vaughan will celebrate its 25th anniversary. Events are being planned to bring the community together to mark this important milestone.

APPROVED 2016 Budget 2017-18 Plan

10.5.3.6 Capital Summary

Capital Projects - Estimated Cash Flow Requirements



Capital Projects \$M	
Open	5.8
Plan	42.5
Total	48.3

Total capital plan includes \$46.6 million in capital projects that will be managed and reported on by the Infrastructure Delivery department.

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to cultivate an environmentally sustainable city	0.0	2.8	0.0	0.0
Continue to ensure the safety and well-being of citizens	0.0	0.0	0.0	0.0
Invest, renew and manage infrastructure and assets	0.8	1.9	1.1	1.6
Support and promote arts, culture, heritage and sports in the community	5.0	0.1	34.9	0.0
Grand Total	5.8	4.9	36.0	1.6

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.2	4.6	1.1	6.0
City Wide Development Charges	0.0	30.8	0.0	30.8
Infrastructure Reserves	4.4	0.5	0.5	5.5
Other	0.3	0.0	0.0	0.3
Grand Total	4.9	36.0	1.6	42.5

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BF-8094-18 - Al Palladini Community Centre Pool Change Rooms Redesign and Add Youth Room	0.0	0.0	1.1
BF-8378-15 - Carrville Community Centre and District Park	0.0	34.9	0.0
BF-8471-16 - Merino Centennial Centre - Parking Lot Expansion	0.1	0.0	0.0
BF-8476-15 - Building upgrades to meet AODA Requirements	0.3	0.3	0.3
BF-8482-16 - Vellore Village C.C. - Renovations	0.5	0.0	0.0
BF-8483-17 - Maple C.C. - Renovations	0.0	0.4	0.0
BF-8485-16 - Dufferin Clark C.C. - Renovations	0.4	0.0	0.0
BF-8509-16 - Roof Replacement for PowerStream Solar Panel Program	2.8	0.0	0.0
RE-9503-13 - Fitness Centre Equipment Replacement	0.2	0.2	0.2
RE-9527-17 - Events Strategy	0.0	0.1	0.0
RE-9528-16 - Aquatic Safety Audit	0.0	0.0	0.0
RE-9529-16 - City Playhouse Theatre Lobby Carpet Replacement	0.1	0.0	0.0
RE-9530-16 - Recreation and Culture Service Plan	0.1	0.0	0.0
RE-9531-16 - Recreation and Culture Customer Service Review and Plan	0.0	0.0	0.0
RE-9532-16 - City Playhouse Theatre Programs Review	0.0	0.0	0.0
RE-9533-16 - CLASS System Upgrade	0.0	0.2	0.0
BF-8517-16 - Al Palladini CC-Parking & Drive Way Retrofit	0.4	0.0	0.0
Total	4.9	36.0	1.6

APPROVED 2016 Budget 2017-18 Plan

10.5.4 Facility Maintenance Services

10.5.4.1 Department Overview

The Facility Maintenance Services department is responsible for maintaining the city's Administrative Buildings, Community Centres, Fire Stations, Libraries, Heritage Buildings and various other city owned Buildings. In addition, the department provides office accommodations in city buildings and security for employees, residents and users.

10.5.4.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.3	0.3	0.3
Total	0.3	0.3	0.3
Expenditures			
Labour	9.0	9.1	9.1
Utilities	5.9	6.3	6.6
Service Contracts	3.4	3.4	3.4
Maintenance	2.1	2.1	2.1
Other	0.8	0.8	0.8
Total	21.2	21.6	22.0
Net Operating Budget	20.9	21.3	21.7

Capital Plan	2.9	1.3	0.5
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This APPROVED budget includes preliminary allocations as a result of the corporate realignment. Final reallocations will be determined and presented to Council in 2016. The reallocations are administrative in nature and will not affect the tax levy.

10.5.4.3 Recent Accomplishments

- Replacement and upgrading of refrigeration components in the ice making plants of the arenas at Garnet Williams Community Centre and Woodbridge Pool & Memorial Arena.
- Completed extensive renovations to the Thornhill Outdoor Pool and repairs to various parking lots at the community centres.
- Lighting retrofits completed and underway at various facilities to upgrade existing inefficient lighting to energy efficient LED.

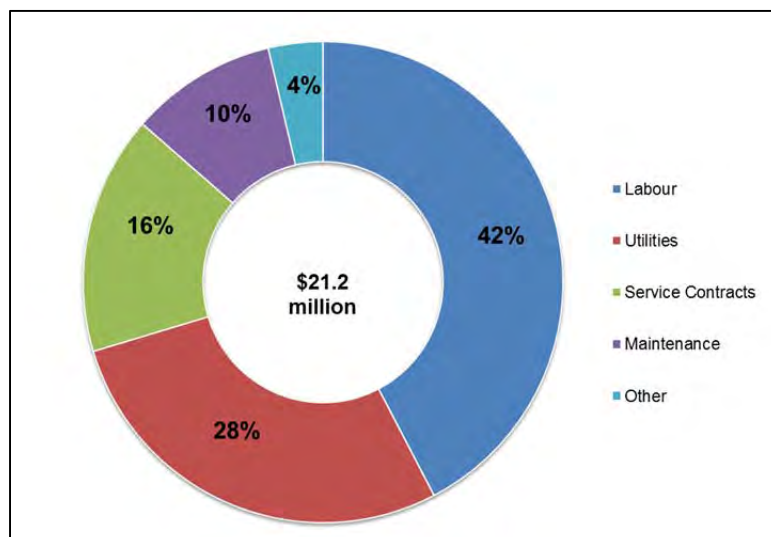
10.5.4.4 Key Commitments

- Carry-out timely repairs and maintenance of facilities to extend maximum useful life of infrastructure.
- Identified \$0.8 million in capital projects for energy saving initiatives for LED light replacements.

APPROVED 2016 Budget 2017-18 Plan

10.5.4.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.3	1.4%
Taxation	20.9	98.6%
Total	21.2	100.0%

(\$M)	2016
By Service area	
Community Centres	13.0
Administrative Buildings	5.1
Other Buildings	1.9
Fire Stations	0.5
Parks	0.3
Heritage Homes	0.3
Libraries	-0.0
Total	21.2

Budget Change: The decrease in the operating budget from 2015 to 2016 is largely driven by savings initiatives in the maintenance and repairs budget and by the transfer of FTEs out of the department to Infrastructure Delivery as part of the corporate realignment. The budget increases reflected beyond 2016 are mainly related to increased labour costs from salary progressions.

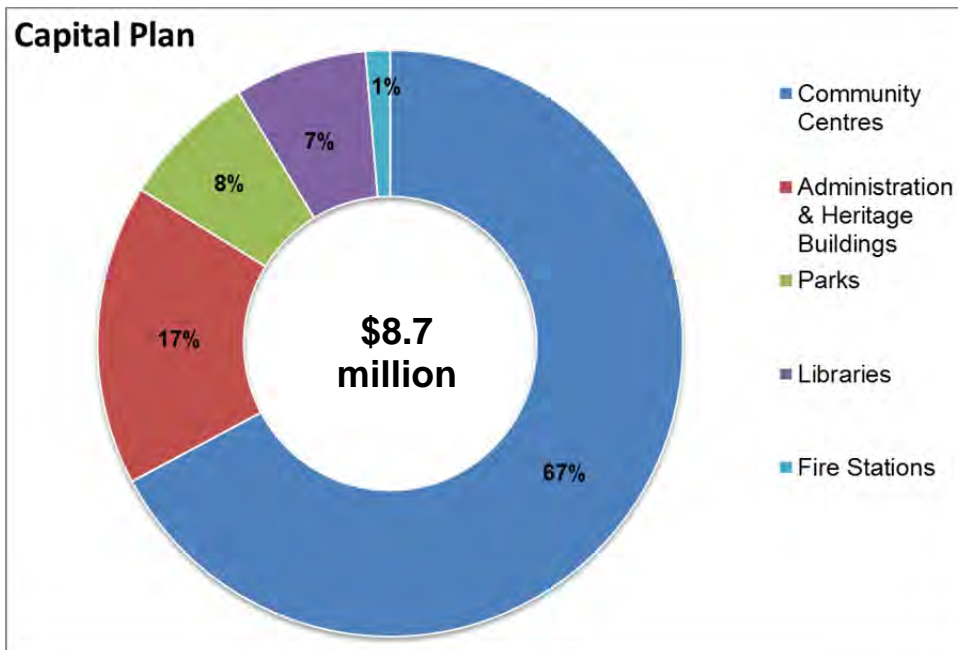
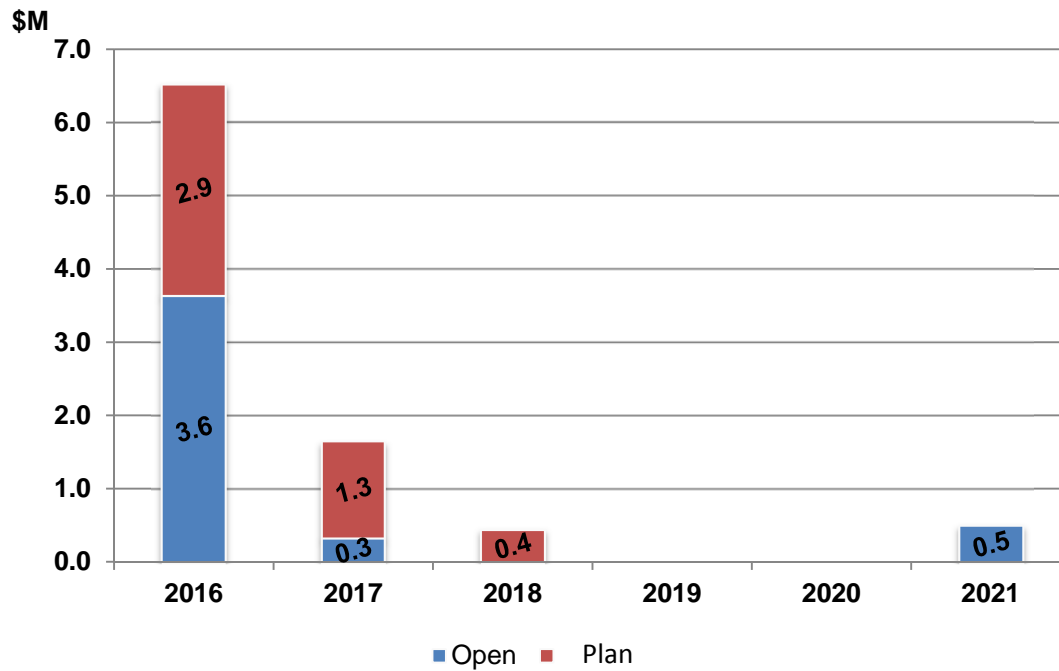
Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		21.8	20.9	21.3
Status Quo		-0.9	0.4	0.4
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	21.8	20.9	21.3	21.7

Full Time Equivalents (FTE's)	113.1	106.4	106.4	106.4
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APPROVED 2016 Budget 2017-18 Plan

10.5.4.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Projects	\$M
Open	4.0
Plan	4.7
Total	8.7

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan with Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	2.9	1.7	1.1	0.3
Continue to ensure the safety and well-being of citizens	0.2	0.1	0.1	0.2
Continue to cultivate an environmentally sustainable city	0.8	0.0	0.0	0.0
Support and promote arts, culture, heritage and sports in the community	0.2	1.1	0.1	0.0
Grand Total	4.0	2.9	1.3	0.5

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.3	0.4	0.5	1.1
Gas Tax	0.1	0.0	0.0	0.1
Infrastructure Reserves	2.2	0.9	0.0	3.1
Other	0.4	0.0	0.0	0.4
Grand Total	2.9	1.3	0.5	4.7

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BF-8271-18 - East District Parks Yard Parking Lot Modifications	0.0	0.0	0.1
BF-8278-16 - Chancellor Community Centre - Gym Locker Replacements	0.0	0.0	0.0
BF-8318-14 - Woodbridge College Park - Electrical Cabinet Replacement	0.0	0.0	0.0
BF-8329-16 - Al Palladini Community Centre Arena Benches Capping	0.1	0.0	0.0
BF-8331-18 - Al Palladini Community Centre Construct a Storage Room	0.0	0.0	0.0
BF-8350-18 - Security Camera Installations Various Parks	0.0	0.0	0.1
BF-8356-14 - Woodbridge College Park - Electrical Cabinet Replacement (Baseball)	0.0	0.0	0.0
BF-8357-16 - Rainbow Creek Park - Electrical Cabinet Replacement	0.0	0.0	0.0
BF-8358-16 - Promenade Park - Electrical Cabinet Replacement	0.0	0.0	0.0
BF-8359-14 - Chancellor District Park - Walkway Lighting Replacement	0.0	0.0	0.0
BF-8376-14 - Giovanni Caboto Park - Walkway Lighting Replacement	0.0	0.0	0.0
BF-8386-14 - Reeves Park - Walkway Lighting Replacement	0.0	0.0	0.0
BF-8399-16 - Maple Community Centre - Outdoor Courtyard Refurbishment	0.1	0.0	0.0
BF-8404-16 - Woodbridge Arena - Replace Arena Boards	0.1	0.0	0.0
BF-8405-17 - Garnet Williams - Renovate Pool Changerooms	0.0	0.2	0.0
BF-8410-17 - Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC	0.0	0.1	0.0
BF-8419-18 - Installation of Wall Matting at 8 Different Recreation Facilities	0.0	0.0	0.1
BF-8420-14 - Al Palladini Community Centre - Arena Dressing Room Showers East and West	0.0	0.0	0.0
BF-8423-17 - Al Palladini Community Centre New Score Clock for East Arena Centre Ice	0.0	0.1	0.0
BF-8431-16 - Michael Cranny House - HVAC Upgrades	0.0	0.0	0.0
BF-8437-18 - Sound Attenuations Partitions in Building Standards and Purchasing Departments	0.0	0.0	0.1

APPROVED 2016 Budget 2017-18 Plan

Project # & Title (\$M)	2016	2017	2018
BF-8474-15 - Dufferin Clark C.C. - Replace roof shingles	0.1	0.0	0.0
BF-8477-16 - CCTV Connection to City's Network (8 out of approx. 25 locations)	0.1	0.1	0.1
BF-8478-16 - Garnet A. Williams C.C. - Building Automation System Replacement	0.1	0.0	0.0
BF-8484-17 - North Thornhill C.C. - Modify gym divider	0.0	0.1	0.0
BF-8486-17 - New Sidewalk from Rutherford Rd south along Pierre Berton Resource Library	0.0	0.1	0.0
BF-8496-16 - Maple Community Center Arena Header Replacement	0.1	0.0	0.0
BF-8501-16 - Father Ermanno Community Centre Outdoor Rink	1.0	0.0	0.0
BF-8503-16 - JOC-Records Centre Climate Control Retrofit	0.1	0.0	0.0
BF-8504-16 - Al Palladini CC-Replace Lock Cylinders	0.0	0.0	0.0
BF-8505-16 - Dufferin Clark CC-Kitchen Renovation	0.0	0.0	0.0
BF-8506-16 - Vellore Village CC-Skate Change Room Flooring Replacement & Painting	0.0	0.0	0.0
BF-8507-16 - Chancellor CC-Change Room Tiling Replacement	0.1	0.0	0.0
BF-8508-16 - Fire Hall 7-6 New Generator	0.1	0.0	0.0
BF-8510-17 - Ansley Grove Library RTU Replacement	0.0	0.0	0.0
BF-8511-17 - Garnet Williams CC-Exterior Concrete removal & replacement	0.0	0.1	0.0
BF-8512-17 - Al Palladini CC-Exterior Concrete Removal & Replacement	0.0	0.1	0.0
BF-8513-17 - Chancellor CC-Exterior Concrete Removal & Replacement	0.0	0.1	0.0
BF-8514-17 - Maple CC-Exterior Concrete Removal & Replacement	0.0	0.1	0.0
BF-8515-17 - Dufferin Clark CC-Exterior Concrete Removal & Replacement	0.0	0.1	0.0
BF-8518-16 - JOC Greenhouse Concrete, Mechanical & Electrical Work	0.1	0.0	0.0
BF-8519-17 - Chancellor CC-Parking & Drive Way Retrofit	0.0	0.4	0.0
BF-8520-16 - Woodbridge Pool & Arena - Pool Liner Replacement	0.4	0.0	0.0
Total	2.9	1.3	0.5

APPROVED 2016 Budget 2017-18 Plan

10.5.5 Fire & Rescue Services

10.5.5.1 Department Overview

Vaughan Fire & Rescue Services mandate is to deliver timely and effective mitigation of emergencies, to ensure fire code compliance and to promote the prevention, mitigation, and preparedness for emergency situations for the citizens of Vaughan.

10.5.5.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	1.0	1.1	1.2
Total	1.0	1.1	1.2
Expenditures			
Labour	42.5	44.6	46.4
General Maintenance, Repairs, Utilities	1.5	1.6	1.6
Communications	0.4	0.4	0.4
Other	0.6	0.6	0.6
Total	45.0	47.2	49.1
Net Operating Budget	44.0	46.1	47.9

Capital Plan	9.0	4.0	4.8
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10.5.5.3 Recent Accomplishments

- Implemented new medical initiatives where all firefighters and trucks carry Epi-Pens to treat allergic reactions.
- Conducted three municipal exercises to train staff in emergency procedures to ensure readiness to respond.
- Vaughan Fire achieved 99% citizen satisfaction rating score in latest Citizen Survey
- Distributed over 36,580 pieces of emergency preparedness literature and trained over 1,300 citizens of all ages in emergency preparedness

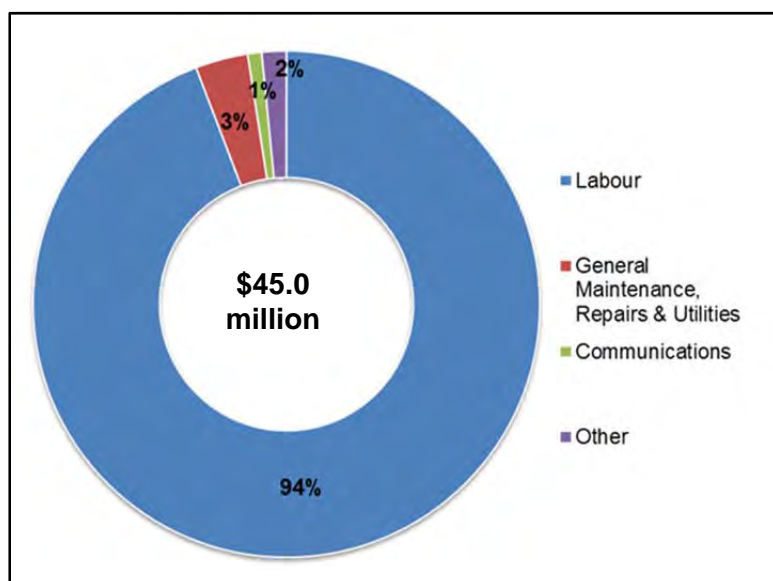
10.5.5.4 Commitments

- Complete relocation of Stn. 7-3 and opening of stations 7-4 to meet service needs driven by community growth
- Continue scheduled replacement of rescue trucks and firefighter equipment to maintain proper lifecycle management and ensure maximum effectiveness of assets
- Plan specialized training for firefighters to prepare for Subway expansion in Vaughan

APPROVED 2016 Budget 2017-18 Plan

10.5.5.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	1.0	2.3%
Taxation	44.0	97.7%
Total	45.0	100.0%

Budget Change: The projected annual increases in the Fire & Rescue Services operating budget are mainly due to labour cost increases as a result of the hiring of 26 firefighters and 4 Captains to staff two new fire stations expected to come in service between 2016 and 2018, and projected salary increases, offset by projected retirements.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		43.2	44.0	46.1
Status Quo		0.3	0.9	0.6
Growth		0.5	1.2	1.2
New		0.0	0.0	0.0
Net Operating Budget	43.2	44.0	46.1	47.9

Full Time Equivalents (FTE's)	323	333	343	353
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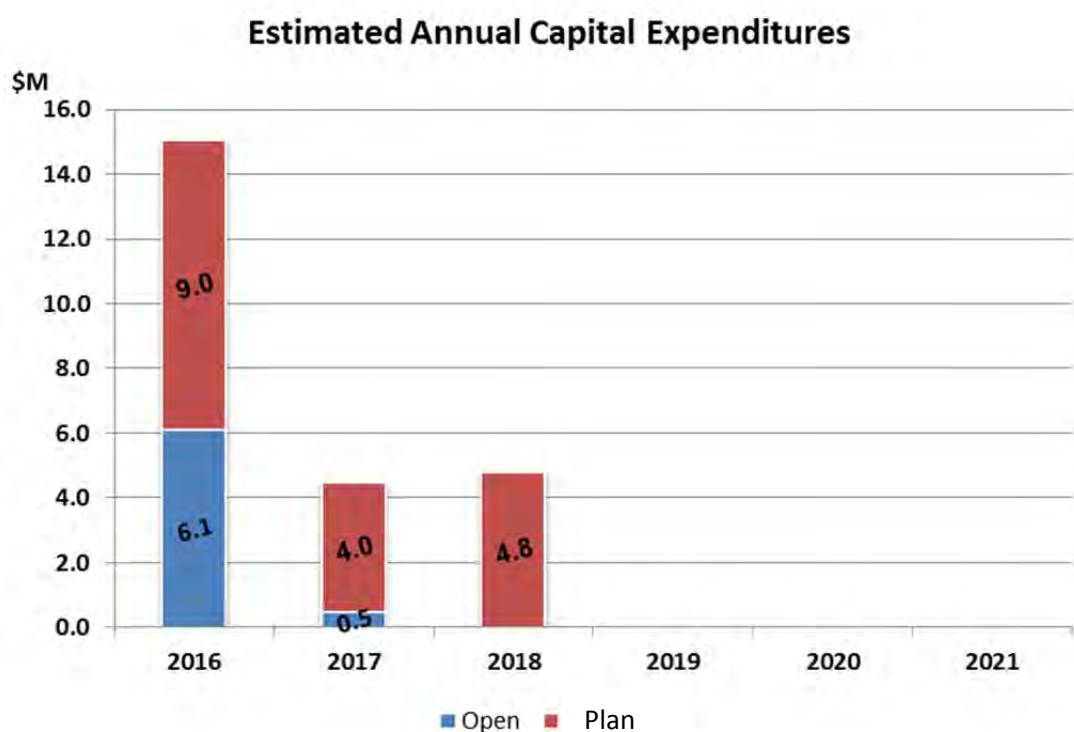
New Requests: New resource requests have been submitted for each of 2016, 2017 and 2018 for Firefighters and Captains for Stn 7-4 and Stn 7-6 as detailed below. All resource requests assume a hiring date of July 1st. These new resource requests have been incorporated in the APPROVED 2016 Budget and 2017-18 Plan.

Index Number	New Requests (\$M)	(FTE's)	2016	2017	2018
100-03-16	10 Firefighters - Stn 74 (1st Contingent) - Gapped Mid-Year	10	0.5	0.5	

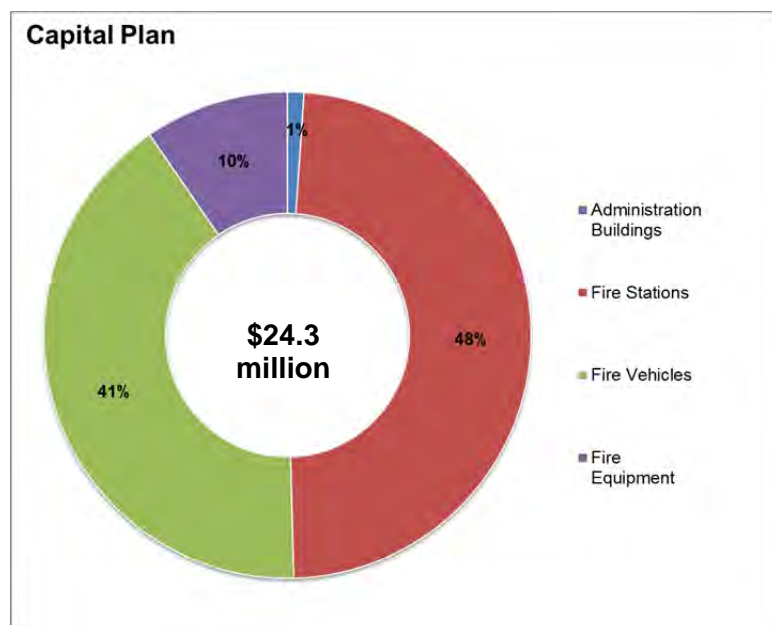
APPROVED 2016 Budget 2017-18 Plan

Index Number	New Requests (\$M)	(FTE's)	2016	2017	2018
100-01-17	6 Firefighters & 4 Captains - Stn 74 2nd Contingent) - Gapped Mid-Year	10		0.7	0.7
100-01-18	10 Firefighters - Stn 76 (1st Contingent) - Gapped Mid-Year	10			0.6
	Total	30	0.5	1.2	1.2

10.5.5.6 Capital Summary



APPROVED 2016 Budget 2017-18 Plan



Capital Projects	\$M
Open	6.6
Plan	17.6
Total	24.3

Total capital plan includes \$10.9M in capital projects that will be managed and reported on by the Infrastructure Delivery department.

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	1.4	3.8	3.8	3.7
Continue to ensure the safety and well-being of citizens	5.2	5.1	0.2	1.1
Continue to cultivate an environmentally sustainable city	0.0	0.1	0.0	0.0
Grand Total	6.6	9.0	4.0	4.8

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Grand Total
City Wide Development Charges	5.1	0.4	2.8	8.2
Infrastructure Reserves	3.0	3.5	1.5	8.0
Capital From Taxation	0.9	0.1	0.5	1.6
Grand Total	9.0	4.0	4.8	17.8

2016 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2016	2017	2018
BF-8481-16 - Fire Station 7-3 - Ex. Fuel Tank Removal	0.1	0.0	0.0
BF-8502-16 - Fire Station Interior Renovation Program	0.1	0.1	0.1
EP-0071-17 - Primary and Alternate Emergency Operations Centres	0.0	0.2	0.0
EP-0084-16 - Communications System for Alternate EOC	0.0	0.0	0.0

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Capital Project Number & Title (\$M)	2016	2017	2018
FR-3508-13 - Breathing Apparatus Replacements	0.0	0.0	0.0
FR-3581-18 - Purchase Land for New Station 7-11	0.0	0.0	1.1
FR-3582-16 - Reposition Stn 74 Kleinburg Build and Design	4.9	0.0	0.0
FR-3586-17 - Replace 7972 Pumper	0.0	0.9	0.0
FR-3587-17 - Replace 7955 Aerial 55 FT	0.0	1.3	0.0
FR-3589-17 - Replace 7981 Training Van	0.0	0.0	0.0
FR-3590-16 - Replace 7988 Training Vehicle	0.0	0.0	0.0
FR-3592-16 - Smeal Aerial 17M(7983) Refurbishment	0.3	0.0	0.0
FR-3593-16 - Replace HAZ MAT 7942	0.9	0.0	0.0
FR-3606-18 - Station 76 Aerial Purchase	0.0	0.0	1.8
FR-3609-18 - Expand Crew Quarters Station 76	0.0	0.0	0.4
FR-3610-16 - Replace Aerial 7968 - Smeal 32m	1.5	0.0	0.0
FR-3611-17 - Replace 7971 Pumper	0.0	0.9	0.0
FR-3612-14 - Fitness Equipment and Furniture Replacement - All Stations/Divisions	0.0	0.0	0.0
FR-3615-17 - Fire Prevention Vehicle Replacement	0.0	0.0	0.0
FR-3616-17 - Fire Prevention Vehicle Replacement	0.0	0.0	0.0
FR-3617-16 - Station #74 Engine Purchase	0.9	0.0	0.0
FR-3618-17 - Station #74 Equipment for Firefighter Purchase	0.0	0.1	0.0
FR-3619-17 - Engine #74 Equipment Purchase	0.0	0.1	0.0
FR-3626-17 - Station #74 Furniture and Equipment	0.0	0.2	0.0
FR-3630-16 - Fire Master Plan - 2016 Update	0.2	0.0	0.0
FR-3631-16 - Fire Rescue Tool Retrofit	0.1	0.1	0.0
FR-3633-16 - Stn 7-2 - Gear Grid	0.0	0.0	0.0
FR-3637-18 - Replace Aerial 17M -7967	0.0	0.0	1.3
Total	9.0	4.0	4.8

APPROVED 2016 Budget 2017-18 Plan

10.5.6 By-Law & Compliance, Licencing & Permit Services

10.5.6.1 Department Overview

By-law & Compliance, Licencing & Permit Services is responsible for encouraging citizen compliance with 45 City of Vaughan By-laws. The department uses an enhanced educational approach to compliance by increasing community/public awareness and improving citizen understanding of the city's by-laws and their purpose.

The department also is responsible for administering licenses and permits and delivering Animal Services for the City of Vaughan and to the Township of King.

10.5.6.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Licenses, Permits & Fines	3.5	3.6	3.6
Contracts	0.2	0.3	0.3
Total	3.8	3.8	3.9
Expenditures			
Labour	6.1	6.2	6.2
Contracts and supplies	0.4	0.4	0.4
Other	0.3	0.3	0.3
Fuel	0.1	0.1	0.1
Total	6.9	6.9	7.0
Net Operating Budget	3.1	3.1	3.1
Capital Plan	0.0	-	-

This APPROVED budget includes preliminary allocations as a result of the corporate realignment. Final reallocations will be determined and presented to Council in 2016. The reallocations are administrative in nature and will not affect the tax levy.

10.5.6.3 Recent Accomplishments

- Enhanced public education and outreach (Safe Schools Initiative, Safe Trails Campaign, Tow Truck Safety, etc.) and respond to calls for service and proactively ensure a visible presence within the community.
- Became the first municipality in the region to license accessible taxi cabs and deliver the related hands-on training.
- Initiated a project to review and modernize all of the city's by-laws (By-Law Strategy).

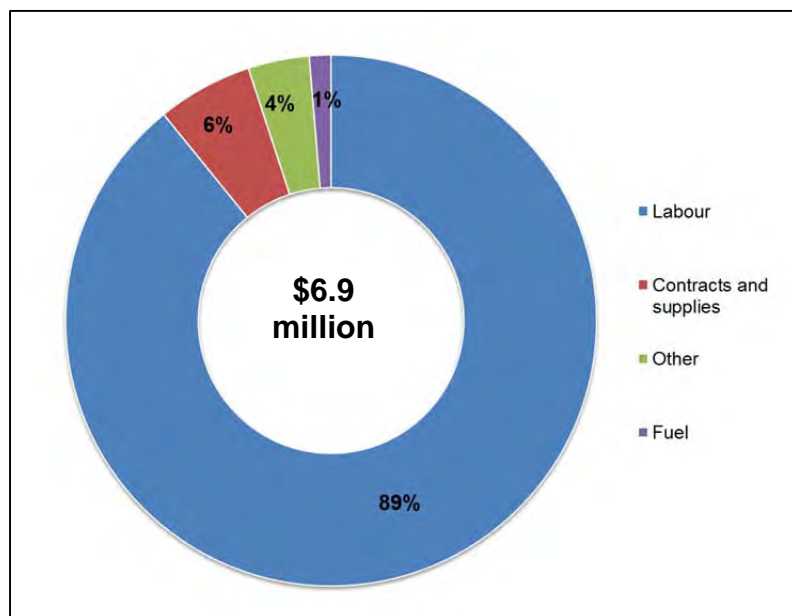
10.5.6.4 Key Commitments

- Further streamline calls through Access Vaughan to improve service delivery
- Identify IT solutions as part of city's Digital Strategy and integrate technology to enhance service delivery
- Complete review and modernization of regulatory By-Laws to improve application, relevance and greater public understanding

APPROVED 2016 Budget 2017-18 Plan

10.5.6.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Licenses, permits, fines	3.5	51%
Contracts	0.2	4%
Taxation	3.1	45%
Total	6.9	100%

Budget Change: The department's APPROVED operating budget for 2016 is flat to 2015 as cost pressures associated mainly with labour cost increases have been offset by increased parking ticket fine amounts. The APPROVED 2016 Budget also includes efficiencies that have resulted in the elimination of 2 vacant positions.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		3.1	3.1	3.1
Status Quo		0.0	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	3.1	3.1	3.1	3.1

Full Time Equivalents (FTE's)	67.7	66.0	66.0	66.0
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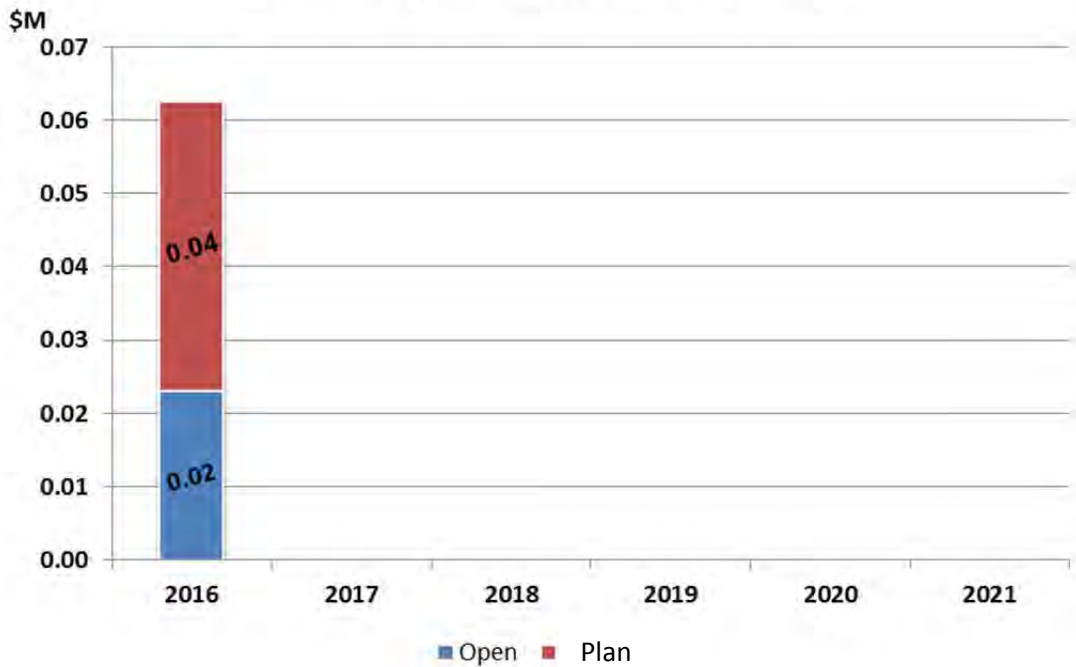
New Requests: For 2016, a new resource request for a full-time Administrative Assistant to the Director has been submitted to provide support on a variety of administrative and department and Council liaison tasks. A currently vacant part-time Council liaison position is to be repurposed to this position resulting in a net FTE impact of 0.3. This request has been incorporated in the APPROVED 2016 budget.

Index Number	New Requests (\$M)	(FTE's)	2016	2017	2018
080-16-01	Administrative Assistant to Director	0.3	0.05		

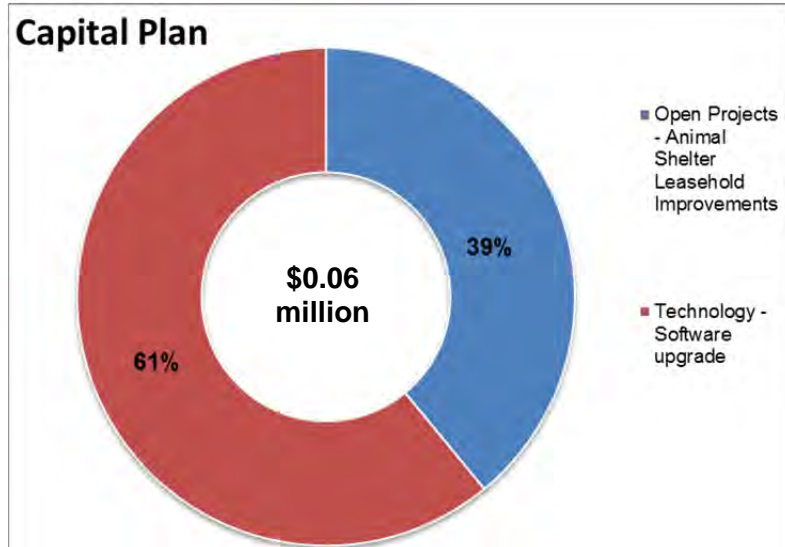
APPROVED 2016 Budget 2017-18 Plan

10.5.6.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



Capital Projects	\$M
Open	0.02
Plan	0.04
Total	0.06

2016 – 2018 Capital Plan including Open Projects: The department's 2 capital projects support the renewal of assets. The open project captures the payments for leasehold improvements to the animal shelter. There is one project for the replacement of enforcement software that has reached the end of its useful life.

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	0.02	0.04	0.00	0.00
Grand Total	0.02	0.04	0.00	0.00

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.04	0.00	0.00	0.04
Grand Total	0.04	0.00	0.00	0.04

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BY-9538-16 - By-Law & Compliance Group Techna System Upgrade	0.04	0.00	0.00
Total	0.04	0.00	0.00

10.6 Planning & Growth Management Portfolio

10.6.1 Portfolio Overview

The Planning & Growth Management Portfolio, working with other departments and levels of government, provides timely support and advice to Council, citizens and stakeholders to achieve more sustainable high quality development, to manage growth, while protecting the public interest. This is accomplished through the input of the Portfolio's multiple service areas such as Development Planning, Development Engineering and Infrastructure Planning, Economic Development & Culture Services, Policy Planning & Environmental Sustainability, Building Standards and Parks Development.

Development Planning helps to manage the growth and physical form of the city through the comprehensive analysis and review of development and heritage applications. The department incorporates input from the public, external agencies, city departments, and other levels of government into the planning process and provides information to the public, with timely reporting to Vaughan Council and provides an urban design function that shapes development in a positive manner, and which includes leading city-initiated streetscape and urban design projects.

The Development Engineering and Infrastructure Planning Department manages and facilitates growth in the city through the long-range planning of the city's municipal infrastructure needs, timely engineering review and approval of development applications, and construction inspection of all new municipal services for residential, industrial and commercial development in the city.

The Economic Development & Culture Services Department is focused on attracting, nurturing and growing the economic activity across the city. To achieve the 10-Year Economic Development Strategy and the related goals, the department's service delivery and priorities is focused on the following core activities: Business Investment Attraction, Business Retention and Growth Support, Foreign Business Development, Small Business/Entrepreneurial Development, and Cultural Place-making Activities.

Policy Planning is responsible for planning for the city's future by engaging in land use planning studies and projects through all applicable processes and to create sustainable and complete communities that will attract and maintain the work force and businesses that reflect the evolving economy. It also develops actionable policy based on best professional practice and all pertinent legislative requirements. The division also provides Council with Planning Act based policy tools to guide the growth and physical development of the city and facilitate citizen input into the planning process.

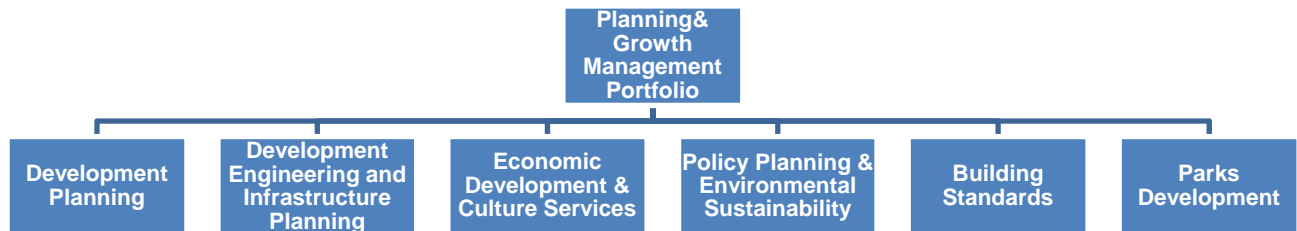
The Environmental Sustainability division is responsible for the implementation of Green Directions Vaughan, and the Community Sustainability and Environmental Master Plan.

APPROVED 2016 Budget 2017-18 Plan

The Building Standards Department ensures the safe and lawful use of lands and buildings through administration of the Building Code Act (BCA), enforcement of the Ontario Building Code (OBC), the consolidated Zoning By-law (ZBL), as well as applicable law. Building Permits and Inspection Services are based on a “Fee for Service” financial model, in-line with legislation (Bill 124). The model accounts for revenues, direct and indirect costs as well as a stabilization reserve fund.

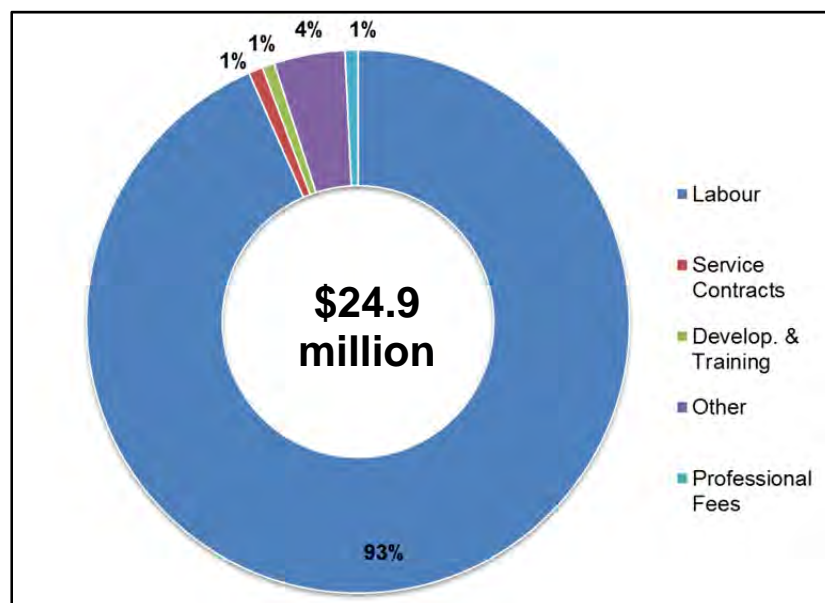
Parks Development has a mandate to acquire, design and construct innovative, functional and safe park and open space systems which enrich the quality of life for residents and visitors, and are accessible for all users.

Organizational Structure



APPROVED 2016 Budget 2017-18 Plan

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	16.5	60.0%
Reserves	8.4	36.1%
Capital	1.0	3.9%
Total	25.9	100.0%

2016 – 2018 Capital Plan Capital Project List:

TERM OF COUNCIL PRIORITIES	Open	2016	2017	2018
Continue to advance a culture of excellence in governance	0.0	0.0	0.0	0.0
Continue to cultivate an environmentally sustainable city	0.2	0.0	0.0	0.0
Continue to develop transit, cycling and pedestrian options to get around the City	9.4	2.0	1.0	1.0
Continue to ensure the safety and well-being of citizens	0.1	0.0	0.0	0.0
Create and manage affordable housing options (secondary suites)	0.0	0.0	0.0	0.0
Facilitate the development of the VMC	13.2	5.8	11.7	18.3
Improve municipal road network	18.7	6.8	1.0	0.0
Invest, renew and manage infrastructure and assets	26.3	7.4	6.3	6.3
Meet Council tax rate targets (no greater than 3%)	0.0	0.0	0.0	0.0
Support and promote arts, culture, heritage and sports in the community	15.3	1.6	9.3	1.6
Support the development of the hospital	1.6	0.0	0.0	0.0
Update the Official Plan and supporting studies	1.5	4.1	1.6	0.5
Total	86.4	27.7	30.8	27.7

APPROVED 2016 Budget 2017-18 Plan

10.6.2 Development Planning

10.6.2.1 Department Overview

The Development Planning Department manages the growth and physical form of the city through the comprehensive analysis and review of development planning and heritage applications submitted by private landowners, facilitates the receipt of input from the public, agencies, city departments, and other levels of government into the planning process and provides information to the public.

10.6.2.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	5.2	5.4	5.5
Capital	0.1	0.1	
Total	5.4	5.5	5.5
Expenditures			
Labour	4.0	4.0	4.1
Develop. & Training	0.0	0.0	0.0
Professional Fees	0.0	0.0	0.0
Other	0.1	0.1	0.1
Total	4.1	4.2	4.2
Net Operating Budget	-1.2	-1.3	-1.3

Capital Plan		0.2	
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10.6.2.3 Recent Accomplishments

- Completed phase 1 of the 3D Environment model for the VMC, including the development of the base model with existing conditions, staff training and software installation
- Multiple presentations and educational workshops on the vision for VMC
- Completed the review and approvals for the Stage 1 Illustrative Design approvals for the Mackenzie Health Hospital and are commencing the review of the Stage 2 final Site Plan approvals
- Administered numerous projects through the Heritage Vaughan Committee process that were coordinated in a timely manner with Development Planning reports to Council
- Converted the city's Zoning By-law map into a GIS environment to enhance usability and sharing of information throughout the corporation and for publishing on the city's website

APPROVED 2016 Budget 2017-18 Plan

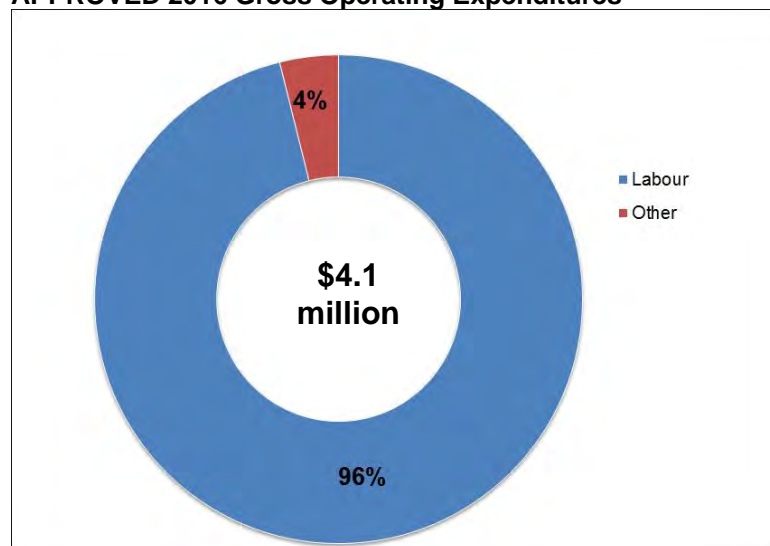
- Employed the Design Review Panel to approve projects designed to increase the standards of development and to encourage design excellence

10.6.2.4 Key Commitments

- Facilitate the design and construction of enhanced streetscapes in intensification areas around the city
- Completion of Phase 2 of VMC 3D Environment Model
- Completion of Phase 2 of City-Wide Public Art Program
- Employ a Council approved, enhanced Public Notification Protocol for all development applications to inform and engage citizens in the decision making process

10.6.2.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	5.2	97.4%
Capital	0.1	2.6%
Total	5.4	100.0%

APPROVED 2016 Budget 2017-18 Plan

Budget Change: The projected change from 2015 to 2016 is mainly a result of new fees to more closely align fees to the costs of providing development planning services to the industry. The increased fees are expected to more than fully offset the cost of an additional resource request to make the current VMC Project Manager permanent in 2018.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		-0.7	-1.2	-1.3
Status Quo		-0.1	-0.1	0.1
Growth		0.0	0.0	0.0
New		-0.4	0.0	0.0
Net Operating Budget	-0.7	-1.2	-1.3	-1.3

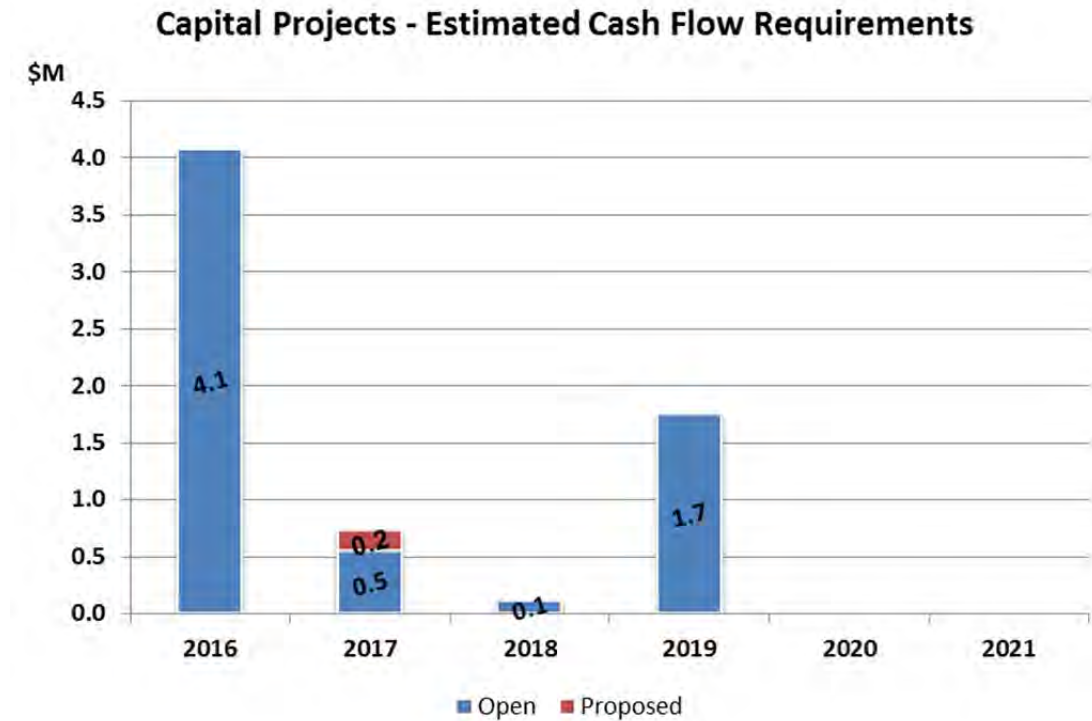
Full Time Equivalents (FTE's)	34.3	34.3	34.3	34.3
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New Requests: The new resource requests of VMC Project Manager and OMB Sr. Planner have been submitted. Position conversions from contract to permanent are those roles are essential to carry out the activities such as VMC development, OMB appeals and negotiation that align with the city's strategic goals. The contract for the VMC position will expire in November 2017 and the additional resource request will begin in late 2017 with the majority of the budget impact occurring in 2018. The contract for the OMB position will expire in October 2016 and the additional resource is requested for late 2016, thereby impacting the budget mainly in 2017. The financial impact and the FTE of the OMB position reside in Corporate and therefore it is not reflected in the table below.

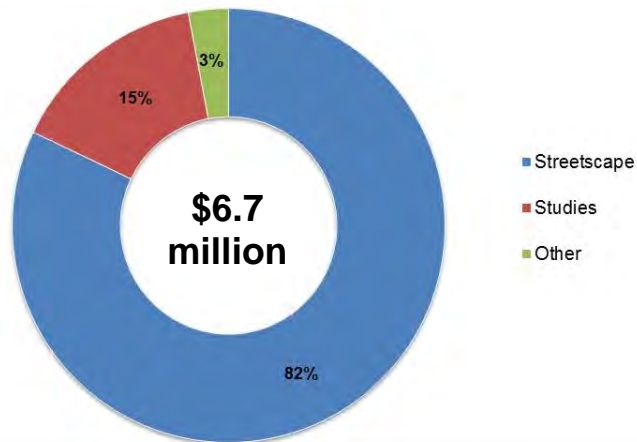
Index #	New Requests (\$M)	(FTE's)	2016	2017	2018
181-01-17	VMC Project Manager	1.0		0.0	0.1
	Total	1.0		0.0	0.1

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10.6.2.6 Capital Summary



Capital Plan



Capital Projects \$M	
Open	6.5
Plan	0.2
Total	6.7

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan with Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to advance a culture of excellence in governance	0.0	0.0	0.0	0.0
Continue to cultivate an environmentally sustainable city	0.2	0.0	0.0	0.0
Continue to ensure the safety and well-being of citizens	0.1	0.0	0.0	0.0
Facilitate the development of the VMC	2.3	0.0	0.0	0.0
Invest, renew and manage infrastructure and assets	2.3	0.0	0.2	0.0
Support the development of the hospital	1.6	0.0	0.0	0.0
Grand Total	6.5	0.0	0.2	0.0

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
City Wide Development Charges		0.2		0.2
Capital From Taxation		0.0		0.0
Grand Total		0.2		0.2

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
DP-9526-17 - Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.0	0.2	0.0
Total	0.0	0.2	0.0

APPROVED 2016 Budget 2017-18 Plan

10.6.3 Development Engineering & Infrastructure Planning

10.6.3.1 Department Overview

The Development Engineering and Infrastructure Planning Department manages and facilitates growth in the city through the long-range planning of the city's municipal infrastructure needs, timely engineering review and approval of development applications and construction inspection of all new municipal services for residential, industrial and commercial development in the city.

10.6.3.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.4	0.4	0.4
Engineering Reserve	6.3	6.5	6.4
Capital Fund	0.1	0.1	0.0
Total	6.9	7.0	6.8
Expenditures			
Labour	5.3	5.4	5.3
Other	0.2	0.2	0.2
Total	5.5	5.6	5.5
Net Operating Budget	-1.4	-1.5	-1.3

Capital Plan	19.1	17.0	22.1
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10.6.3.3 Recent Accomplishments

- Completion of Environmental Assessment for a proposed crossing under the Hwy 427 Extension project
- Installed city's first bike lane on Napa Valley Avenue and Peter Rupert corridor (9 kms)
- Hosted York Region's first Bike Summit to further build partnerships for a more Bike Friendly region and city
- Initiation of the Black Creek Financial Strategy and Portage Parkway Environmental Assessment to move forward with the development of VMC
- Completion of Development Process Mapping
- Initiation of Development Fee Review to introduce a sustainable fee structure that captures the cost of growth-related development engineering services

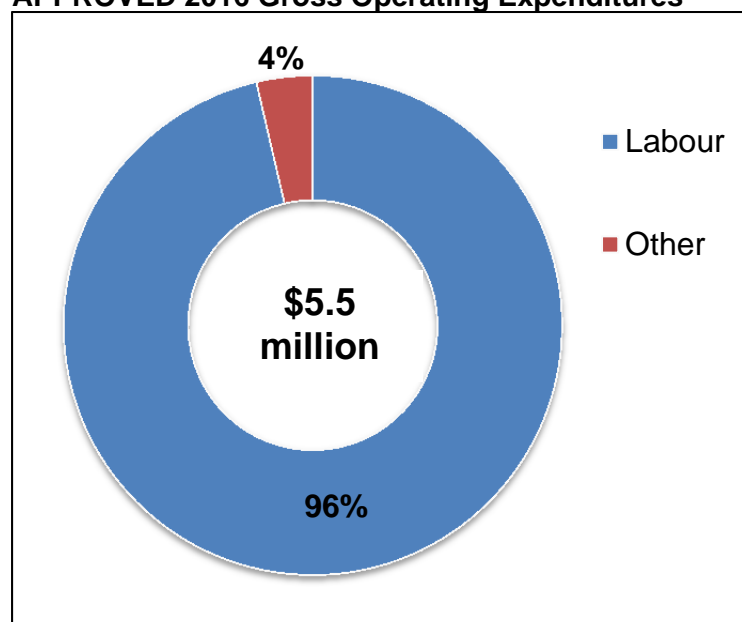
10.6.3.4 Key Commitments

- Facilitate Street A/Highway 427 Crossing, GTA West Transportation Corridor Route Planning Study and Highway 427 Extension
- Implement Huntington Road Environmental Assessment, Kirby Road Environmental Assessment, New Communities Transportation Master Plan and Concord Go Secondary Plan Feasibility
- Continue to facilitate and collaborate with York Region, TTC & Metrolinx to develop city's rapid transit options, including Toronto-York Spadina Subway Extension, Hwy 7 Bus Rapidway, Metrolinx GO (Regional Express Rail) and Yonge Subway
- Continue to establish cycling and pedestrian options through new development in accordance with the approved Pedestrian & Bicycle Master Plan
- Complete Black Creek Environment Assessment, Edgeley Stormwater Management Pond and related financial strategy
- Develop VMC Parking Strategy and complete Portage Parkway Environmental Assessment
- Coordinate Millway Avenue reconstruction and associated mobility hub
- Participate in resolving OMB appeals to Secondary Plan
- Lead the development of master plans for Transportation, Water, Wastewater, Storm Drainage and Stormwater Management Pond, and play an integral role in the upcoming Official Plan Review and Development Charge Study update
- Development of new policies, procedures and processes to address the unique and challenging issues related to infill and high rise/intensification development projects

APPROVED 2016 Budget 2017-18 Plan

10.6.3.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.4	6.2%
Other	0.1	2.1%
Engineering Reserve	6.3	91.7%
Total	6.9	100.0%

Budget Change: The change from 2015 to 2016 is largely attributed to labour increases and transfer of one part-time position from Infrastructure Delivery. The 2017 change is due to the increase in revenue contribution from Engineering Reserve. The 2018 change is due to the expiration of one contract position, offset by labour increases.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		-1.6	-1.4	-1.5
Status Quo		0.2	-0.1	0.0
Growth		0.0	0.0	0.1
New		0.0	0.0	0.0
Net Operating Budget*	-1.6	-1.4	-1.5	-1.3

Full Time Equivalents (FTE's)	45.0	45.6	45.6	45.6
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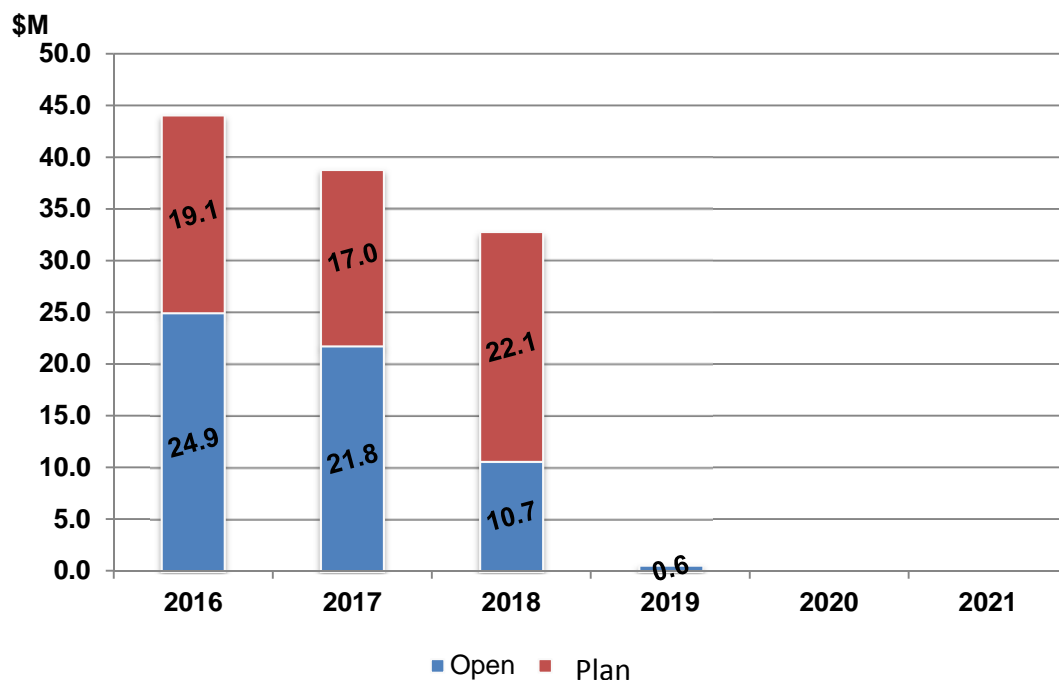
* Note that Net Operating Budget is in a net revenue position due to reserve transfer associated with growth related development engineering services application expenditures in other departments.

New Requests: The VMC contract position will expire in 2017 and the additional resource request for the full time conversion will begin in November 2017. The financial impact of this position resides in Corporate but the FTE is included in the table above.

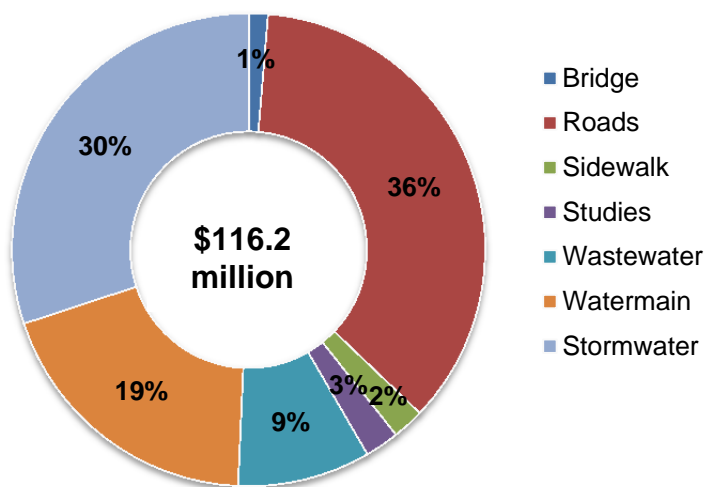
APPROVED 2016 Budget 2017-18 Plan

10.6.3.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



Capital Projects \$M	
Open	58.0
Plan	58.2
Total	116.2

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2016 – 2018 Capital Plan including Open Projects by Strategy Map

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to develop transit, cycling and pedestrian options to get around the City	8.4	1.2	1.0	1.0
Facilitate the development of the VMC	10.6	5.3	10.8	17.0
Improve municipal road network	18.7	6.8	1.0	0.0
Invest, renew and manage infrastructure and assets	20.3	4.8	4.1	4.1
Meet Council tax rate targets (no greater than 3%)	0.0	0.0	0.0	0.0
Update the Official Plan and supporting studies	0.0	1.1	0.2	0.0
Grand Total	58.0	19.1	17.0	22.1

2016 – 2018 Capital Plan by Funding Source

Group	2016	2017	2018	Total
City Wide Development Charges	18.5	7.5	16.9	42.8
Debenture Financing	0.0	9.6	5.2	14.8
Infrastructure Reserves	0.6	0.0	0.0	0.6
Other	0.1	0.0	0.0	0.1
Grand Total	19.1	17.0	22.1	58.2

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
DE-7098-15 - Pedestrian and Bicycle Network Implementation Program	0.0	0.2	0.3
DE-7104-15 - TMP Education, Promotion, Outreach and Monitoring	0.0	0.1	0.1
DE-7108-15 - School Travel Planning Measures	0.0	0.1	0.1
DE-7113-17 - Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.0	0.2	0.0
DE-7114-16 - Portage Parkway - Applewood to Jane/ Detailed Design	0.4	0.0	0.0
DE-7123-15 - Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.0	2.0	2.0
DE-7124-16 - Block 61 CP Railway Pedestrian Crossing	0.6	0.6	0.6
DE-7125-15 - OPA 620 (Steeles West) East - West Collector Road	0.1	0.0	0.0
DE-7134-16 - Huntington Road Construction - Langstaff Road to Rutherford Road	2.4	0.0	0.0
DE-7137-16 - Block 61 Valley Corridor Crossings	4.2	0.0	0.0
DE-7138-15 - Block 55 PD-KN Watermain Servicing	2.1	2.1	2.1
DE-7139-16 - Storm Drainage and Storm Water Management Master Plan Update	0.3	0.0	0.0
DE-7141-16 - Transportation Master Plan Update	0.5	0.0	0.0
DE-7142-16 - Water Master Plan Update	0.1	0.0	0.0
DE-7151-15 - Huntington Road Reconstruction, Highway 7 to Langstaff Road	0.0	0.7	0.0
DE-7162-16 - Apple Mill Road - Edgeley Blvd to Millway	0.4	0.0	0.0
DE-7163-16 - Northdale Sanitary Pumping Station Decommissioning	0.1	0.0	0.0
DE-7165-16 - Jackson Street Storm Sewer	0.5	0.0	0.0
DE-7166-16 - Sidewalk & Streetlighting - Rutherford Road (Dufferin to Crimson Forest)	0.3	0.0	0.0
DE-7167-16 - Pine Grove Sanitary Pump Station Improvements	0.1	0.0	0.0
DE-7168-16 - Wastewater Master Plan Update	0.1	0.0	0.0
DE-7169-16 - Concord GO Comprehensive Transportation Study	0.4	0.0	0.0

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Project # & Title (\$M)	2016	2017	2018
DE-7170-17 - 2018 Engineering DC Background Study Update	0.0	0.2	0.0
DT-7120-13 - Black Creek Renewal	4.0	5.0	17.0
DT-7121-13 - VMC Edgeley Pond	0.5	5.8	0.0
Total	19.1	17.0	22.1

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10.6.4 Economic Development & Culture Services

10.6.4.1 Department Overview

The Economic Development and Culture Services Department is focused on attracting, nurturing and growing the economic activity across the city. To achieve the 10-Year Economic Development Strategy and the related goals, the department's service delivery and priorities is focused on the following core activities: Business Investment Attraction, Business Retention and Growth Support, Foreign Business Development, Small Business/Entrepreneurial Development, and Cultural Place-making Activities.

10.6.4.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.6	0.6	0.6
Total	0.6	0.6	0.6
Expenditures			
Labour	2.8	2.9	2.9
Service Contracts	0.3	0.3	0.3
Advertising & Promotion	0.1	0.1	0.1
Professional Fees	0.1	0.1	0.1
Other	0.2	0.2	0.2
Total	3.5	3.5	3.6
Net Operating Budget	2.9	3.0	3.0

This APPROVED budget includes preliminary allocations as a result of the corporate realignment. Final reallocations will be determined and presented to Council in 2016. The reallocations are administrative in nature and will not affect the tax levy.

10.6.4.3 Recent Accomplishments

- Coordinated Culture Days and Vaughan-of-a-Kind Art & Craft show.
- Culture Services exhibits, installations and events program supports more than 900 artists and community partners.
- VBEC supported the creation of 772 jobs, 346 businesses and delivered 49 seminars.

10.6.4.4 Key Commitments

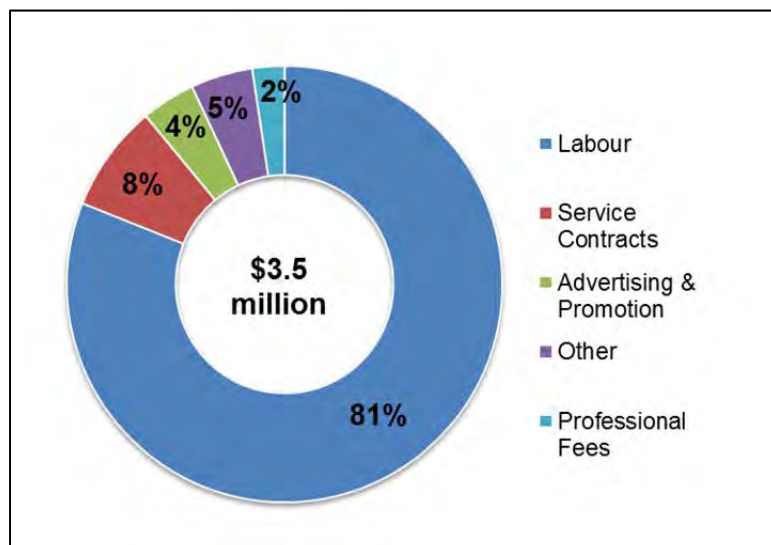
- Support the Community Improvement Plan (CIP) study to help attract office tenancy, thereby generating taxable assessment, employment and additional investment.
- Implementation of a VMC Community Engagement and Marketing Plan
- A one-stop service delivery experience is the service model being adopted by the Economic Development and Culture Services Department for businesses needing help to navigate municipal structure and resolve operational issues.

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- Strive to keep businesses and stakeholders informed through various communication vehicles on local market data and research materials, economic development activities including major city programs and initiatives
- Initiate the Cultural Framework and Public Art Study to explore the development of creative industries, arts, and cultural hubs for the VMC.

10.6.4.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.6	16%
Taxation	2.9	84%
Total	3.5	100%

Budget Change: The decrease in the operating budget from 2015 to 2016 is largely driven by savings in cultural initiatives.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		3.1	2.9	3.0
Status Quo		-0.1	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	3.1	2.9	3.0	3.0

Full Time Equivalentents (FTE's)	33.9	33.9	33.9	33.9
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10.6.5 Policy Planning & Environmental Sustainability

10.6.5.1 Department Overview

The Policy Planning and Environmental Sustainability department plans for the city's future by engaging in land use planning studies and projects through all applicable processes to create sustainable and complete communities that will attract and retain the work force and businesses that reflect the evolving economy. It also develops actionable policy based on best professional practice and all pertinent legislative requirements. The department also provides Council with Planning Act based policy tools to guide the growth and physical development of the city and facilitates citizen input into the planning process. The department, as part of its Environmental Sustainability function provides for the preparation, renewal and implementation of Green Directions Vaughan, the Community Sustainability and Environmental Master Plan, which provides overarching guidance to the Official Plan.

10.6.5.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Capital	0.4	0.3	0.3
Total	0.4	0.3	0.3
Expenditures			
Labour	2.0	1.9	1.9
Develop. & Training	0.0	0.0	0.0
Professional Fees	0.0	0.0	0.0
Other	0.1	0.1	0.1
Total	2.1	2.0	2.0
Net Operating Budget	1.7	1.7	1.8

Capital Plan	2.4		
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10.6.5.3 Recent Accomplishments

- Obtained York Region approval for the Concord GO Centre Secondary Plan
- Commenced work on the Highway 7-Kipling Avenue Land Use Review
- Continued work on the resolution of appeals against Vaughan Official Plan 2010 with Volume 1 now almost completely in effect
- Completed the public consultation/study process for the City-wide Secondary Suites Study including a Council Public Hearing
- Continued to finalize the Natural Heritage Network Study, to move toward the adoption of an amendment to the official plan

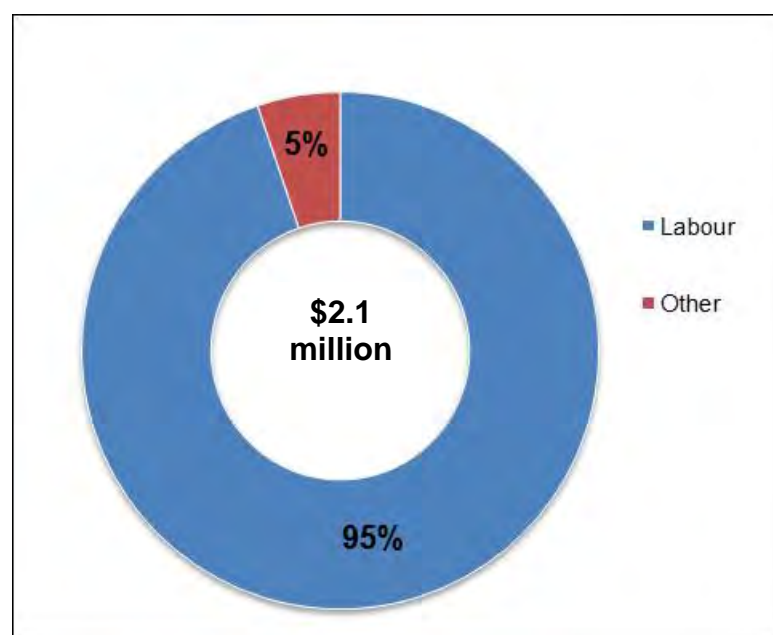
10.6.5.4 Key Commitments

- Continue work on the Secondary Plan in the Northeast quadrant of the city (Block 27), which will provide the basis for a GO Rail station/mobility hub;
- Initiate work on a Mobility Hub plan for the Concord GO Secondary Plan Area to support a GO Rail station;
- Finalize Secondary Plans that support Transit Oriented Development in intensification areas, e.g. VMC Secondary Plan, Yonge-Steeles Corridor Secondary Plan; Centre Street Study; Dufferin-Centre Intersection
- Commence the updating of the city's Growth Management Strategy to 2041, and the Municipal Comprehensive Review/Five-Year Official Plan Review
- Continue with the review and approval of Employment Area Block Plans in multiple areas of the city
- Complete Secondary Suites Study and the required official plan and zoning amendments
- Initiate the five-year review of Green Directions Vaughan
- Complete the reporting, finalization and adoption of the Natural Heritage Network Study and associated Official Plan Amendments;
- Implementation of Sustainable Development Performance Metrics

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10.6.5.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.4	20.9%
Taxation	1.7	79.1%
Total	2.1	100.0%

Budget Change: The decrease in net operating budget from 2015 to 2016 is mainly related to a contract position which expired in 2015.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		1.8	1.7	1.7
Status Quo		-0.1	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	1.8	1.7	1.7	1.7

Full Time Equivalents (FTE's)	14.7	15.7	14.7	14.7
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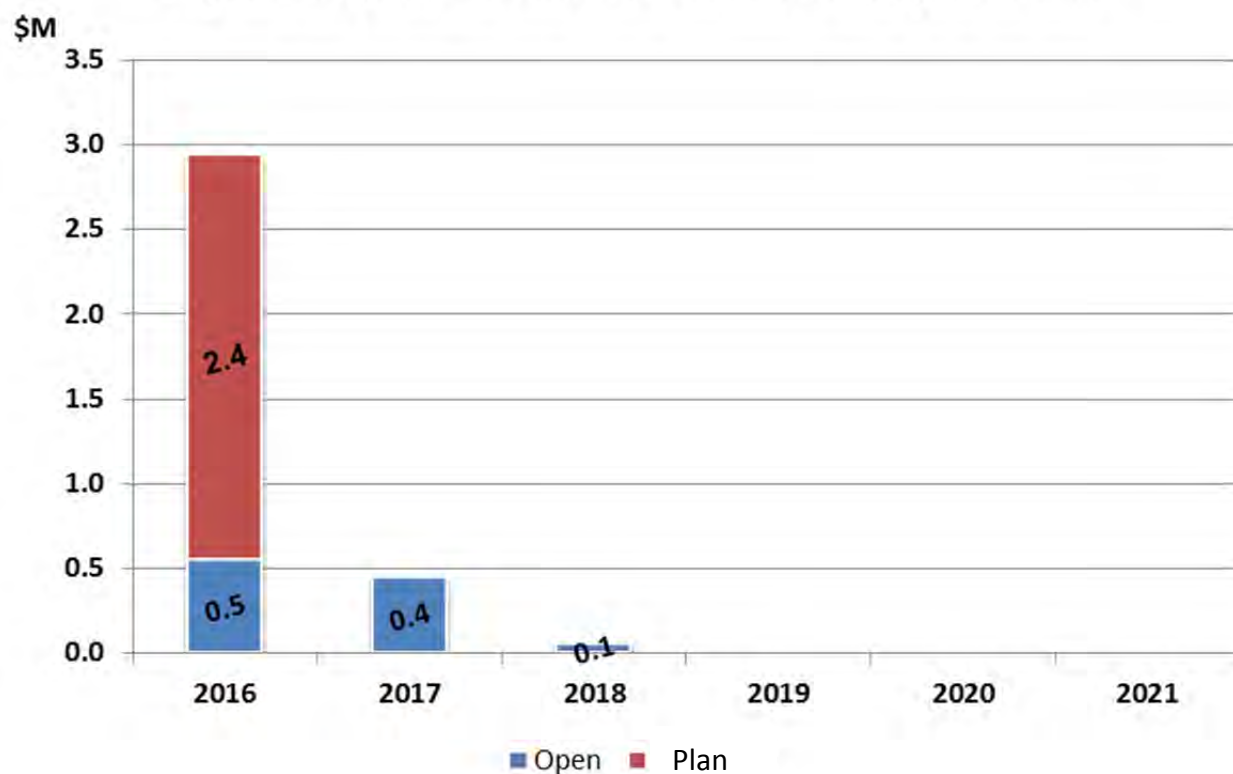
New Requests: For 2016, 2 new resource requests for Project Managers for the Concord GO Mobility Hub and Municipal Comprehensive Review have been submitted. They are contract positions that provide project management throughout the course of the studies. There is no impact to the operating budget as these positions are funded by capital projects. There is an OMB position that will expire in November 2016 and a 2016 additional request has been submitted for full time conversion. The financial impact and FTE of this position reside in Corporate and therefore it is not reflected in the table below.

APPROVED 2016 Budget 2017-18 Plan

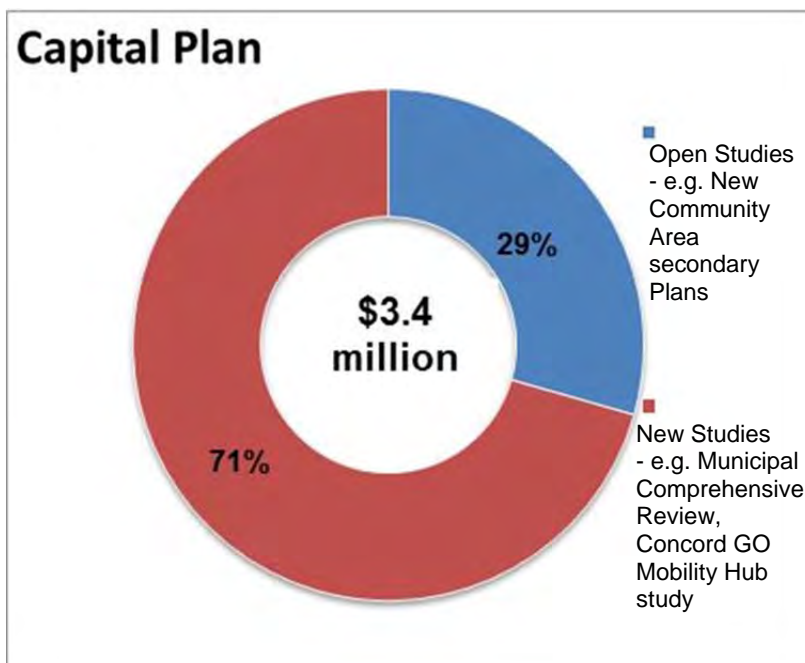
Index #	New Requests (\$M)	(FTE's)	2016	2017	2018
185-01-16	Project Manager- Concord Go Mobility Hub- 3 year contract	1.0	0.0	0.0	0.0
185-02-16	Project Manager- Municipal Comprehensive (OP) Review-4 year contract	1.0	0.0	0.0	0.0
	Total	2.0	0.0	0.0	0.0

10.6.5.6 Capital Summary

Capital Projects - Estimated Cash Flow Requirements



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Capital Projects \$M	
Open	1.0
Plan	2.4
Total	3.4

2016 – 2018 Capital Plan with Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to cultivate an environmentally sustainable city	0.0	0.0	0.0	0.0
Continue to develop transit, cycling and pedestrian options to get around the City	0.0	0.8	0.0	0.0
Create and manage affordable housing options (secondary suites)	0.0	0.0	0.0	0.0
Update the Official Plan and supporting studies	1.0	1.6	0.0	0.0
Grand Total	1.0	2.4	0.0	0.0

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
City Wide Development Charges	2.2			2.2
Capital From Taxation	0.2			0.2
Grand Total	2.4			2.4

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
PL-9550-16 - Municipal Comprehensive (Official Plan) Review	1.6	0.0	0.0
PL-9551-16 - Concord GO Centre Secondary Plan Mobility Hub Study	0.8	0.0	0.0
Total	2.4	0.0	0.0

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10.6.6 Building Standards

10.6.6.1 Department Overview

The Building Standards Department ensures the safe and lawful use of lands and buildings through administration of the Building Code Act (BCA), enforcement of the Ontario Building Code (OBC), the consolidated Zoning By-law (ZBL), as well as other applicable law.

Building Permits and Inspection Services are based on a “Fee for Service” financial model, in-line with Legislation (Bill 124), thereby ensuring the full cost of service provision is completely paid for by application fees and not by taxation.

10.6.6.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	9.5	9.9	10.4
Reserve	2.3	2.2	2.0
Total	11.7	12.2	12.4
Expenditures			
Labour	7.4	7.5	7.6
Develop. & Training	0.1	0.1	0.1
Professional Fees	0.1	0.1	0.1
Other	0.2	0.2	0.2
Total	7.8	7.9	8.0
Net Operating Budget	-4.0	-4.3	-4.4

Capital Plan	1.4	1.4	0.5
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10.6.6.3 Recent Accomplishments

- Implemented software upgrade for the mainland use database as part of optimization of the use of technology
- Initiated an Operations Review for the assessment of current service delivery, to ensure legislative requirements including turnaround times are met
- Conducted timely OBC and zoning reviews as well as building inspections to support major commercial and industrial projects
- Undertook a “Meet and Greet” engagement industry workshop in the Spring of 2015. Other consultative and engagement workshops to follow semi-annually

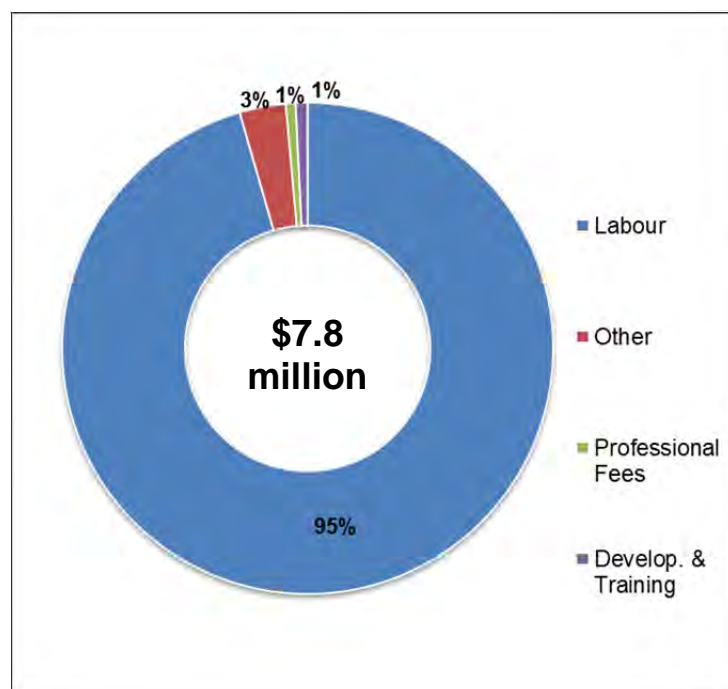
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10.6.6.4 Key Commitments

- Ensuring timely plans review and building inspections for the Vaughan Metropolitan Centre transit projects and associated high rise mixed use development projects, in line with the Vaughan Strategic Plan
- Facilitate obtaining approvals for the new Mackenzie Vaughan Hospital throughout the development application approval processes, in line with Council's priorities
- Undertaking a Comprehensive City-wide Zoning By-Law Review (2016-19) to bring it in conformity with the new Official Plan as approved by Council
- In coordination with Planning, By-Law and Compliance, Fire and Rescue Services and Legal Departments, develop an implementation plan for the Secondary Suites By-law and Policy initiative in line with Council priorities
- Introduction of technology to allow comprehensive integration of real-time inspections, web-based inspection requests and progressive reduction of manual processes. This will enhance staff visibility, increase efficiencies, and improve service delivery
- As a result of growth, and the increase in large scale and complex mixed-use high-rise projects, gradually introduce specialization of building inspectors and plan examiners, particularly in the areas of mechanical (HVAC and plumbing), and life safety.

10.6.6.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	9.5	80.7%
Reserve	2.3	19.3%
Total	11.7	100.0%

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Budget Change: The net operating budget changes over the years are mainly related to inflationary increase of existing user fees.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		-3.4	-4.0	-4.3
Status Quo		-0.5	-0.3	-0.2
Growth		-0.1	0.0	0.1
New		0.0	0.0	0.0
Net Operating Budget	-3.4	-4.0	-4.3	-4.4

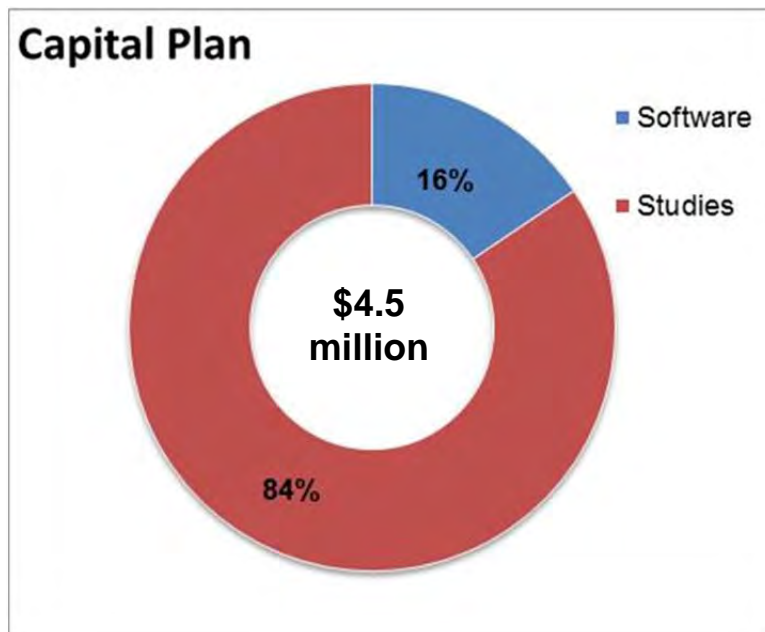
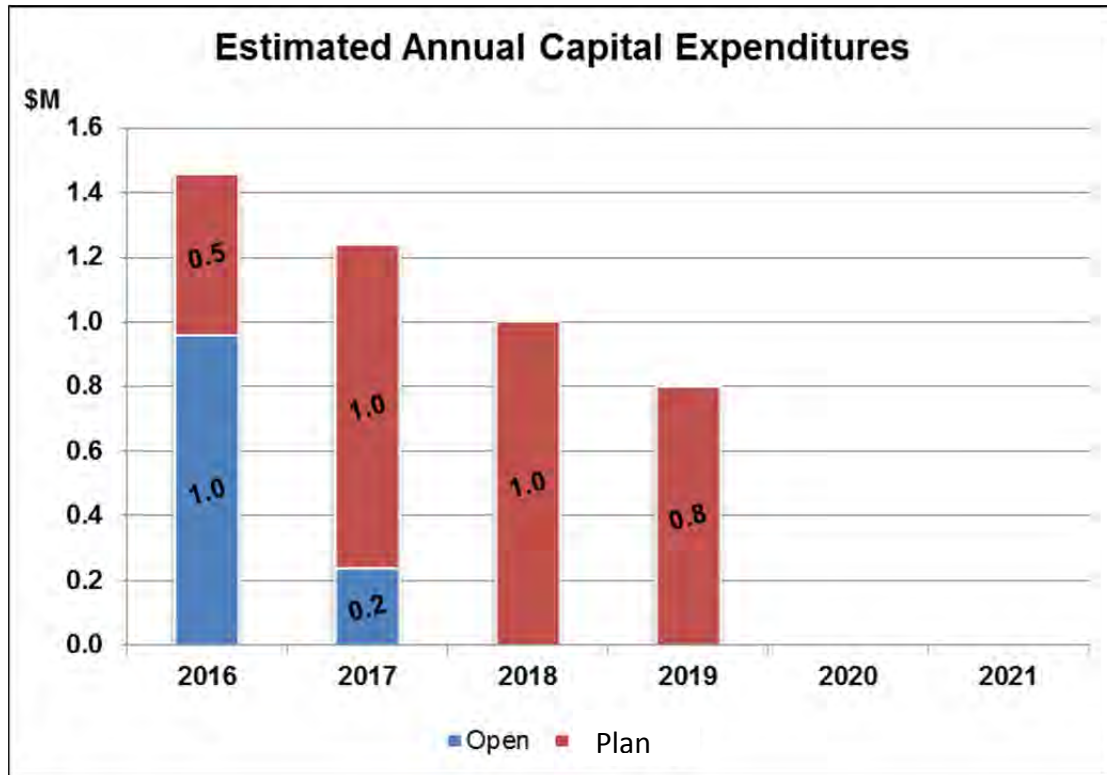
Full Time Equivalents (FTE's)	68.0	69.0	69.0	69.0
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New Requests: For 2016, a new resource request for a Project Manager- Zoning By-Law Review has been submitted. This 3 year contract position will be responsible for the supervision of staff and retained consultants assigned to the project, managing the procurement processes for the retention of consulting services, maintaining timelines and budgets in accordance with an approved work plan and budget. This position will be the lead for the comprehensive zoning by-law review process which will implement VOP 2010. This is fully funded by the capital project with the funding distribution from Building Standard Reserve, Capital from Taxation and Development Charge. It will have no operating budget impact.

Index #	New Requests (\$M)	(FTE's)	2016	2017	2018
110-01-16	Project Manager- Comprehensive Zoning By-Law Review- 3 year contract	1.0	0.0	0.0	0.0
	Total	1.0	0.0	0.0	0.0

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10.6.6.6 Capital Summary



Capital Projects \$M	
Open	1.2
Plan	3.3
Total	4.5

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2016 – 2018 Capital Plan with Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	0.7	0.0	0.0	0.0
Update the Official Plan and supporting studies	0.5	1.4	1.4	0.5
Grand Total	1.2	1.4	1.4	0.5

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
City Wide Development Charges	0.4	0.4	0.1	0.9
Other	0.3	0.3	0.1	0.7
Capital From Taxation	0.8	0.7	0.3	1.7
Grand Total	1.4	1.4	0.5	3.3

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BS-1006-15 - Zoning Bylaw Review	1.4	1.4	0.5
Total	1.4	1.4	0.5

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10.6.7 Parks Development

10.6.7.1 Department Overview

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.

10.6.7.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Reserve	0.7	0.7	0.7
Capital	0.1	0.1	0.1
Total	0.9	0.9	0.8
Expenditures			
Labour	1.4	1.4	1.3
Develop. & Training	0.0	0.0	0.0
Professional Fees	0.0	0.0	0.0
Other	0.0	0.0	0.0
Total	1.4	1.4	1.3
Net Operating Budget	0.6	0.6	0.6

Capital Plan	4.8	12.2	5.1
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10.6.7.3 Recent Accomplishments

- Supported development of the VMC Streetscape & Open Space Plan and VMC Black Creek Financial Strategy
- Completed improvement projects including 6 playgrounds and 5 pedestrian bridges
- Negotiated a 2-year contract extension for third party operations and management of the Uplands Golf & Ski Centre
- Completed the Kipling Trail Feasibility Study
- Assisted with OMB mediations and hearings
- Supported the New Communities planning process
- Advanced North Maple Regional Park
- Completed new neighbourhood park development at Lawford Park
- Partnered with the Ontario Soccer Centre on Phase 1 sports field redevelopment

- Acquired parkland for new district parks in Block 18 and Block 59
- Obtained Council approval of the MacMillan Farm Business Case and Operating Plan
- Supported the TRCA with development of the Nashville Conservation Reserve Management Plan

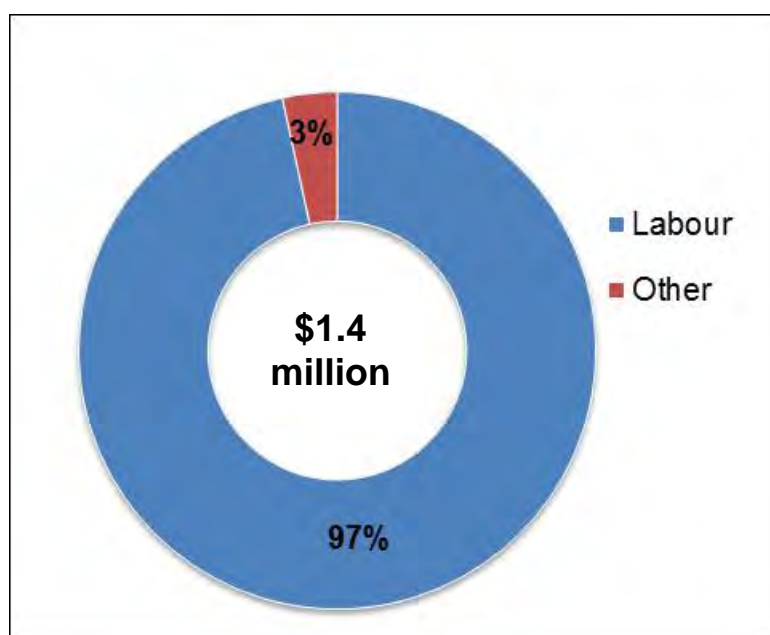
10.6.7.4 Key Commitments

- Continue assistance with OMB mediations and hearings
- Advance park development opportunities within the VMC
- Complete playground redevelopment at Yorkhill District Park
- Advance development of new neighbourhood and district parks
- Initiate the Parks Redevelopment Strategy
- Initiate design and public consultation for Block 40 District Park
- Undertake Canada 150 grant projects
- Continue capital lifecycle improvements to existing park facilities
- Develop erosion mitigation plans
- Continue to advance North Maple Regional Park development
- Undertake public consultation and site selection for off-leash dog park west of Hwy 400
- Support advancement of planning and design for Block 11 Community Centre and District Park
- Continue supporting the New Communities planning process

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10.6.7.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Reserve	0.7	50.8%
Capital	0.1	9.7%
Taxation	0.6	39.6%
Total	1.4	100.0%

Budget Change: The change from 2015 to 2016 is mainly related to corporate restructuring combined with annual salary changes.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.7	0.6	0.6
Status Quo		-0.1	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	0.7	0.6	0.6	0.6

Full Time Equivalents (FTE's)	12.7	11.7	11.7	11.7
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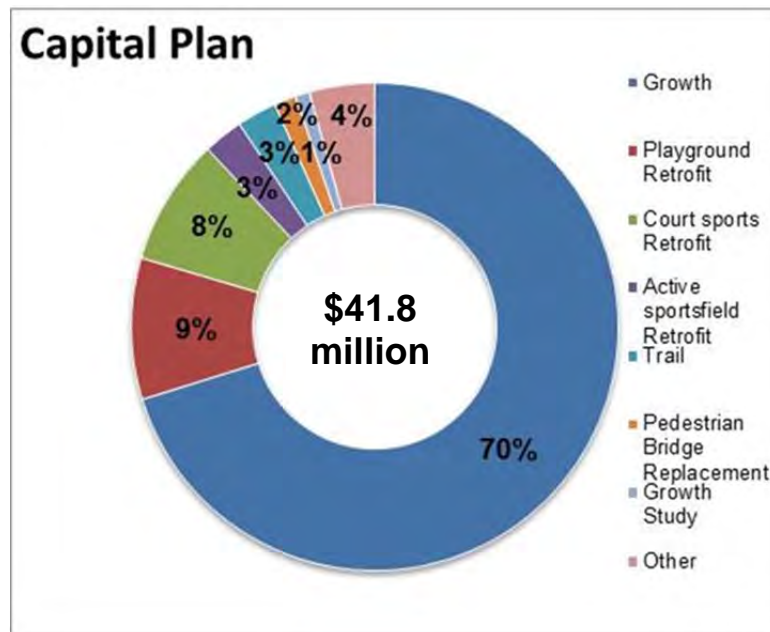
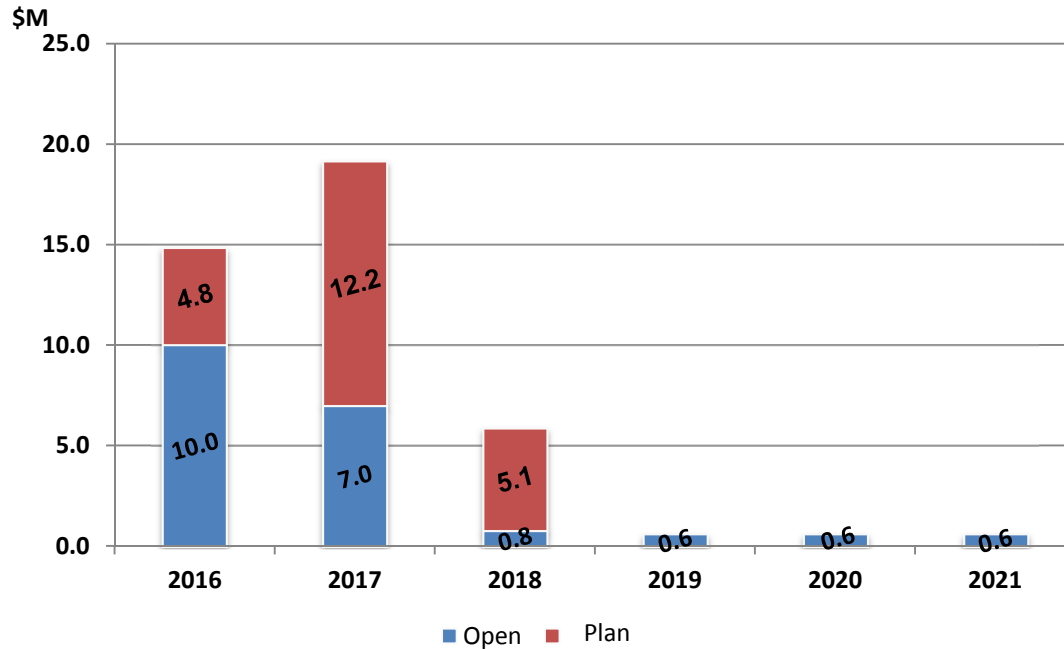
New Requests: For 2016, a new resource request of 2 OMB Sr. Planners has been submitted. The positions are currently contract positions that will expire in December 2016. In order to accommodate current and anticipated workload associated with processing planning and development applications, OMB appeals and negotiations, Secondary Plans and Block Plans, these contract positions are required to be converted to full time positions to avoid significant disruption of service. The FTE and financial impact of the OMB positions reside in Corporate.

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The VMC contract position will expire in May 2018 and the additional resource request for the full time conversion will begin in June 2018. The financial impact of this position resides in Corporate but the FTE is included in the table above.

10.6.7.6 Capital Summary

Capital Projects - Estimated Cash Flow Requirements



Capital Projects \$M	
Open	19.7
Plan	22.1
Total	41.8

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2016 – 2018 Capital Plan with Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to develop transit, cycling and pedestrian options to get around the City	1.0	0.0	0.0	0.0
Facilitate the development of the VMC	0.3	0.5	0.9	1.3
Invest, renew and manage infrastructure and assets	3.1	2.7	1.9	2.1
Support and promote arts, culture, heritage and sports in the community	15.3	1.6	9.3	1.6
Grand Total	19.7	4.8	12.2	5.1

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
City Wide Development Charges	1.3	9.0	2.5	12.8
Debenture Financing				
Gas Tax	0.2	0.1		0.3
Infrastructure Reserves	2.3	2.0	2.3	6.6
Other	0.5			0.5
Capital From Taxation	0.5	1.1	0.3	2.0
Grand Total	4.8	12.2	5.1	22.1

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BF-8367-13 - Uplands Golf & Ski Centre, Buildings General Capital	0.1	0.1	0.1
PK-6287-17 - Block 18 District Park Development Design and Construction	0.0	0.6	0.0
PK-6302-17 - Off Leash Dog Park-Design and Construction	0.0	0.1	0.0
PK-6345-17 - Conley South Park - Tennis Court Reconstruction	0.0	0.4	0.0
PK-6347-16 - LP-N6 Block 12 Linear Park- Design and Construction	0.2	0.0	0.0
PK-6365-17 - Block 40 District Park Construction	0.0	3.6	0.0
PK-6371-16 - North Thornhill Community District Park - Shade Structure	0.2	0.0	0.0
PK-6380-18 - Sportsfield Improvements-Various Locations	0.0	0.0	0.1
PK-6393-16 - West Maple Creek Park - Playground Replacement and Safety Surfacing	0.2	0.0	0.0
PK-6401-16 - 61W-N2 - Block 61 Neighbourhood Park Design and Construction	0.5	0.0	0.0
PK-6408-16 - Concord Thornhill Regional Park - Playground Rubber Surface Replacement	0.2	0.0	0.0
PK-6416-18 - Memorial Hill - Cultural Landscape Revitalization Study	0.0	0.0	0.1
PK-6418-17 - Vaughan Mills Park - Playground Replacement and Safety Surfacing	0.0	0.2	0.0
PK-6420-17 - Fossil Hill Park - Playground Replacement and Safety Surfacing	0.0	0.1	0.0
PK-6421-16 - Princeton Gate Park - Playground Replacement and Safety Surfacing	0.2	0.0	0.0
PK-6424-17 - Block 61W Park Design and Construction-Various Locations	0.0	1.2	0.0
PK-6426-18 - CC11-P2 - Block 11 Carville District Centre Parkette Design and Construction	0.0	0.0	0.1

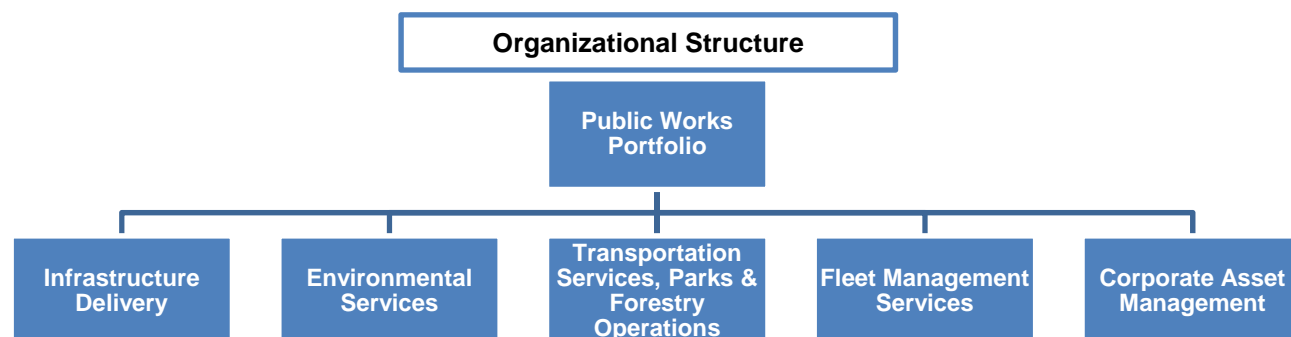
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Project # & Title (\$M)	2016	2017	2018
PK-6432-16 - 61E-P4 - Block 61 Parkette Design and Construction	0.2	0.0	0.0
PK-6433-16 - Active Together Master Plan Update	0.1	0.0	0.0
PK-6438-17 - Marco Park - Tennis Court Construction	0.0	0.2	0.0
PK-6456-18 - 61W-N4 - Block 61 Neighbourhood Park Design and Construction	0.0	0.0	0.8
PK-6459-18 - Maple Lions Park - Playground Replacement and Safety Surfacing	0.0	0.0	0.1
PK-6461-17 - Marco Park - Playground Replacement and Safety Surfacing	0.0	0.1	0.0
PK-6462-18 - Vellore Heritage Square - Playground Replacement and Safety Surfacing	0.0	0.0	0.1
PK-6472-18 - Rosedale Park North - Tennis Court Reconstruction	0.0	0.0	0.2
PK-6489-16 - Oak Bank Pond - Boardwalk Reconstruction	0.2	0.0	0.0
PK-6499-17 - CC11-N1(Carrville District Centre) Neighbourhood Park Design and Construction	0.0	1.2	0.0
PK-6501-16 - Vaughan Crest Park-Tennis Court Reconstruction	0.4	0.0	0.0
PK-6502-18 - Promenade Green Park-Tennis Court Reconstruction	0.0	0.0	0.4
PK-6505-18 - Ramsey Armitage Park-Playground Replacement and Safety Surfacing	0.0	0.0	0.1
PK-6530-16 - Bathurst Estates Park-Tennis Court Construction	0.3	0.0	0.0
PK-6533-17 - West Don Valley-Pedestrian Bridge Replacement	0.0	0.1	0.0
PK-6534-16 - King High Park-Pedestrian Bridge Replacement	0.1	0.0	0.0
PK-6535-16 - Basketball Court Improvements-Various Locations	0.3	0.0	0.0
PK-6536-16 - VMC-Parks Development Plan and Implementation Strategy	0.3	0.0	0.0
PK-6537-16 - VMC23-2-Edgeley Pond and Park-Design	0.2	0.0	0.0
PK-6538-16 - Thornhill Green Park-Section 37 Improvements	0.4	0.0	0.0
PK-6539-16 - Marita Payne Park-Slope Erosion	0.2	0.0	0.0
PK-6540-16 - Chancellor District Park-Playground Replacement and Safety Surfacing	0.5	0.0	0.0
PK-6541-16 - Sportsfield Improvements-Various Locations	0.1	0.0	0.0
PK-6543-18 - Rubber Surface Replacement for Playgrounds-Various Locations	0.0	0.0	0.3
PK-6547-18 - 61W-G8(B)-Block 61 Greenway Park Design and Construction	0.0	0.0	0.4
PK-6548-17 - Block 55-New Park Development	0.0	2.5	0.0
PK-6551-17 - VMC22-16-Public Square Design and Construction	0.0	0.2	0.0
PK-6552-17 - VMC-Black Creek Renewal Design-Various Locations	0.0	0.8	0.0
PK-6553-18 - VMC-Black Creek Renewal Construction-Various Locations	0.0	0.0	1.1
PK-6554-18 - Block 55-P3 Neighbourhood Park Design and Construction	0.0	0.0	0.2
PK-6556-18 - VMC22-11 Liberty Maplecrete Public Square Design and Construction	0.0	0.0	0.2
PK-6557-17 - Alexandra Elisa Park-Playground Replacement and Safety Surfacing	0.0	0.2	0.0
PK-6558-17 - Father E Bulfon Park-Playground Replacement and Safety Surfacing	0.0	0.3	0.0
PK-6559-18 - Parwest Park-Playground Replacement and Safety Surfacing	0.0	0.0	0.2
PK-6560-18 - Giovanni Cabot Park-Playground Replacement and Safety Surfacing	0.0	0.0	0.5
PK-6561-18 - Basketball Court Improvements-Various Locations	0.0	0.0	0.2
PK-6562-17 - Basketball Court Improvements-Various Locations	0.0	0.2	0.0
PK-6564-17 - Sportsfield Improvements-Various Locations	0.0	0.1	0.0
Total	4.8	12.2	5.1

10.7 Public Works Portfolio

10.7.1 Portfolio Overview

The Public Works Portfolio provides the services delivered by the departments identified below:



<p>Capital project planning, design and construction for all of Vaughan's non-park and non-development built civic capital infrastructure, such as:</p> <ul style="list-style-type: none"> • Community centres, libraries and fire stations; • Roads/bridges, sidewalks; • Watermains and pumping stations; • Sanitary and storm sewers and pumping stations. 	<ul style="list-style-type: none"> • Operation and maintenance of the Vaughan's municipal water distribution system and working with York Region to ensure access to safe municipal drinking water at all serviced municipal addresses; • Operation and maintenance of Vaughan's sanitary wastewater collection system and working with York Region to ensure sustainable treatment of all wastewater from serviced municipal addresses; • Operation and maintenance of Vaughan's stormwater collection system and management ponds; • Collection of all residential solid waste streams. 	<ul style="list-style-type: none"> • Operation and maintenance of Vaughan streets, lights, traffic signs and signals, bridges, and sidewalks; • Operation and maintenance of Vaughan parks, sports fields, and trails; • Planting and maintenance of street and park trees, shrub beds, planters, and maintenance of Vaughan's urban forests. 	<ul style="list-style-type: none"> • Purchasing, maintenance, performance monitoring, financial analysis and planning for a fleet of over 300 vehicles, and 650 pieces of specialized equipment. 	<p>Implementation, ongoing management, and continuous improvement of a corporate asset management program ensuring sustainable lifecycle planning for all of Vaughan's asset activities including:</p> <ul style="list-style-type: none"> • Asset condition data collection and management; • Computerized maintenance management; • Annual asset management planning; • Long-term lifecycle and financial management planning.
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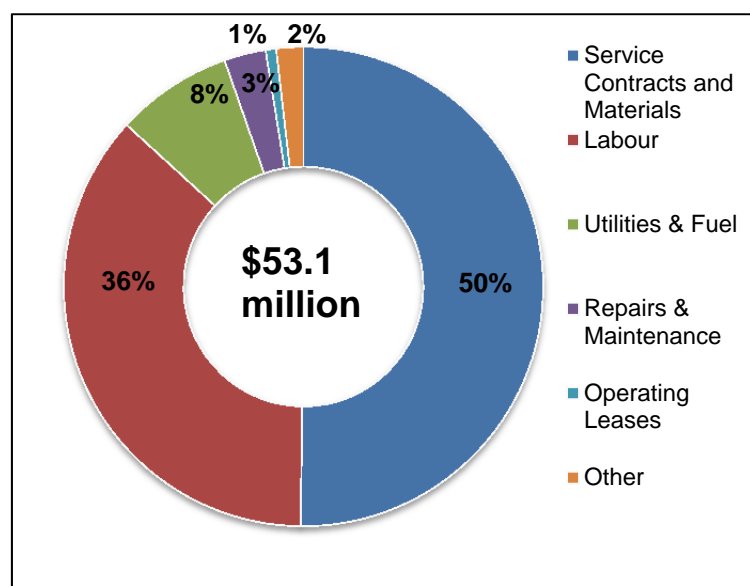
APPROVED 2016 Budget 2017-18 Plan

10.7.1.1 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.9	0.9	0.9
Grants	1.1	1.2	1.2
Total	2.0	2.1	2.1
Expenditures			
Labour	19.4	19.7	19.8
Service Contracts and Materials	26.6	27.6	28.2
Utilities & Fuel	4.2	4.5	4.9
Repairs & Maintenance	1.5	1.5	1.5
Operating Leases	0.4	0.4	0.4
Other	1.0	1.0	1.0
Total	53.1	54.6	55.8
Net Operating Budget	51.0	52.5	53.8

Capital Plan	29.5	62.8	28.0
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APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Grants	1.1	2.2%
User Fees	0.9	1.7%
Taxation	51.0	96.2%
Total	53.1	100.0%

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map

TERM OF COUNCIL PRIORITIES (\$M)	Open	2016	2017	2018
Public Works				
Improve municipal road network	3.9	0.1	0.3	0.8
Continue to develop transit, cycling and pedestrian options to get around the City	6.7	1.1	3.3	0.8
Re-establish the urban tree canopy	0.5	3.0	3.0	3.0
Invest, renew and manage infrastructure and assets	39.1	23.7	33.5	21.8
Continue to ensure the safety and well-being of citizens	0.1	0.1	0.3	0.0
Attract investment and create jobs	0.8	0.0	0.0	0.0
Continue to cultivate an environmentally sustainable city	2.9	1.5	1.5	1.5
Support and promote arts, culture, heritage and sports in the community	0.0	0.0	21.0	0.0
Sub-Total	53.9	29.5	62.8	28.0
Other Portfolios				
Support the development of the hospital	7.1	0.0	0.0	0.0
Invest, renew and manage infrastructure and assets	1.0	2.0	1.7	1.5
Continue to ensure the safety and well-being of citizens	4.1	0.0	0.0	0.0
Continue to cultivate an environmentally sustainable city	0.0	2.9	0.0	0.0
Support and promote arts, culture, heritage and sports in the community	9.4	0.0	38.0	0.0
Sub-Total	21.6	4.8	39.7	1.5
Grand Total	75.6	34.3	102.5	29.5

APPROVED 2016 Budget 2017-18 Plan

10.7.2 Infrastructure Delivery

10.7.2.1 Department Overview

Infrastructure Delivery is responsible for capital project planning, design, review, tendering, construction and inspection of the city's civic capital infrastructure. This infrastructure includes roads, sidewalks, walkways, watermains, pumping stations, stormwater management facilities (ponds), bridges, culverts, street lighting, walkway lighting, sanitary/ storm sewers, and city-owned buildings.

10.7.2.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.0	0.0	0.0
Total	0.0	0.0	0.0
Expenditures			
Labour	2.4	2.4	2.5
Service Contracts and Materials	0.2	0.2	0.2
Professional Fees	0.1	0.1	0.1
Other	0.1	0.1	0.1
Total	2.8	2.9	2.9
Net Operating Budget	2.8	2.8	2.9
Capital Plan	19.6	37.3	18.7

This APPROVED budget includes preliminary allocations as a result of the corporate realignment. Final reallocations will be determined and presented to Council in 2016. The reallocations are administrative in nature and will not affect the tax levy.

10.7.2.3 Recent Accomplishments

- Delivered \$18.6 million in infrastructure replacement projects since 2014
- Awarded the contract for the development of a tool to improve coordination of planned infrastructure renewal to reduce costs and limit the disruption to city residents
- Completed contract 1 of early hospital works, and tendered and awarded contract 2

10.7.2.4 Key Commitments

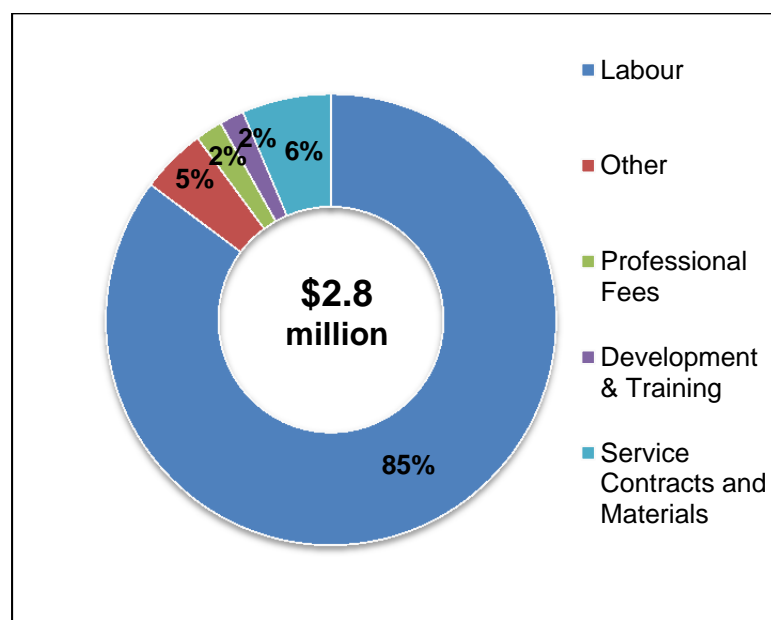
- Lead the implementation of Vaughan Healthcare Precinct Plan
- Continue renewing city's infrastructure assets through the delivery of 2016-18 capital program (\$55.7 million)
- Review of programs and projects to improve the impact construction has on citizens, and rollout of standardized processes (Project Management Manual, Construction Contract Management System)

APPROVED 2016 Budget 2017-18 Plan

- Collaborate with Environmental, Transportation, Fire, Library and Facility Services to effectively deliver the city's major infrastructure capital plan
- Ensure that capital projects are delivered on time and on budget

10.7.2.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.0	0.5%
Taxation	2.8	99.5%
Total	2.8	100.0%

Budget Change: The increase in the net operating budget from 2015 to 2016 is due to corporate restructuring and labour increases, and offset by savings achieved. The department's budget restatement results are reflected in the table below. As part of the corporate restructuring, one staff was transferred to Corporate Asset Management, and four staff were transferred to Infrastructure Delivery to support the construction of municipal buildings.

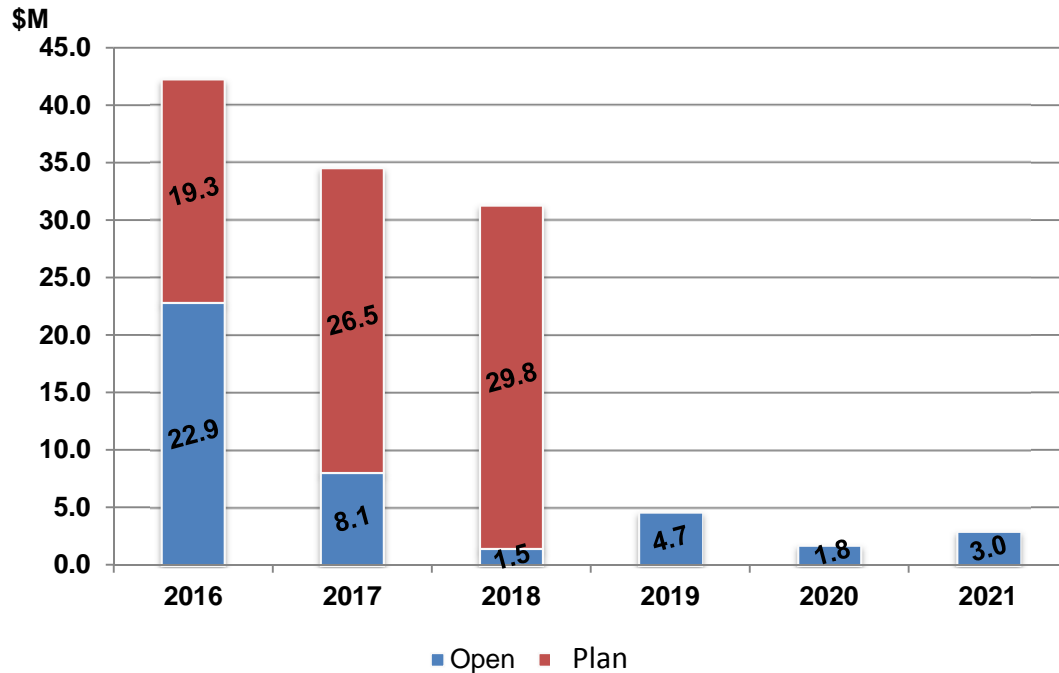
Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		2.4	2.8	2.8
Status Quo		0.4	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	2.4	2.8	2.8	2.9

Full Time Equivalents (FTE's)	19.6	21.6	21.6	21.6
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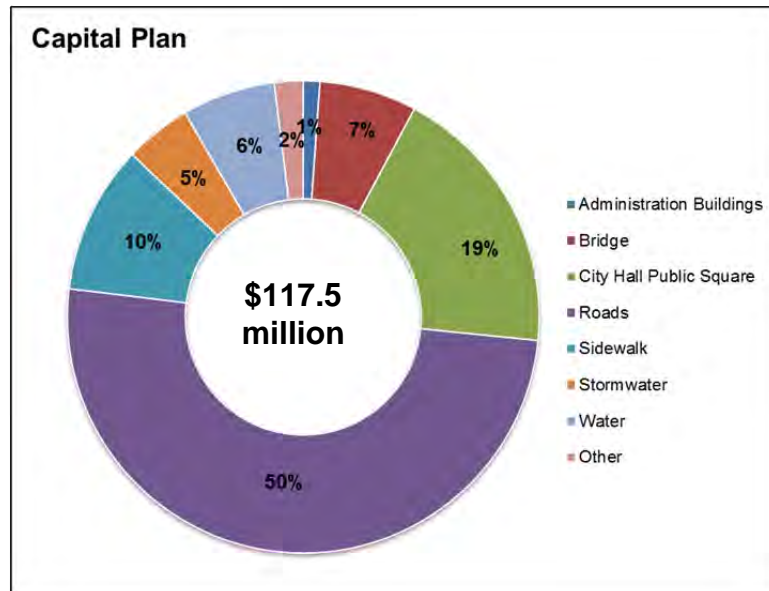
APPROVED 2016 Budget 2017-18 Plan

10.7.2.6 Capital Summary

Estimated Annual Capital Expenditures (Note 1)

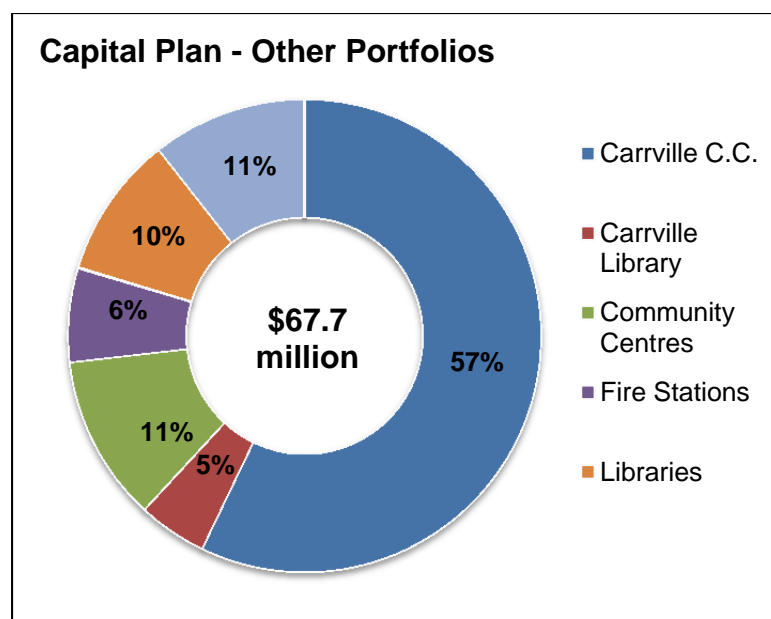


Note 1: Does not include projects totaling \$67.7 million in the capital plan that the department manages and delivers on behalf of other portfolios



Capital Projects \$M			
	Public Works	Other Portfolios	Total
Open	41.9	21.6	63.5
Plan	75.6	46.1	121.7
Total	117.5	67.7	185.2

APPROVED 2016 Budget 2017-18 Plan



2016 – 2018 Capital Plan including Open Projects by Strategy Map

TERM OF COUNCIL PRIORITIES (\$M)	Open	2016	2017	2018
Public Works				
Improve municipal road network	3.9	0.1	0.3	0.8
Continue to develop transit, cycling and pedestrian options to get around the City	6.7	1.1	3.1	0.8
Invest, renew and manage infrastructure and assets	30.3	18.5	12.9	17.1
Attract investment and create jobs	0.8	0.0	0.0	0.0
Continue to cultivate an environmentally sustainable city	0.2	0.0	0.0	0.0
Support and promote arts, culture, heritage and sports in the community	0.0	0.0	21.0	0.0
Sub-Total	41.9	19.6	37.3	18.7
Other Portfolios				
Support the development of the hospital	7.1	0.0	0.0	0.0
Invest, renew and manage infrastructure and assets	1.0	2.0	1.7	1.5
Continue to ensure the safety and well-being of citizens	4.1	0.0	0.0	0.0
Continue to cultivate an environmentally sustainable city	0.0	2.9	0.0	0.0
Support and promote arts, culture, heritage and sports in the community	9.4	0.0	38.0	0.0
Sub-Total	21.6	4.8	39.7	1.5
Grand Total	63.5	24.5	77.0	20.2

APPROVED 2016 Budget 2017-18 Plan

2016-2018 Capital Plan by Funding Source (Note 1)

Group	2016	2017	2018	Total
Capital From Taxation	0.0	0.0	0.4	0.4
City Wide Development Charges	0.9	3.4	1.2	5.5
Debenture Financing	8.8	27.5	7.0	43.3
Gas Tax	3.8	3.3	3.0	10.1
Infrastructure Reserves	5.0	3.0	6.8	14.9
Other	1.1	0.0	0.3	1.4
Grand Total	19.6	37.3	18.7	75.6

Note 1: Does not include projects totaling \$67.7 million in the capital plan that the department manages and delivers on behalf of other portfolios

2016 – 2018 Capital Project List (Note 1):

Project # & Title (\$M)	2016	2017	2018
BF-8387-17 - City Hall Public Square/Underground Parking Structure/Outdoor Rink	0.0	21.0	0.0
CD-1853-18 - Lay-by Parking on Vellore Woods Boulevard	0.0	0.0	0.2
CD-1883-18 - Right Turning Lane - Willis Road and Pine Valley Drive	0.0	0.0	0.4
CD-1930-17 - Sidewalk on Keele Street - McNaughton Road to Teston Road	0.0	0.0	0.0
CD-1931-17 - Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	0.0	0.0	0.0
CD-1949-17 - Pedestrian Link Review - Woodbridge Avenue at CP Bridge	0.0	0.0	0.0
CD-1957-18 - Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.0	0.0	0.1
CD-1962-18 - Hydro-Geological Study for Anthony Lane	0.0	0.0	0.2
CD-1978-18 - Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.0	0.0	0.1
CD-1979-17 - Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	0.0	0.1	0.0
CD-1980-18 - Sidewalk on Weston Road - Major Mackenzie Dr. to Greenbrooke Dr.	0.0	0.0	0.0
CD-1984-17 - Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.0	0.1	0.6
CD-1986-16 - Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/ 220 Basaltic Road	0.2	0.0	0.0
CD-1991-17 - Traffic Signal Installation - Interchange Way and Interchange Way	0.0	0.2	0.0
CD-1996-17 - Municipal Structure Inspection and Reporting in 2017	0.0	0.1	0.0
CD-2001-16 - 2018 Road Rehabilitation	0.3	0.0	10.0
CD-2002-16 - 2018 Watermain Replacement	0.6	0.0	6.8
CD-2003-15 - Culvert Replacement on King-Vaughan Road	0.4	0.0	0.0
CD-2005-16 - Street Lighting on Teston Road - Hwy 400 to Weston Road	0.1	0.0	0.2
CD-2007-17 - Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	0.0	1.5	0.0
CD-2008-17 - Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.0	0.2	0.0
CD-2013-15 - Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	0.0	0.2	0.0
CD-2014-15 - Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	0.0	0.2	0.0
CD-2015-15 - 2016 Road Rehabilitation	10.1	0.0	0.0
CD-2016-15 - 2016 Watermain Replacement	2.7	0.0	0.0

APPROVED 2016 Budget 2017-18 Plan

Project # & Title (\$M)	2016	2017	2018
CD-2018-15 - 2017 Road Rehabilitation	0.0	9.4	0.0
CD-2019-15 - 2017 Watermain Replacement	0.0	1.6	0.0
CD-2020-16 - Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue	0.1	0.6	0.0
CD-2021-17 - Street Lighting on Nashville Road - Whisper Lane to Stevenson Road	0.0	0.1	0.2
CD-2022-16 - Culvert Replacement/Rehabilitation Major Mackenzie Drive at Hwy 400	0.6	0.0	0.0
CD-2024-17 - Sidewalk and Street Lighting on Regional Road Hwy # 50 - Phase 3	0.0	1.2	0.0
CD-2025-16 - Retaining Wall Rehabilitation at 30 Intersite Place	0.7	0.0	0.0
CD-2026-17 - 2019 Road Rehabilitation	0.0	0.3	0.0
CD-2027-17 - 2019 Watermain Replacement	0.0	0.6	0.0
EN-1888-13 - Bridge Rehabilitation - Glen Shields Avenue	0.6	0.0	0.0
EN-1960-13 - Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	0.8	0.0	0.0
EN-1993-14 - Bridge Rehabilitation - Willis Road	1.7	0.0	0.0
EN-1994-14 - Bridge Rehabilitation - Nort Johnston District Park	0.7	0.0	0.0
Total	19.6	37.3	18.7

Note 1: Does not include projects totaling \$67.7 million in the capital plan that the department manages and delivers on behalf of other portfolios

APPROVED 2016 Budget 2017-18 Plan

10.7.3 Environmental Services

10.7.3.1 Department Overview

Environmental Services delivers water, wastewater, stormwater and solid waste services to citizens and businesses in Vaughan. Over the next four years, Environmental Services will focus on demonstrating service delivery oversight through business effectiveness and citizen focus. Within Environmental Services, solid waste is funded through tax and water, wastewater and stormwater are funded through rates. The operating budget for water, wastewater and stormwater will be discussed in a separate section.

10.7.3.2 APPROVED 2016 Budget and 2017 - 18 Plan

Excludes Water/Wastewater/Stormwater Operating Budgets

(\$M)	2016	2017	2018
Revenue			
User Fees	0.2	0.2	0.2
Grants	1.1	1.2	1.2
Total	1.4	1.4	1.4
Expenditures			
Labour	0.7	0.8	0.8
Service Contracts and Materials	9.7	10.2	10.5
Other	0.1	0.1	0.1
Total	10.5	11.0	11.4
Net Operating Budget	9.2	9.6	10.0

Capital Plan	0.9	0.2	0.2
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10.7.3.3 Recent Accomplishments

- Savings achieved through synergies with Corporate Communications, and realignment of funding sources from a recent operational review
- Solid Waste operational review was completed and recommendations to increase organics collections at facilities, parks and open spaces were identified and will be included in future programming

10.7.3.4 Key Commitments

- Integrate customer service calls with Access Vaughan, streamline processes and better align service delivery within the Portfolio
- Continue to use a shared service delivery model for water, wastewater and stormwater, and improve the quality data collection to inform asset management efforts
- Use performance based contracts for solid waste delivery, and improve financial sustainability by reviewing a user fee funding model

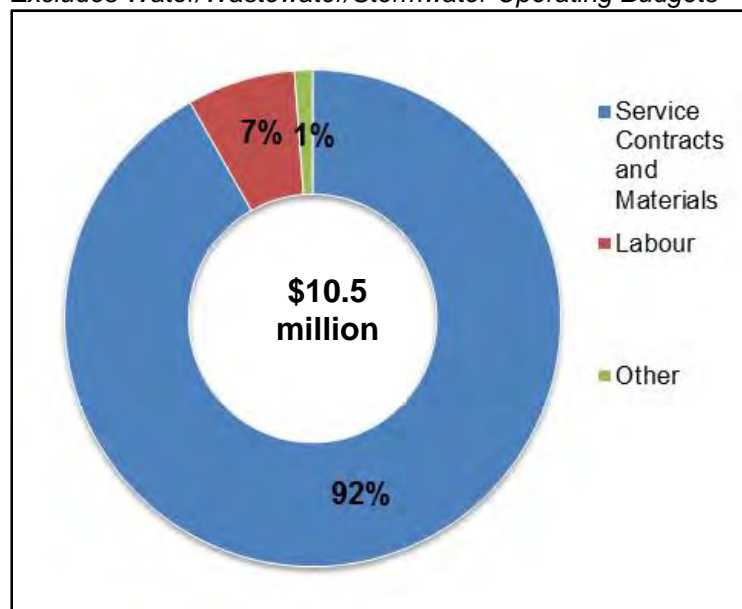
APPROVED 2016 Budget 2017-18 Plan

- Increase staff engagement by providing better alignment over service delivery in water, wastewater, stormwater and solid waste through an organizational review

10.7.3.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures – Solid Waste

Excludes Water/Wastewater/Stormwater Operating Budgets



Funding Type	\$M	%
User Fees	0.2	2.2%
WDO Grant	1.1	10.9%
Taxation	9.2	87.0%
Total*	10.5	100.0%

Budget Change: The change from 2015 to 2016 is largely attributed to savings achieved through a functional realignment of Environmental Services, and streamlining of corporate services with Corporate Communications and Access Vaughan departments. The savings are offset by price increases for the Residential Solid Waste Contract. The 2017 change is largely attributed to price increases in the Residential Solid Waste Contract and residential growth. The 2018 increase is largely attributed to provision of Solid Waste service to all residential condominiums and other residential growth.

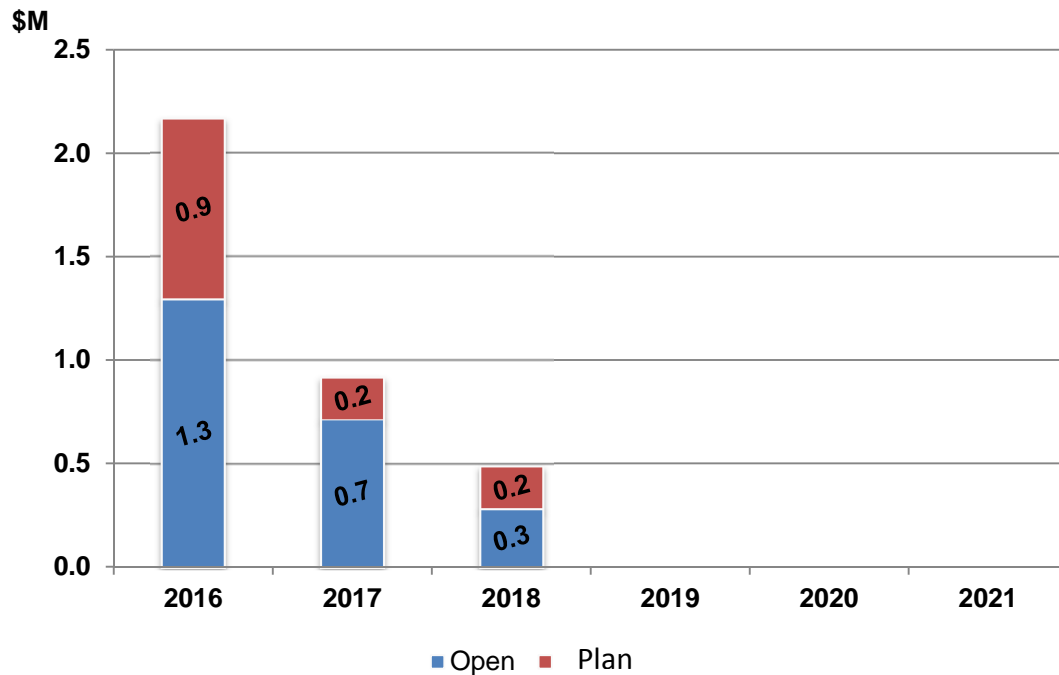
Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		9.3	9.2	9.6
Status Quo		-0.2	0.3	0.0
Growth		0.1	0.2	0.4
New		0.0	0.0	0.0
Net Operating Budget	9.3	9.2	9.6	10.0

Full Time Equivalents (FTE's)	12.5	8.7	8.7	8.7
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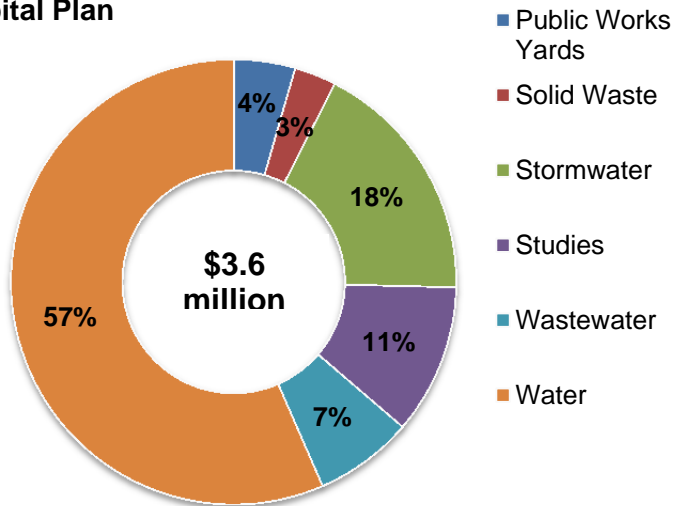
APPROVED 2016 Budget 2017-18 Plan

10.7.3.6 Capital Summary (Water, Wastewater, Stormwater and Solid Waste)

Estimated Annual Capital Expenditures



Capital Plan



Capital Projects \$M	
Open	2.3
Plan	1.3
Total	3.6

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to cultivate an environmentally sustainable city	1.1	0.0	0.0	0.0
Invest, renew and manage infrastructure and assets	1.2	0.8	0.2	0.2
Grand Total	2.3	0.9	0.2	0.2

2016 – 2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Gas Tax	0.5	0.0	0.0	0.5
Infrastructure Reserves	0.3	0.2	0.2	0.7
Capital From Taxation	0.0	0.0	0.0	0.0
Grand Total	0.9	0.2	0.2	1.3

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
EV-2063-15 - ICI Water Meter Replacement Program	0.0	0.2	0.2
EV-2086-16 - Solid Waste Management Program Study	0.0	0.0	0.0
EV-2087-16 - Pump/Booster Stations – Condition Assessment	0.3	0.0	0.0
EV-2088-16 - Force main – Condition Assessment	0.1	0.0	0.0
EV-2089-16 - Storm Pond Cleaning - Larissa Pond (Pond 45A)	0.1	0.0	0.0
EV-2090-16 - Storm Pond Cleaning - Pond 8	0.2	0.0	0.0
EV-2091-16 - Storm Pond Cleaning - Audia Pond (Pond 21 A&B)	0.2	0.0	0.0
Total	0.9	0.2	0.2

APPROVED 2016 Budget 2017-18 Plan

10.7.4 Transportation Services, Parks and Forestry Operations (TSPFO)

10.7.4.1 Department Overview

Transportation Services, Parks and Forestry Operations (TSPFO) focuses on providing exceptional service delivery, infrastructure maintenance and operations in order to enhance the citizen experience in the city.

TSPFO maintains the local road network, which accounts for over 2,000 lane-kilometers. TSPFO provides snow plowing, salting, and other winter maintenance activities for the city facilities, sidewalks, and roads. Other maintenance activities include curb and sidewalk repair, ditch and culvert maintenance, litter and debris pick-up, road repairs/asphalt patching, sign installation, and street sweeping. TSPFO ensures the safe operations of the local road network through traffic signs and pavement markings, the installation and review of over 80 traffic signals, the School Crossing Guard Program, the Speed Compliance Program, all-way stop requests, and parking/stopping prohibition requests.

In addition, TSPFO maintains over 800 hectares of parks, boulevards and open spaces, 200 playgrounds, numerous trail systems, in addition to a wide variety of sports fields throughout the city. TSPFO maintains horticultural displays and flower beds, including 750 hanging baskets, 550 flower planters and 200 planting beds; and ensures the sustainability of the city's tree canopy through planting, pruning, mulching and fertilizing, removals, and protection of the city's assets.

10.7.4.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.6	0.7	0.7
Total	0.6	0.7	0.7
Expenditures			
Labour	14.4	14.6	14.7
Service Contracts and Materials	16.7	17.2	17.5
Utilities & Fuel	4.1	4.5	4.8
Other	1.0	1.0	1.0
Total	36.2	37.1	38.0
Net Operating Budget	35.5	36.5	37.3
Capital Plan	7.1	24.2	7.3

APPROVED 2016 Budget 2017-18 Plan

10.7.4.3 Recent Accomplishments

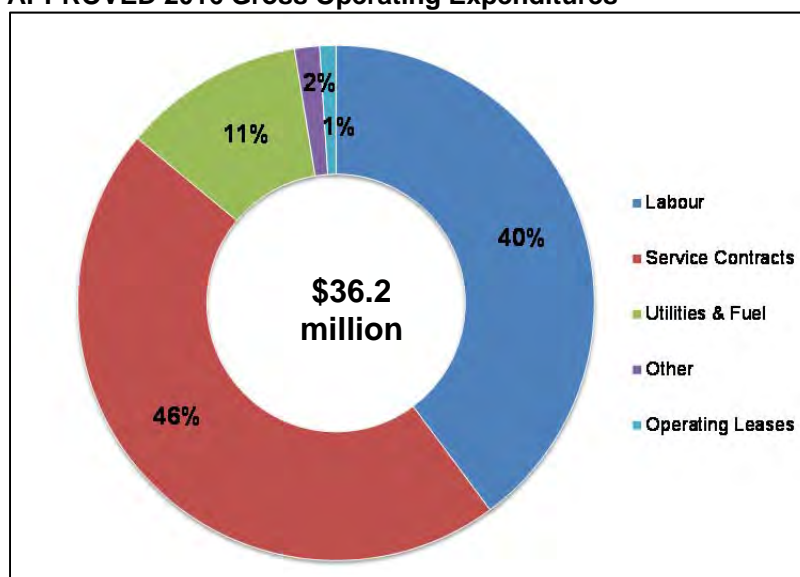
- Synergies and cost savings identified through the integration of Transportation Services and Parks and Forestry Operations in 2014
- Integrated the sidewalk, facility, and road winter maintenance for the winter of 2015/2016 to provide a comprehensive winter maintenance service
- Developed the Tree Replacement Plan and implemented Phase 1

10.7.4.4 Key Commitments

- Continue implementation of the Tree Replacement Plan
- Review the department's organizational design to further integrate and identify synergies
- Implement LED Streetlight Conversion program
- Implement a long-term, performance based contract for winter maintenance
- Further integrate sidewalk, facility and road winter maintenance

10.7.4.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.6	1.8%
Taxation	35.5	98.2%
Total	36.2	100.0%

Budget Change: The change from 2015 to 2016 is largely related to savings initiatives. As part of the savings initiative, five positions were eliminated, two positions were moved from Environmental Services and various contract efficiencies were realized. In addition, revenue increases are foreseen in tree permitting and cemetery fees.

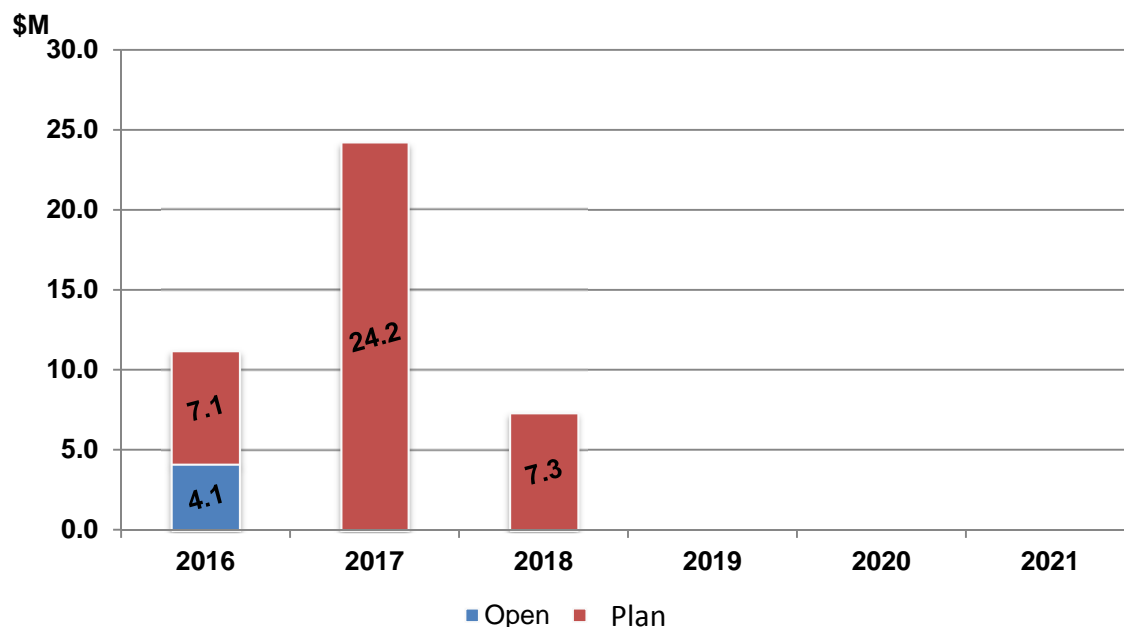
APPROVED 2016 Budget 2017-18 Plan

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		35.6	35.5	36.5
Status Quo		-0.2	0.7	0.5
Growth		0.1	0.2	0.3
New		0.0	0.0	0.0
Net Operating Budget	35.6	35.5	36.5	37.3

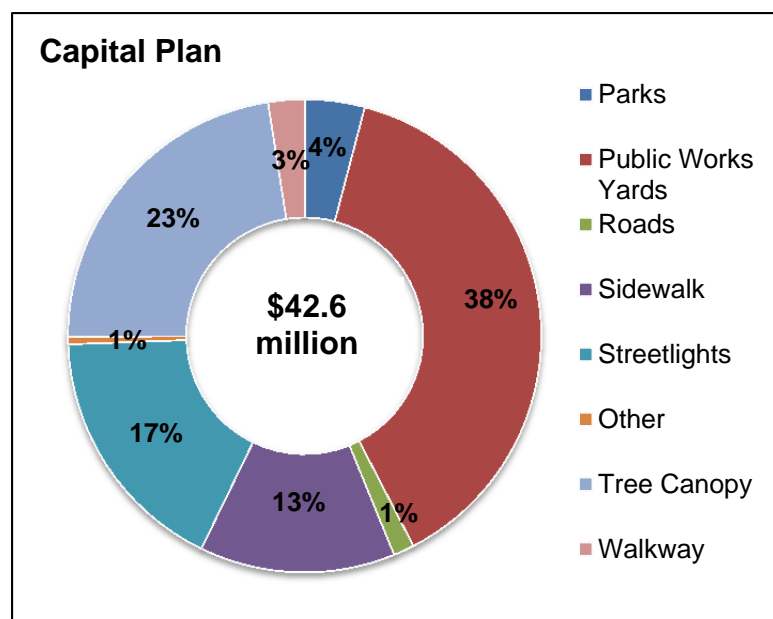
Full Time Equivalents (FTE's)	182.6	179.6	179.6	179.6
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10.7.4.6 Capital Summary

Estimated Annual Capital Expenditures



APPROVED 2016 Budget 2017-18 Plan



Capital Projects \$M	
Open	4.1
Plan	38.5
Total	42.6

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Improve municipal road network	0.0	0.0	0.0	0.0
Continue to develop transit, cycling and pedestrian options to get around the City	0.0	0.0	0.1	0.0
Re-establish the urban tree canopy	0.5	3.0	3.0	3.0
Invest, renew and manage infrastructure and assets	1.9	2.5	19.2	2.7
Continue to ensure the safety and well-being of citizens	0.1	0.1	0.3	0.0
Continue to cultivate an environmentally sustainable city	1.7	1.5	1.5	1.5
Grand Total	4.1	7.1	24.2	7.3

2016 – 2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
City Wide Development Charges	0.0	10.1	0.0	10.1
Debenture Financing	0.0	6.0	0.0	6.1
Gas Tax	3.3	3.4	3.5	10.2
Infrastructure Reserves	0.7	0.7	0.7	2.1
Other	0.0	0.0	0.0	0.1
Capital From Taxation	3.0	3.8	3.0	9.8
Grand Total	7.1	24.2	7.3	38.5

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
RP-1972-17 - Public Works and Parks Operations Yard Expansion and Upgrade Strategy	0.0	16.2	0.0
RP-2013-15 - Street Light Pole Replacement Program	0.3	0.3	0.3
RP-2035-15 - Curb and Sidewalk Repair & Replacement	1.8	1.9	2.0
RP-2058-15 - LED Streetlight Conversion	1.5	1.5	1.5
RP-6700-15 - Tree Planting Program-Regular	0.6	0.6	0.6
RP-6739-15 - Tree Replacement Program-EAB	0.4	0.4	0.4
RP-6741-17 - Maple Community Centre-Landscape & Traffic Safety Improvements	0.0	0.2	0.0
RP-6745-17 - Nashville Cemetery-Road Extension	0.0	0.1	0.0
RP-6746-15 - Fence Repair & Replacement Program	0.1	0.1	0.1
RP-6751-17 - Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	0.0	0.1	0.0
RP-6753-17 - CTS Mobile Handheld Program	0.0	0.2	0.0
RP-6754-15 - Parks Concrete Walkway Repairs/Replacements	0.2	0.2	0.3
RP-6756-15 - Traffic Signs Reflectivity Inspection and Testing	0.1	0.1	0.0
RP-6757-15 - Tree Planting - Regular - Additional Costs	0.4	0.4	0.4
RP-6759-17 - Pedestrian Crossing Enhancement Program – Pavement Marking	0.0	0.2	0.0
RP-6760-17 - Pedestrian Connectivity Study - Beverley Glen Blvd/Disera Drive Area	0.0	0.1	0.0
RP-6761-18 - Melville Avenue Operational Review	0.0	0.0	0.0
RP-6762-16 - Supplementary Tree Planting Program	1.7	1.7	1.7
Total	7.1	24.2	7.3

APPROVED 2016 Budget 2017-18 Plan

10.7.5 Fleet Management Services

10.7.5.1 Department Overview

Fleet Management Services is responsible for procuring and maintaining all fleet assets. The department utilizes a proactive and cost effective maintenance program to ensure that the assets are operating in a safe, reliable manner, while adhering to federal and provincial legislative guidelines.

10.7.5.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	1.0	1.1	1.1
Repairs & Maintenance	1.2	1.2	1.2
Parts & Supplies	0.2	0.2	0.2
Licencing	0.1	0.1	0.1
Other	0.1	0.1	0.1
Total	2.7	2.7	2.7
Net Operating Budget	2.7	2.7	2.7

Capital Plan	1.8	1.1	1.7
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10.7.5.3 Recent Accomplishments

- Re-structured existing Preventative Maintenance program from calendar-based to utilization-based; thereby reducing unnecessary servicing, downtime and expenses
- Hired Driver and Compliance Trainer to train staff to operate all fleet vehicles and equipment in a safe and efficient manner; and to monitor and ensure the city's Commercial Vehicle Operators Registry is in good standing
- Installed a marked diesel fuel tank at Woodbridge Yard to allow off-road/unlicensed vehicles to utilize road tax exempt fuel

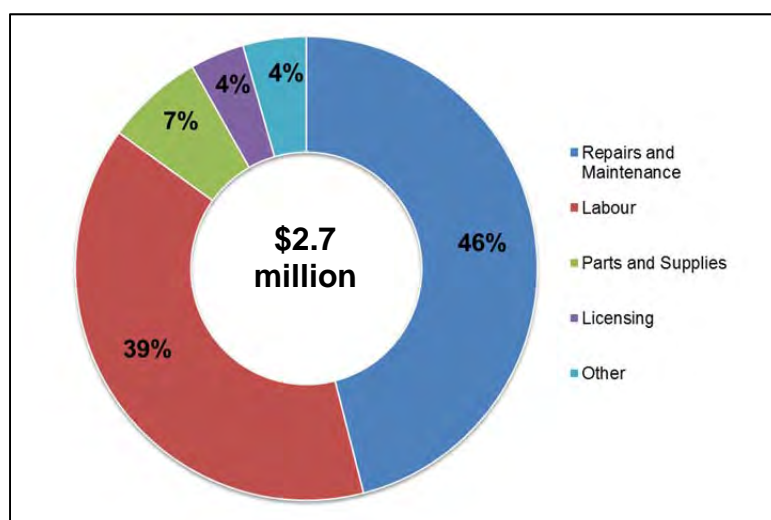
10.7.5.4 Key Commitments

- Maintain city vehicles and equipment to operate at peak efficiency, in a safe and reliable manner
- Update Fleet Policy to ensure sustainable lifecycle management of fleet assets
- Promote a positive image of the city through branding, appearance and good state of repair

APPROVED 2016 Budget 2017-18 Plan

10.7.5.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	2.7	100%
Total	2.7	100%

Budget Change: The increase in the APPROVED 2016 operating budget is mainly due to increased labour costs from salary progressions. This increase is partly offset by savings initiatives that have been identified in maintenance activities.

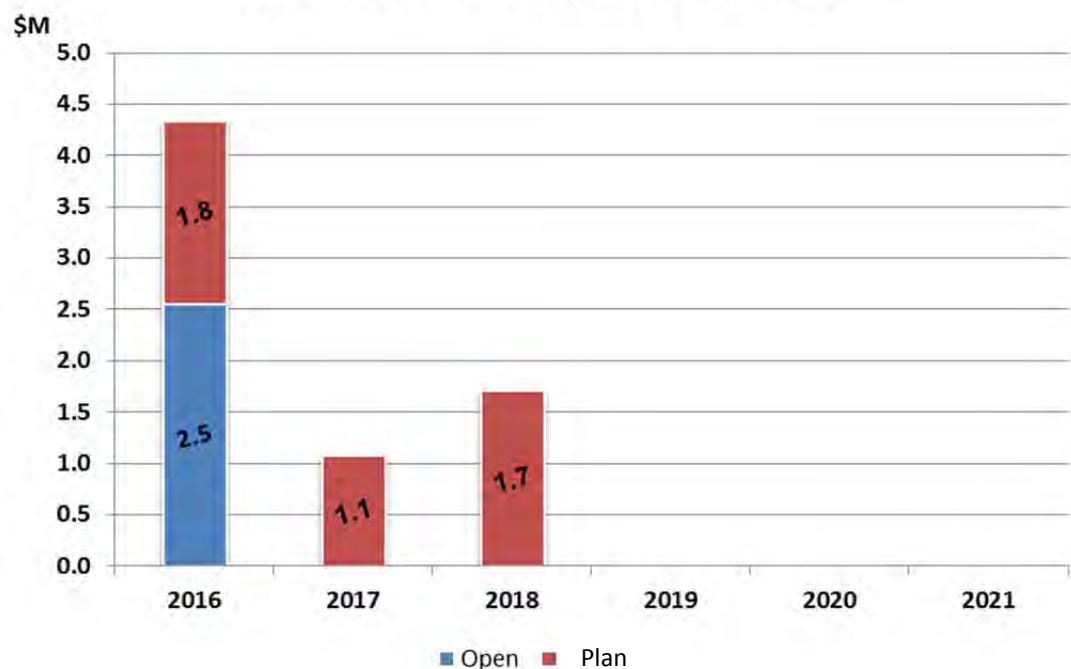
Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		2.6	2.7	2.7
Status Quo		0.0	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	2.6	2.7	2.7	2.7

Full Time Equivalents (FTE's)	10	10	10	10
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APPROVED 2016 Budget 2017-18 Plan

10.7.5.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Projects \$M	
Open	2.5
Plan	4.6
Total	7.1

The total capital plan consists of projects to purchase or replace the city's vehicles and large equipment.

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	2.5	1.8	1.1	1.7
Grand Total	2.5	1.8	1.1	1.7

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.0	0.3	0.3	0.6
City Wide Development Charges	0.3	0.0	0.0	0.3
Infrastructure Reserves	1.3	0.5	1.4	3.2
Other Reserves	0.2	0.2	0.0	0.5
Grand Total	1.8	1.1	1.7	4.6

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
FL-5168-18 - Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2 pickup	0.0	0.0	0.0
FL-5192-18 - PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	0.0	0.0	0.0
FL-5200-18 - BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	0.0	0.0	0.0
FL-5211-16 - PW-RDS-Replace Unit #1370 with 1/2 ton Quad Cab 4x4 pickup	0.0	0.0	0.0
FL-5215-17 - PKS-Additional 2 ton 4x4 crew cab dump truck	0.0	0.1	0.0
FL-5221-17 - PKS- Additional sand sifters	0.0	0.1	0.0
FL-5242-16 - PW-WATER-Replace Unit #1554 with 3/4 ton cargo van	0.1	0.0	0.0
FL-5243-16 - PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van	0.1	0.0	0.0
FL-5250-18 - PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	0.0	0.0	0.1
FL-5274-18 - PKS- Additional loader and fork attachment for Unit #1856	0.0	0.0	0.0
FL-5275-18 - PKS- Additional loader and fork attachment for Unit #1857	0.0	0.0	0.0
FL-5276-18 - PKS- Additional loader and fork attachment for Unit #1858	0.0	0.0	0.0
FL-5278-17 - PKS- Additional dual stream compactor refuse truck	0.0	0.1	0.0
FL-5285-18 - PKS-FORESTRY- Additional 9" drum chipper	0.0	0.0	0.0
FL-5286-18 - PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	0.0	0.0	0.0
FL-5290-18 - PW-RDS-Additional Small Equipment	0.0	0.0	0.0
FL-5292-18 - PW-RDS- Additional concrete grinder	0.0	0.0	0.0
FL-5293-18 - PW - RDS - 1 New additional Anti-Icing Tank	0.0	0.0	0.0
FL-5295-18 - PW-RDS- Additional steamer/generator	0.0	0.0	0.1
FL-5300-16 - ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup	0.0	0.0	0.0
FL-5306-16 - B&F- Replace Unit #974 with ice resurfacer	0.1	0.0	0.0
FL-5311-16 - B&F- Replace Unit #1055 with ice resurfacer	0.1	0.0	0.0
FL-5313-17 - B&F- Replace Unit #1070 with ice resurfacer	0.0	0.1	0.0
FL-5317-18 - PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	0.0	0.0	0.0
FL-5323-17 - PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	0.0	0.1	0.0
FL-5333-17 - PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	0.0	0.1	0.0
FL-5353-16 - PKS-Replace Unit #1608 with 16' large area mower	0.1	0.0	0.0
FL-5361-16 - PKS-Replace Unit #1565,1566 with 16' large area mower	0.1	0.0	0.0
FL-5409-18 - PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	0.0	0.0	0.1
FL-5411-18 - PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	0.0	0.0	0.2
FL-5421-17 - PW-RDS-Replace Unit #1344 with Regenerative street sweeper	0.0	0.3	0.0
FL-5426-18 - PW-RDS-Replace Unit #1373 with Regenerative street sweeper	0.0	0.0	0.3
FL-5427-18 - PW-RDS-Replace Unit #1159 with tandem dump truck	0.0	0.0	0.3
FL-5428-18 - PW-RDS-Replace Unit #1289 with tandem dump truck	0.0	0.0	0.3
FL-5466-17 - PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	0.0	0.1	0.0
FL-5468-16 - PW-WATER--Replace Unit #1563 with 3/4 ton cargo van	0.1	0.0	0.0
FL-5478-16 - PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab pickup with plow	0.1	0.0	0.0
FL-5488-16 - BYLAW-Replace Unit #1684 with compact sedan	0.0	0.0	0.0
FL-5489-16 - BYLAW-Replace Unit #1685 with compact sedan	0.0	0.0	0.0
FL-5500-16 - PW-RDS- Additional tandem roll off dump truck with plow/wing .	0.3	0.0	0.0
FL-5517-16 - PW-WASTEWATER-Additional Hydrovac Excavator Truck	0.6	0.0	0.0
FL-5519-16 - Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017	0.1	0.2	0.0
FL-552016 - Bldg Stds- Replace 4 vehicles in 2016	0.1	0.0	0.0
Total	1.8	1.1	1.7

APPROVED 2016 Budget 2017-18 Plan

10.7.6 Corporate Asset Management

10.7.6.1 Department Overview

Corporate Asset Management facilitates and coordinates sustainable Asset Management practices that enable the city to deliver required levels of service, within acceptable levels of risk, using infrastructure assets that are managed in a financially, socially and environmentally sustainable way.

10.7.6.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.4	0.4	0.4
Other	0.0	0.0	0.0
Total	0.4	0.4	0.4
Net Operating Budget	0.4	0.4	0.4

Capital Plan	0.1	0.1	0.1
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10.7.6.3 Recent Accomplishments

- Completed an update of the city's Asset Management Plan to ensure continued eligibility for provincial and federal infrastructure funding
- Progressed on implementation of Computerized Maintenance Management System (CMMS) that will improve operations and maintenance efficiency
- The Corporate Asset Management (CAM) team was established with recruitment of the Department Manager and four AM Specialists

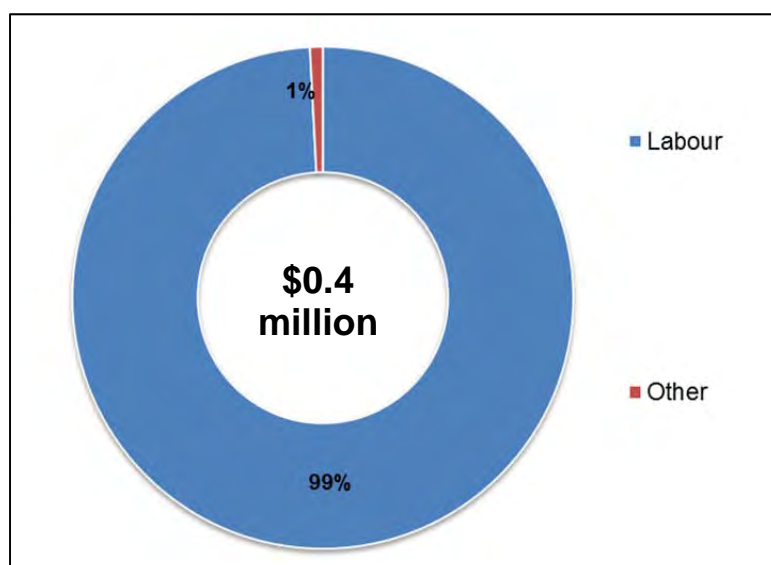
10.7.6.4 Key Commitments

- Delivery of annual Asset Management Plan Updates with ongoing improvements in lifecycle management methodologies, including level of service planning and risk assessment
- Implementation of an Asset Management Planning solution to support consistent asset investment decision-making enterprise-wide
- Implementation of the enterprise Computerized Maintenance Management System with geo-spatial mapping and mobility tools in all operations and maintenance service areas (excluding Fire)

APPROVED 2016 Budget 2017-18 Plan

10.7.6.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.2	47%
Water/Wastewater	0.2	53%
Total	0.4	100%

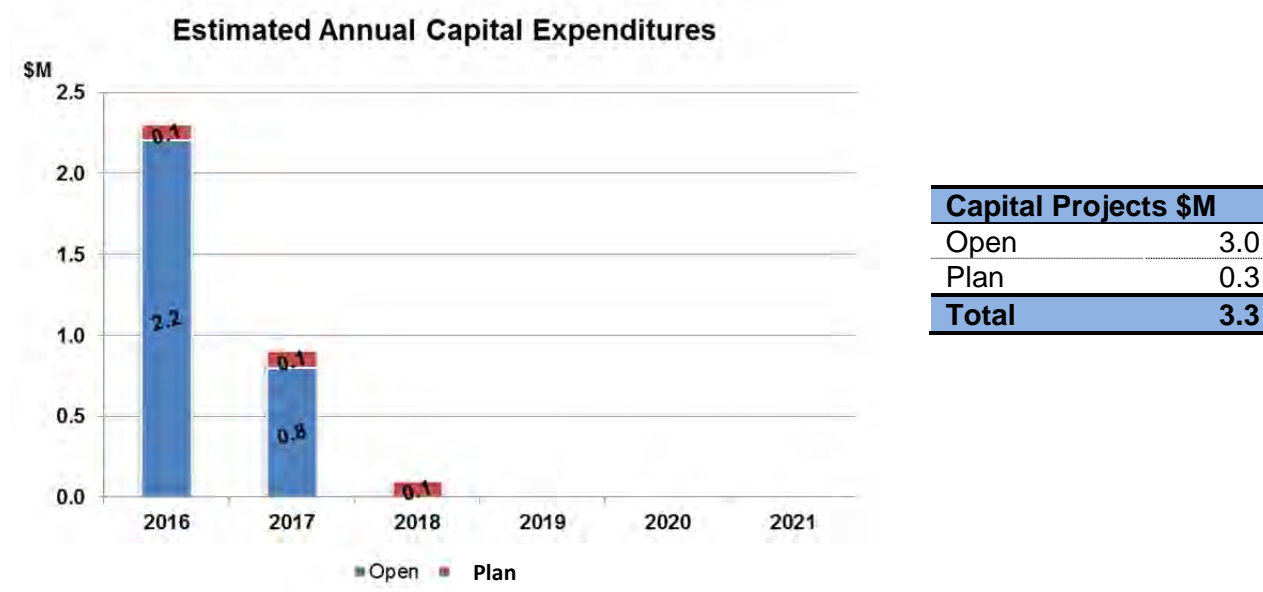
Budget Change: The change from 2015 to 2016 is largely related to corporate restructuring and labour increases. As part of the corporate restructuring, four staff were transferred from various departments to Corporate Asset Management to centralize and streamline the workflow processes.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.1	0.4	0.4
Status Quo		0.3	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	0.1	0.4	0.4	0.4

Full Time Equivalents (FTE's)	0.4	4.4	4.4	4.4
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APPROVED 2016 Budget 2017-18 Plan

10.7.6.6 Capital Summary



The capital plan includes three capital projects currently underway for the procurement and implementation of the Corporate Asset Management System, Building designated substance and condition audits.

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	3.0	0.1	0.1	0.1
Grand Total	3.0	0.1	0.1	0.1

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Gas Tax	0.1	0.1	0.1	0.3
Grand Total	0.1	0.1	0.1	0.1

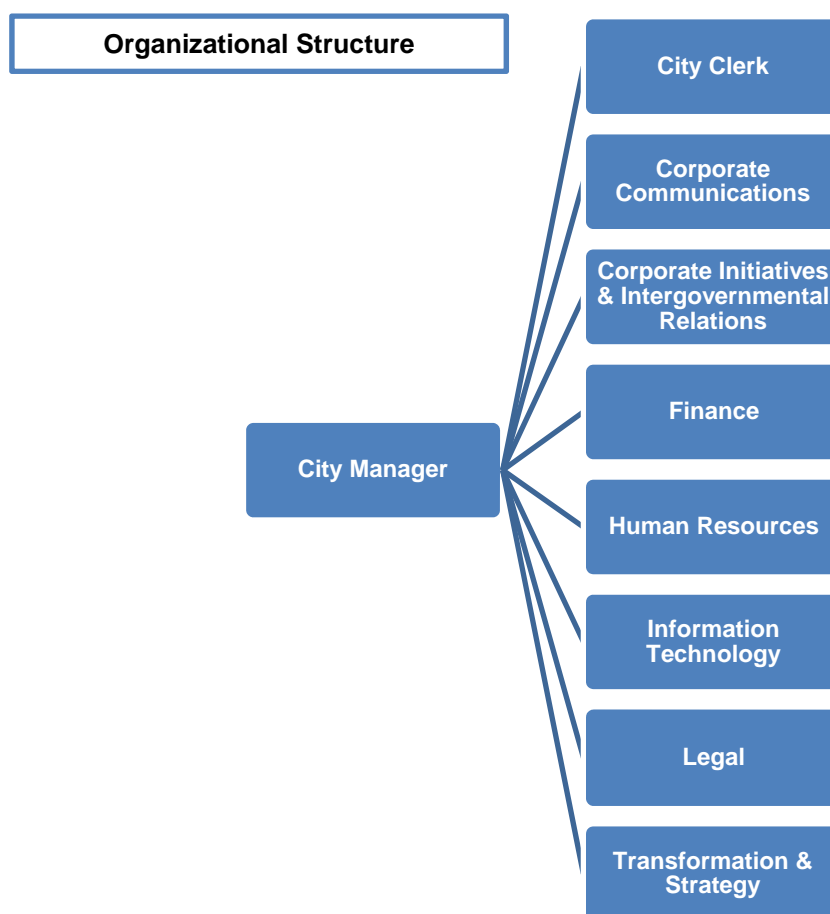
2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BF-8487-15 - Building Condition Audits	0.1	0.1	0.1
Total	0.1	0.1	0.1

10.8Centres of Expertise

10.8.1 Overview

The offices presented below provide overall administration services for the city and support departments within the portfolios, enabling them to complete their tasks. Each office is led by an Officer who reports directly to the City Manager's office.



APPROVED 2016 Budget 2017-18 Plan

10.8.2 Office of the City Clerk

10.8.2.1 Office Overview

The Office of the City Clerk has a multi-dimensional role as Integrator, Facilitator, Advisor and Source of information. It 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 department supports the legislative processes for Council and its associated committees through the provision of Corporate Secretariat Services and carries out a number of statutory and independent duties.

Amongst its responsibilities, the office manages corporate and archival records, responds to Freedom of Information requests from the public, and oversees the city's responsibility for the protection of personal information. The department also manages the city's Insurance and Risk Management programs, conducts municipal and school board elections and provides full mail/printing/internal courier services. The Committee of Adjustment processes minor variances and consents under the Planning Act.

10.8.2.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.8	0.8	0.8
Total	0.8	0.8	0.8
Expenditures			
Insurance	6.0	6.1	6.4
Labour - OCC	3.3	3.3	3.4
Labour - Council Admin.	1.5	1.5	1.5
Postage	0.6	0.7	0.7
Other	0.4	0.4	0.4
Council Corporate	0.1	0.1	0.1
Total	11.9	12.1	12.5
Net Operating Budget	11.1	11.3	11.7
Capital Plan	0.1	-	0.0

This APPROVED budget includes preliminary allocations as a result of the corporate realignment. Final reallocations will be determined and presented to Council in 2016. The reallocations are administrative in nature and will not affect the tax levy.

10.8.2.3 Recent Accomplishments

- Winner of the 2015 APEX Grand Award for Publication Excellence in Social Media for the re-designed Archives and Records Management website
- Developed a Public Record Redaction Procedure used to address privacy concerns in processing requests from the public for the removal of personal information from the city's website

APPROVED 2016 Budget 2017-18 Plan

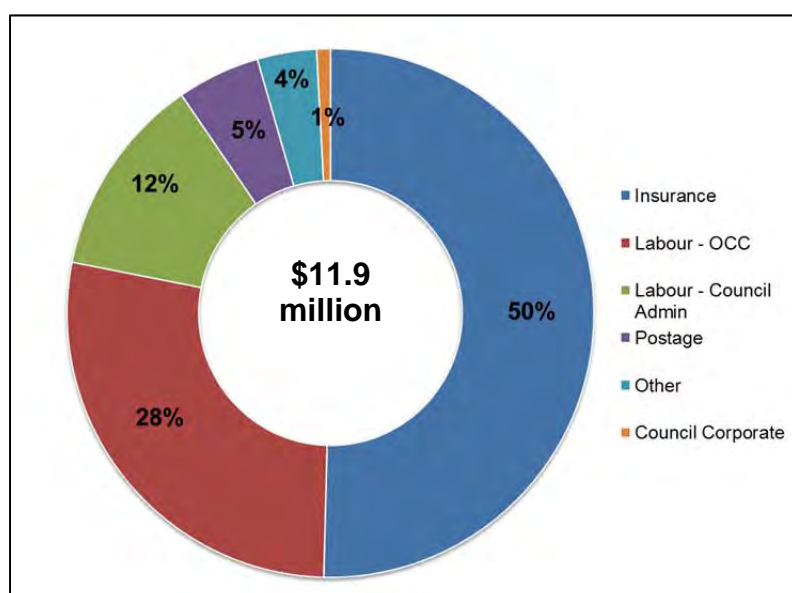
- Standardized the issuance of insurance certificate forms to be used by all departments in the City of Vaughan, ensuring consistency of coverage for projects and contracts entered into by the city
- Developed and implemented a new agenda management process which provides for long term report forecasting, timelier review of and collaboration on committee reports, and strategic scheduling and management of agenda items

10.8.2.4 Key Commitments

- Facilitate a Ward Boundary Review
- Present options to Council for the establishment of a lobbyist registry and implement the Council approved option
- Support implementation of Electronic Data Management System

10.8.2.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.8	6%
Taxation	11.1	94%
Total	11.9	100%

Budget Change: The increase in the APPROVED 2016 Operating Budget and 2017-18 Plan is largely driven by a rise in the city's insurance premium and increases in postage rates and labour costs. A number of savings initiatives are included in the APPROVED budget that have helped to partially offset these pressures, including an increase to Committee of Adjustment fees and a reduction to insurance legal fees.

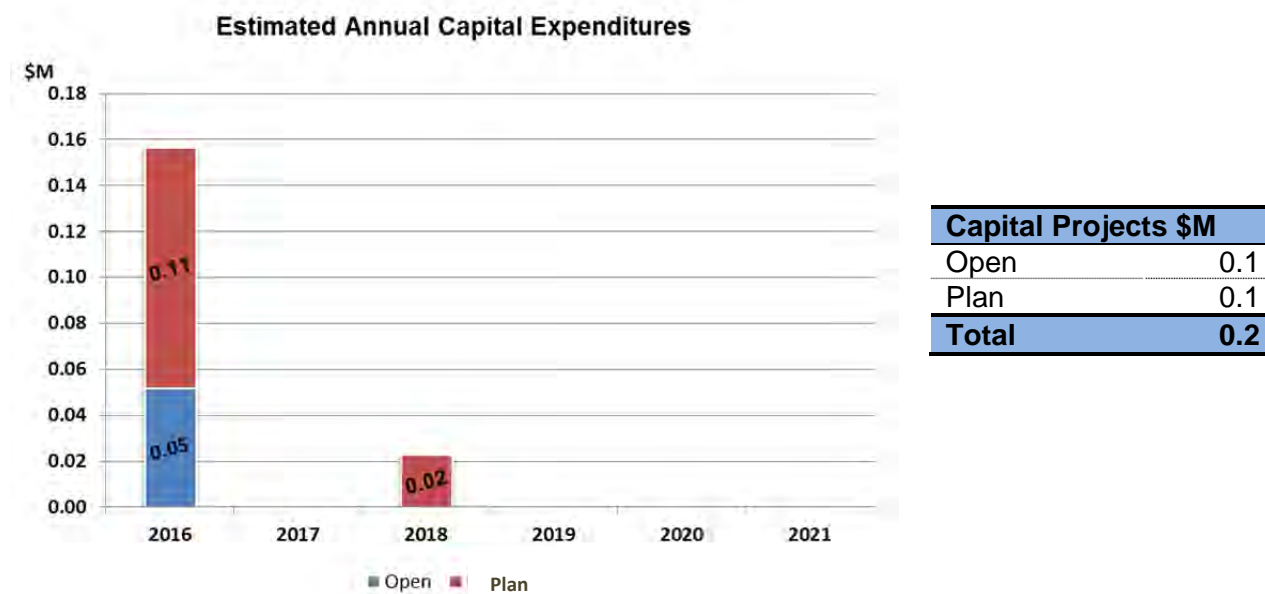
APPROVED 2016 Budget 2017-18 Plan

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		10.1	11.1	11.3
Status Quo		1.0	0.2	0.4
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	10.1	11.1	11.3	11.7
Full Time Equivalents (FTE's)	44.0	44.3	44.3	44.3

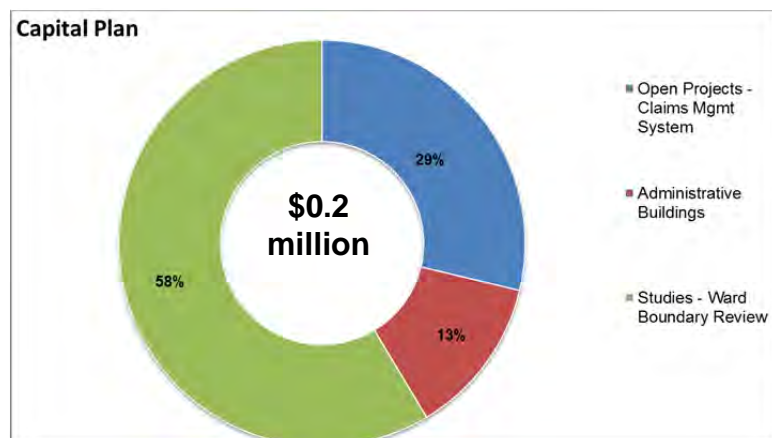
New Requests: For 2016, a new resource request for a Joint Municipal Ombudsman has been submitted to support the enactment of Bill 8. The amendments to the Ombudsman Act under Bill 8 will significantly expand the powers of the Ontario Ombudsman and without the appointment of an alternative, municipalities will default under the jurisdiction of the Ontario Ombudsman. This request supports the appointment of a joint municipal ombudsman as the alternative in order to best address local issues. This request has been incorporated in the APPROVED 2016 Budget.

Index Number	New Requests (\$M)	(FTE's)	2016	2017	2018
060-01-16	Joint Municipal Ombudsman	0.3	0.06		

10.8.2.6 Capital Summary



APPROVED 2016 Budget 2017-18 Plan



2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to advance a culture of excellence in governance	0.1	0.1	0.0	0.0
Support and promote arts, culture, heritage and sports in the community	0.0	0.0	0.0	0.0
Grand Total	0.1	0.1	0.0	0.0

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.1	0.0	0.0	0.1
Grand Total	0.1	0.0	0.0	0.1

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
CL-2520-18 - City Archives Outreach Equipment	0.0	0.0	0.0
CL-2525-16 - Ward Boundary Review	0.1	0.0	0.0
Total	0.1	0.0	0.0

APPROVED 2016 Budget 2017-18 Plan

10.8.3 Corporate Communications

10.8.3.1 Department Overview

Corporate Communications is committed to fostering two-way communications, both internally and externally. Guided by its award-winning strategy – called the Way Forward – the department has had many successes throughout the past year by employing a variety of communications tools to inform and engage residents, businesses and city employees.

10.8.3.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	1.2	1.2	1.2
Corp. Publications	0.1	0.1	0.1
Other	0.1	0.1	0.1
Advertising and Promotions	0.1	0.1	0.1
Professional Fees	0.0	0.0	0.0
Total	1.4	1.4	1.4
Net Operating Budget	1.4	1.4	1.4

10.8.3.3 Recent Accomplishments

- Improved use of social media with 43% increase over last 12 months in number of followers on Twitter and 49% increase in Facebook likes
- The corporate blog – Our Story, Our City – won an APEX Award (award for publication excellence) in 2015 and consistently has about 2,000 views a month
- Developed new branding for the Momentum Report, an annual report of the city's accomplishments, providing a more engaging format to citizens. The report won an APEX award in 2015 in the category of annual reports
- Won four awards for its Internal Communications Strategy which includes the successful launch of a social intranet platform that engages staff in a unique way that focuses on sharing news and recognizing contributions as well as a hard-copy newsletter for staff without email access

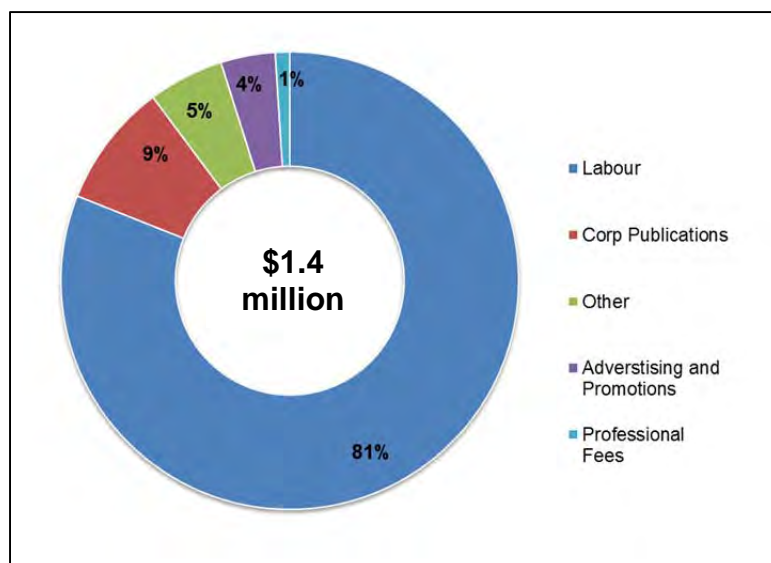
APPROVED 2016 Budget 2017-18 Plan

10.8.3.4 Key Commitments

- Provide effective strategic messaging and two-way communication between the city and stakeholders
- Reach and engage more residents through a variety of platforms, including e-communications (e-newsletters and social media)
- Enable staff to be engaged, educated and well-informed

10.8.3.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.4	100%
Total	1.4	100%

Budget Change: The increase in the APPROVED 2016 operating budget is largely related to salary progression.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		1.3	1.4	1.4
Status Quo		0.1	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	1.3	1.4	1.4	1.4

Full Time Equivalents (FTE's)	9.5	9.5	9.5	9.5
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10.8.4 Office of Corporate Initiatives and Intergovernmental Relations

10.8.4.1 Office Overview

The Office of Corporate Initiatives and Intergovernmental Relations (OCIIR) is a new mandate within the city's Organizational Structure. Previously the Executive Director's Office, the OCIIR has a continued focus on providing direction and support to the City Manager on major Corporate Initiatives and on working collaboratively with other levels of government and third party entities on transformational city projects. The Office of Municipal Partnerships, which was created in 2015 and funded from the Innovation Reserve, also resides within this office.

10.8.4.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Innovation Reserve	0.3	0.3	0.2
Other	-	-	0.2
Total	0.3	0.3	0.4
Expenditures			
Labour	0.3	0.3	0.3
Office of Municipal Partnership	0.3	0.3	0.4
Other	0.0	0.0	0.0
Total	0.7	0.7	0.7
Net Operating Budget	0.4	0.4	0.4

10.8.4.3 Recent Accomplishments

- Collaborate with various city departments, other public agencies and interested stakeholders to manage and facilitate the timely delivery of development in the VMC consistent with the strategic goals and objectives of the city
- Successful implementation of the draft refreshed governance model resulting in stronger communication channels, streamlined delivery of projects, adoption of innovative approaches and cultural change
- Toronto FCII to Ontario Soccer Association Lands
- Gained Council approval to establish the Office of Municipal Partnerships that is projected to generate significant revenues from sponsorship and naming rights
- Negotiated the successful procurement and build of the city's (only) Dynamic Digital Sign Network – (10) signs

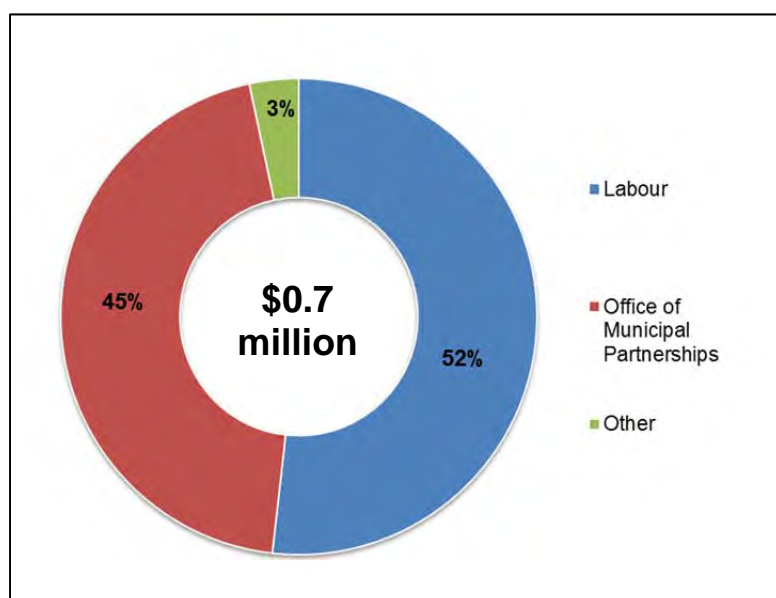
APPROVED 2016 Budget 2017-18 Plan

10.8.4.4 Key Commitments

- Start-up operations of Office of Municipal Partnerships
- Work to complete negotiation of YMCA/City Community Centre Partnership in VMC
- Create Intergovernmental Relations Strategic Framework and Action Plan

10.8.4.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.3	45%
Taxation	0.4	55%
Total	0.7	100%

Budget Change: The department's APPROVED 2016 Operating Budget and 2017-18 Plan contain labour increases due to salary progressions which have been partly offset by savings initiatives that reduce general office expenditures.

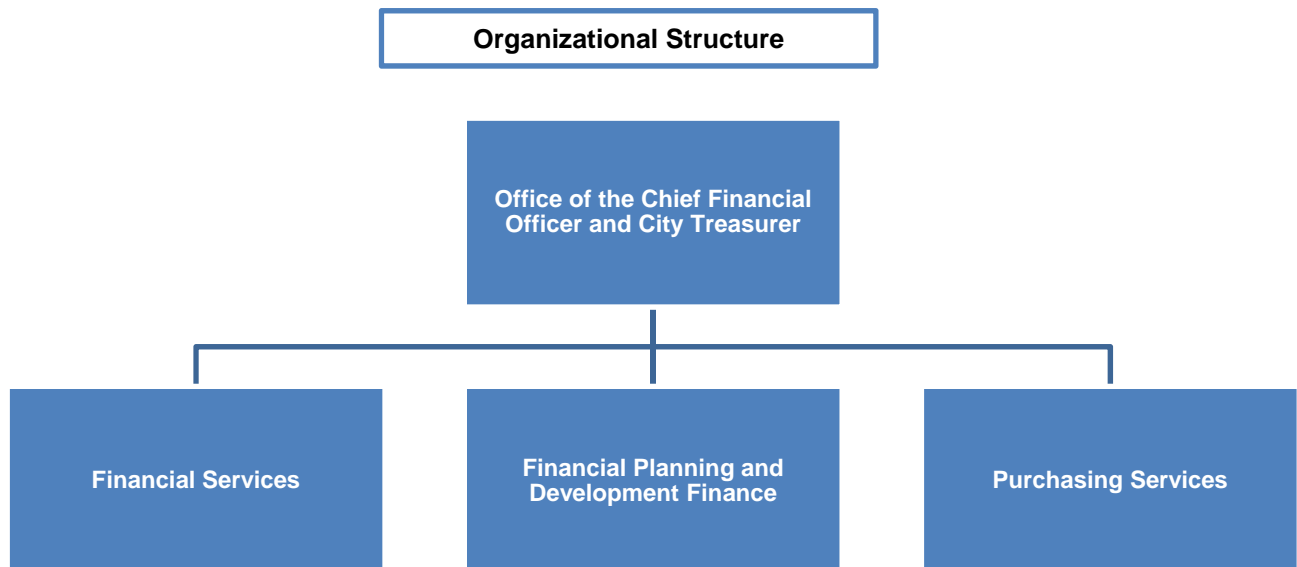
Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.3	0.4	0.4
Status Quo		0.0	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	0.3	0.4	0.4	0.4

Full Time Equivalent (FTE's)	4.0	4.0	4.0	4.0
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10.8.5 Office of the Chief Financial Officer and City Treasurer

10.8.5.1 Office Overview

The Office of the Chief Financial Officer and City Treasurer provides financial management and procurement functions to support the city in the achievement of its objectives. The Financial Planning and Development Finance Department is responsible for financial policies, development of the tax-supported budget and providing financial advice to Departments and Council. Purchasing Services provides strategic procurement of goods, services and construction through open, fair and transparent competition. The Financial Services Department provides property taxation services, development of the water/wastewater rate-supported budget and accounting and statutory financial reporting.



APPROVED 2016 Budget 2017-18 Plan

10.8.5.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fee	0.9	0.9	1.0
Total	0.9	0.9	1.0
Expenditures			
Labour	8.4	8.5	8.4
Service Contracts	0.2	0.2	0.2
Other	0.4	0.3	0.3
Total	8.9	9.1	8.9
Net Operating Budget	8.1	8.1	7.9
Capital Plan	0.4	1.3	-

10.8.5.3 Recent Accomplishments

- Launched web portal for Bids & Tenders providing vendors with easy, online access to view, register and download City of Vaughan bid and tender opportunities
- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Provided strategic advice and support to Council on the negotiation and execution of a Cost Sharing Agreement for the Hospital Precinct Plan
- Updated Corporate Investment Policy to further the financial sustainability of the city

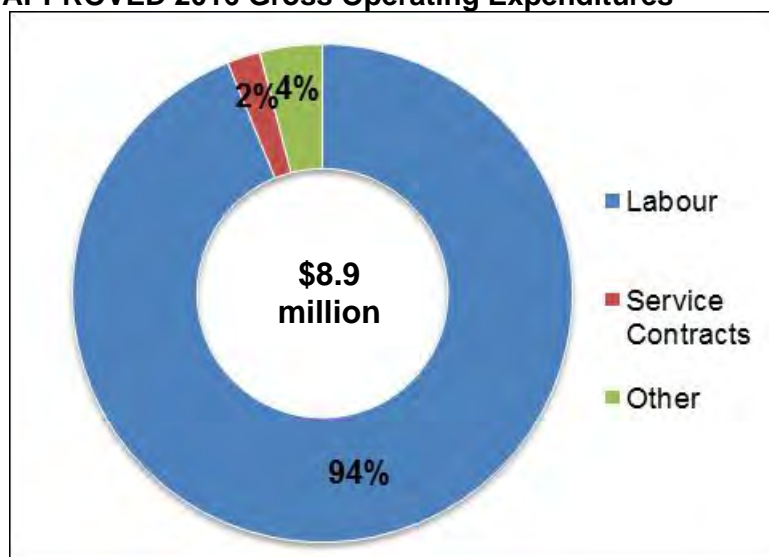
10.8.5.4 Key Commitments

- Review and update the Financial Master Plan to ensure sustainable fiscal policies and management of assets
- Support the development of the VMC and the update of the Official Plan by providing departments with financial advice, analysis and the development of funding and financing tools
- Support the improvement of the Citizen Experience through the modernization of multi-channel transaction processing
- Support operational performance through improvements to Purchasing policies and processes

APPROVED 2016 Budget 2017-18 Plan

10.8.5.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.9	9.6%
Taxation	8.1	90.4%
Total	8.9	100.0%

Budget Change: The change from 2015 to 2016 is largely related to corporate restructuring combined with annual salary changes.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		8.2	8.1	8.1
Status Quo		-0.1	0.1	0.1
Growth		0.0	0.0	0.0
New		0.0	-0.1	-0.1
Net Operating Budget	8.2	8.1	8.1	7.9

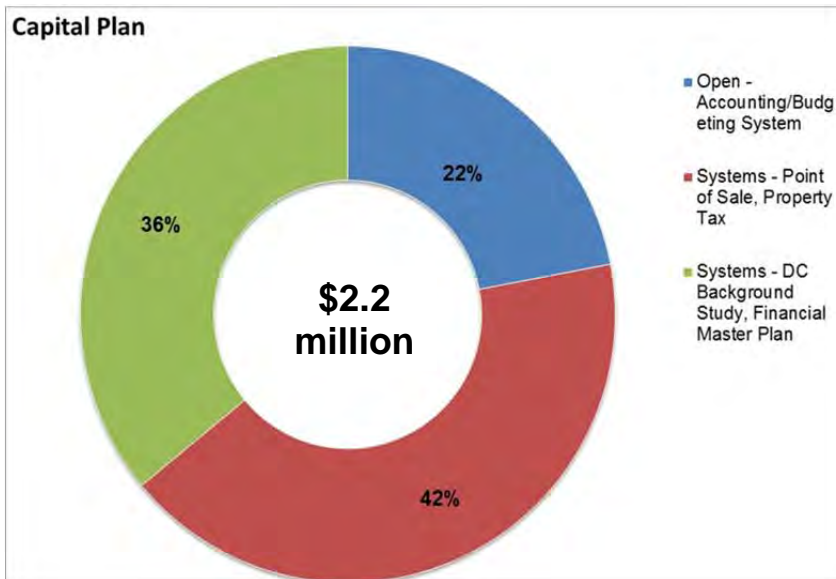
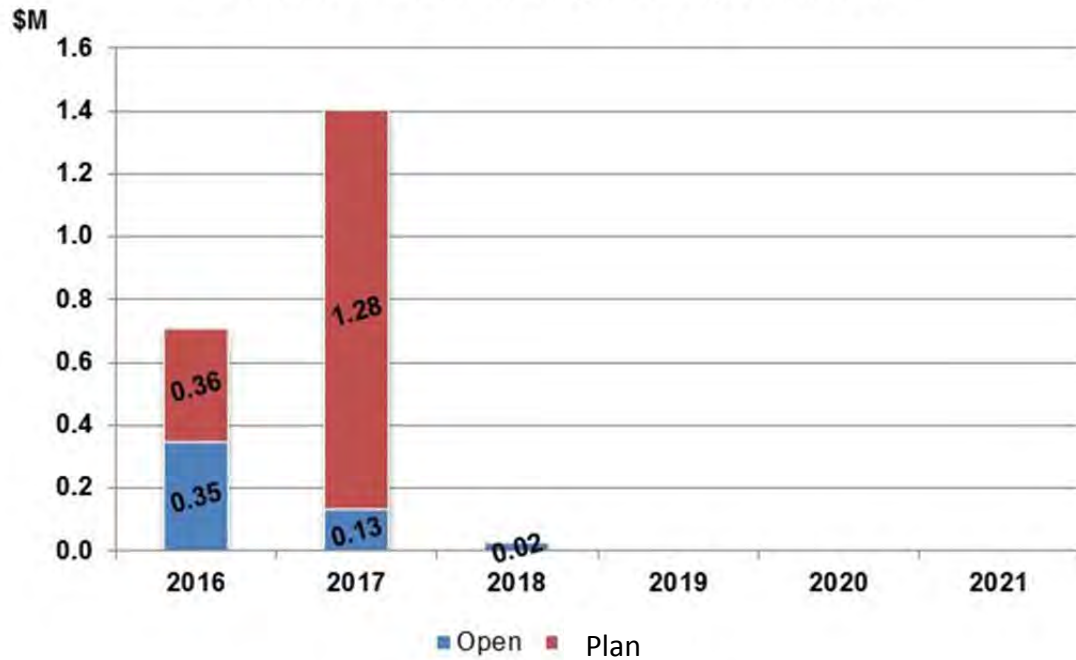
Full Time Equivalents (FTE's)	75.5	76.5	76.5	74.5
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New Requests: For 2016, two approved resource requests have been included in the budget. These would add 2 Purchasing Analysts for two years to help the organization proceed with the capital projects that are anticipated to be completed over the term of Council.

APPROVED 2016 Budget 2017-18 Plan

10.8.5.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Projects \$M	
Open	0.5
Plan	1.7
Total	2.2

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	0.1	0.0	0.9	0.0
Meet Council tax rate targets (no greater than 3%)	0.0	0.4	0.0	0.0
Update the Official Plan and supporting studies	0.1	0.0	0.4	0.0
Continue to advance a culture of excellence in governance	0.3	0.0	0.0	0.0
Grand Total	0.5	0.4	1.3	0.0

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
City Wide Development Charges	0.0	0.4	0.0	0.4
Capital From Taxation	0.4	0.9	0.0	1.3
Grand Total	0.4	1.3	0.0	1.6

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
BU-0011-16 - Financial Master Plan	0.4	0.0	0.0
DI-0075-15 - Development Charges Background Studies - City-Wide Preliminary and New SACs	0.0	0.4	0.0
FI-0073-17 - New Property Tax System	0.0	0.4	0.0
FI-0087-17 - Point of Sale	0.0	0.5	0.0
Total	0.4	1.3	0.0

APPROVED 2016 Budget 2017-18 Plan

10.8.5.7 Corporate Revenue and Expenditures

10.8.5.7.1 Department Overview

Corporate captures those activities that affect or support the city as a whole and are outside the scope of one particular department.

Corporate Revenues capture the city's non departmental revenue including reserve revenue transfers, investments and dividends and tax fines and penalties.

Corporate Expenditures include non-departmental expenditures including long term debt, capital from taxation, contingency, infrastructure reserve contributions, OMB professional and hearing fees, tax adjustments and corporate salary gapping.

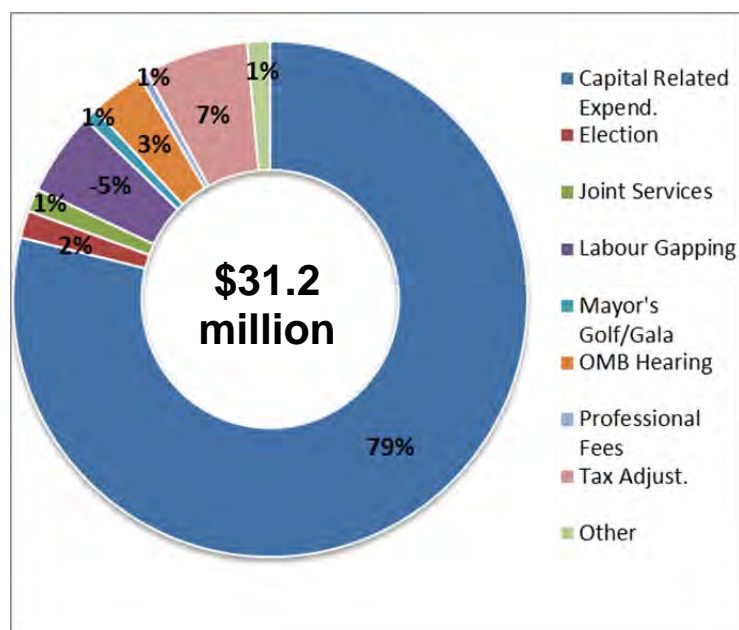
10.8.5.7.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Fines & Penalties	5.2	5.2	5.2
Reserve Transfers	10.7	6.1	5.2
Dividends & Investments	13.1	14.8	15.8
Payment in Lieu	2.6	2.6	2.6
Other	0.5	0.5	0.5
Total	32.1	29.2	29.2
Expenditures			
Capital Related Expenditures	27.5	24.8	26.3
Election	0.6	0.6	1.7
Joint Services	0.5	0.5	0.5
Labour Gapping	-1.9	1.9	5.2
Mayor's Golf/Gala	0.3	0.3	0.3
OMB Hearings	1.2	1.7	1.0
Professional Fees	0.2	0.2	0.2
Tax Adjustments	2.3	2.3	2.3
Other	0.5	2.1	3.0
Total	31.2	34.4	40.5
Net Operating Budget	-0.8	5.2	11.2

APPROVED 2016 Budget 2017-18 Plan

10.8.5.7.3 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Fines & Penalties	5.2	16.3%
Reserves Transfers	10.7	34.0%
Dividends/Investments	13.1	41.5%
PIL/Other	3.1	9.6%
Total	32.1	100.0%

Budget Change: The Corporate Expenditures and Revenue budgets changed due to an increase in Contingency for future Labour negotiations, increased OMB resources, lower Powerstream Dividends and lower Reserve revenue draws.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		-6.2	-0.8	5.2
Status Quo		4.6	4.1	5.2
Growth		0.7	0.3	0.0
New		0.0	1.6	0.9
Net Operating Budget	-6.2	-0.8	5.2	11.2

Full Time Equivalents (FTE's)	9	9	9	7
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APPROVED 2016 Budget 2017-18 Plan

New Requests: For 2016 & 2017 new resource requests were submitted each year for additional OMB and VMC resources and conversion of current contract roles (2yrs) to permanent positions.

New Requests (\$M)	(FTE's)	2016	2017	2018
OMB – Legal Staff and Resources	0	0.7		
OMB – Policy Planning – Senior Planner	0	0.0	0.1	
OMB – Development Planning – Senior Planner	0	0.0	0.1	
OMB – Parks Development – Senior Planner	0		0.2	
Total	0	0.7	0.4	0.0

APPROVED 2016 Budget 2017-18 Plan

10.8.6 Office of the Chief Human Resources Officer

10.8.6.1 Office Overview

The Office'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.

10.8.6.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	2.5	2.5	2.5
Crossing Guards	0.9	0.9	0.9
Professional Fees	0.5	0.5	0.5
Other	0.1	0.1	0.1
Staff Development and Training	0.1	0.1	0.1
Total	4.1	4.1	4.2
Net Operating Budget	4.1	4.1	4.2

Capital Plan	0.1	0.1	-
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10.8.6.3 Recent Accomplishments

- Collaboratively worked with the bargaining agents and successfully negotiated new collective agreement with CUPE Part –Time
- Benefits data integration with the city's ERP system creating more efficiencies and accuracy of data
- Implemented the learning and organizational development strategy, including blended learning, centres for excellence, career pathing and new learning offerings
- Addition of new Accessibility and Diversity Coordinator role and updated city accessibility plan
- Supported the development of the Service Excellence Strategy Map and revised Organizational Structure

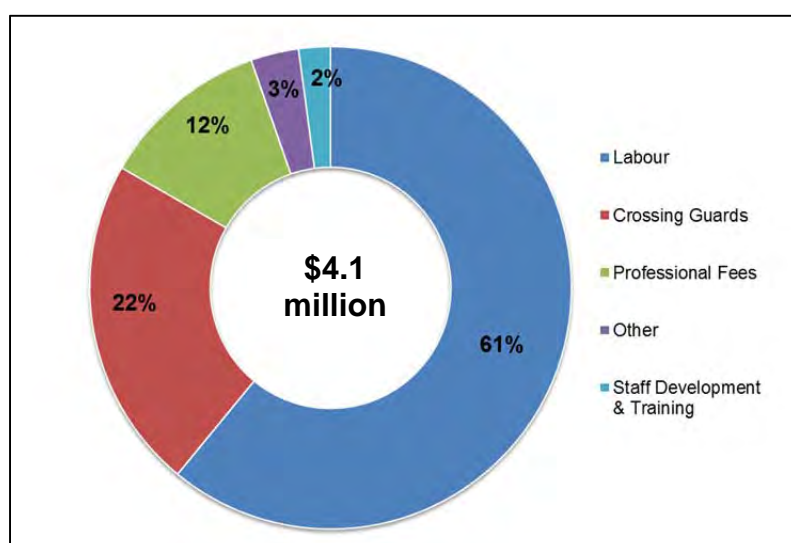
APPROVED 2016 Budget 2017-18 Plan

10.8.6.4 Key Commitments

- Promote fair and transparent application of city HR policies and procedures and collective agreements
- Invest in the talent management lifecycle in support of staff excellence
- An accessible work place and diverse workforce
- Establish a people plan to support effective succession planning, learning and development and talent management

10.8.6.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	4.1	100%
Total	4.1	100%

Budget Change: The office's APPROVED 2016 operating budget includes increased labour costs from salary progressions and the addition of crossing guards to service new schools. The office was able to partly offset these increases in 2016 through savings identified in advertising and awards.

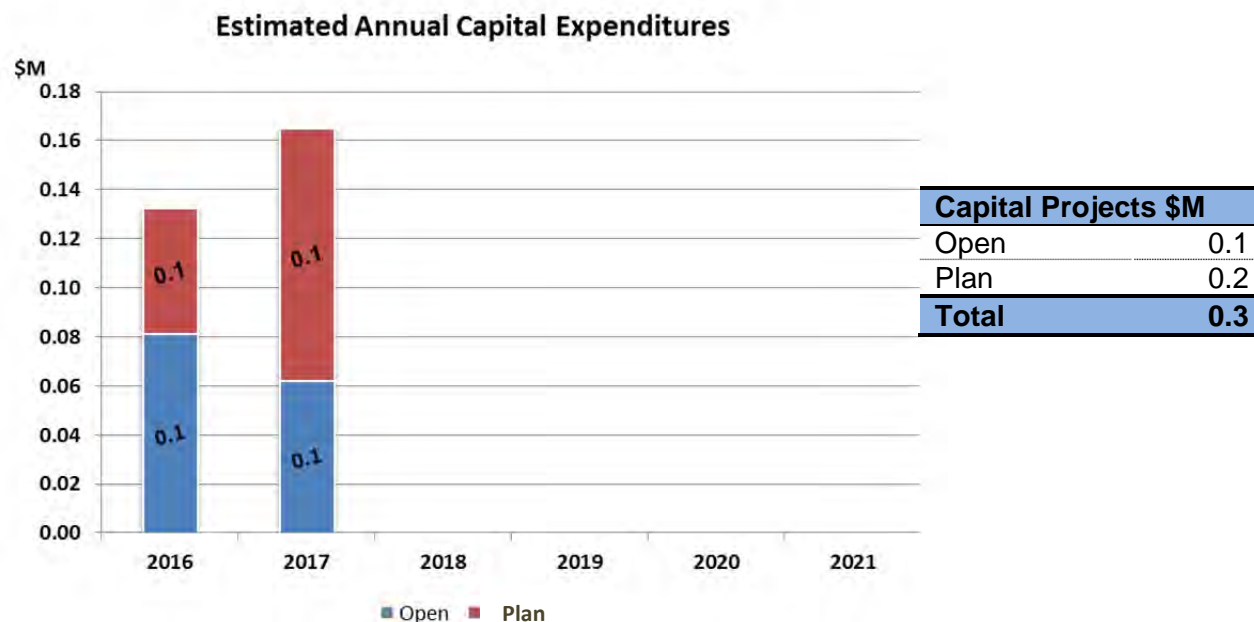
Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		4.0	4.1	4.1
Status Quo		0.1	0.0	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	4.0	4.1	4.1	4.2

Full Time Equivalents (FTE's)*	18	18	18	18
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* The above FTE count excludes Crossing Guards

APPROVED 2016 Budget 2017-18 Plan

10.8.6.6 Capital Summary



The projects in the capital plan all relate to the implementation of technology-based solutions that will automate many of the current manual processes and improve the effectiveness of the department's delivery of learning and development and performance management.

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to advance a culture of excellence in governance	0.1	0.1	0.1	0.0
Grand Total	0.1	0.1	0.1	0.0

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital from taxation	0.1	0.1	0.0	0.2
Grand Total	0.1	0.1	0.0	0.2

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
HR-9533-14 - Attendance Management Automation	0.0	0.1	0.0
HR-9539-16 - E-Performance Application	0.1	0.0	0.0
Total	0.1	0.1	0.0

APPROVED 2016 Budget 2017-18 Plan

10.8.7 Office of the Chief Information Officer

10.8.7.1 Office Overview

The Office of the Chief Information Officer is responsible for managing the effective delivery of IT solutions that support the organization's objectives. The department is responsible for the engineering, implementation, security, maintenance and support of city-wide technology and communications infrastructure, for internal client support on business technology requirements, and for the maintenance of technology assets.

10.8.7.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Joint Service	0.1	0.1	0.1
Total	0.1	0.1	0.1
Expenditures			
Labour	6.5	6.6	6.7
Contracts	2.4	2.3	2.4
Professional Fees	0.4	0.4	0.4
Other	0.4	0.4	0.4
Total	9.6	9.7	9.8
Net Operating Budget	9.5	9.6	9.7

Capital Plan	1.7	1.3	2.0
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10.8.7.3 Recent Accomplishments

- Completed major upgrades to email, telephone and intranet systems to accommodate increased usage, automation of workflows and future requirements
- Implemented a new system to enable secure mobile access for staff allowing for greater operational efficiency and increased service levels

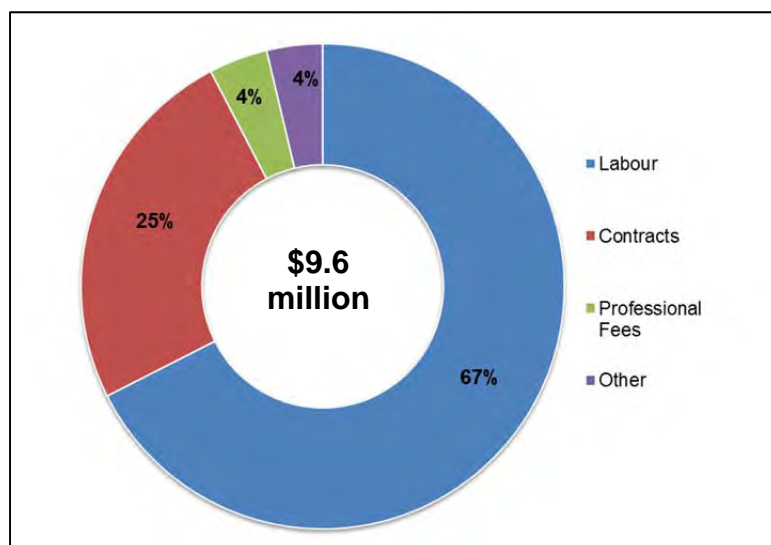
10.8.7.4 Key Commitments

- Support the development of a digital service strategy that will allow for the delivery of city services through multiple channels
- Support continuous improvement initiatives by leveraging technology
- Protect the security and integrity of information in an increasing digital environment

APPROVED 2016 Budget 2017-18 Plan

10.8.7.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Joint service	0.0	0.5%
Taxation	9.5	95.5%
Total	9.6	100.0%

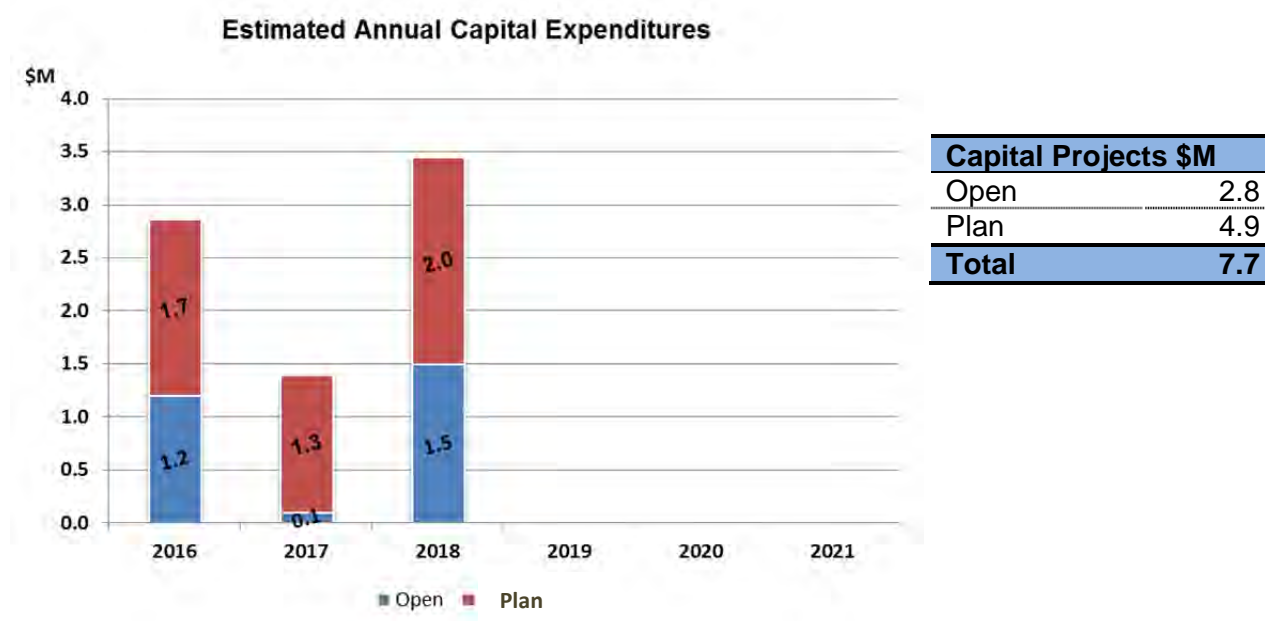
Budget Change: The office's APPROVED 2016 operating budget incorporates savings identified in contracts, professional fees and equipment, which have more than offset labour increases. Budget increases beyond 2016 relate mainly to salary progressions.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		9.7	9.5	9.6
Status Quo		-0.2	0.1	0.1
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	9.7	9.5	9.6	9.7

Full Time Equivalents (FTE's)	51.7	51.7	51.7	51.7
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APPROVED 2016 Budget 2017-18 Plan

10.8.7.6 Capital Summary



The capital plan consists of technology-based projects that mainly support infrastructure renewal. These projects include annual replacement and/or upgrade of network components, telephony, computers and the city website (Vaughan Online). In 2018, a major implementation project is scheduled for an electronic data management system that will improve the management and access to the city's electronic records.

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to advance a culture of excellence in governance	0.1	0.0	0.0	0.0
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.4	0.2	0.2	0.2
Invest, renew and manage infrastructure and assets	2.3	1.5	1.1	1.8
Grand Total	2.8	1.7	1.3	2.0

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Infrastructure Reserve	1.1	1.1	1.1	3.4
Capital From Taxation	0.5	0.2	0.8	1.5
Grand Total	1.7	1.3	2.0	4.9

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
IT-2502-14 - Electronic Document Management System	0.0	0.0	0.7
IT-3016-13 - Personal Computer (PC) Assets Renewal	0.4	0.4	0.4
IT-3017-13 - Enterprise Telephone System Assets Renewal	0.4	0.4	0.4
IT-3019-13 - Central Computing Infrastructure Renewal	0.4	0.4	0.4
IT-3020-14 - Continuous Improvement - City Website (Vaughan Online)	0.2	0.2	0.2
IT-9542-16 - City Hall A.V. Equipment	0.4	0.0	0.0
Total	1.7	1.3	2.0

APPROVED 2016 Budget 2017-18 Plan

10.8.8 Office of the City Solicitor

10.8.8.1 Office Overview

The Office of the City Solicitor provides a full range of effective legal services to Council, Senior Management, city departments and Vaughan Public Libraries. The office supports the city's corporate objectives and Vaughan Vision through the provision of timely, accurate, relevant and strategic legal advice and real estate services.

10.8.8.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Reserves	0.2	0.2	0.2
User Fees	0.1	0.1	0.1
Total	0.3	0.3	0.3
Expenditures			
Labour	2.2	2.3	2.3
Professional Fees	0.1	0.1	0.1
Other	0.2	0.2	0.2
Total	2.5	2.6	2.6
Net Operating Budget	2.3	2.3	2.3

Capital Plan	0.3	0.3	0.3
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10.8.8.3 Recent Accomplishments

- Continue Ontario Municipal Board process for approval of VMC Secondary Plan
- Executed Ground Lease and Infrastructure Cost Sharing Agreement with Mackenzie Health
- Arranged the purchase of 20 acres of parkland

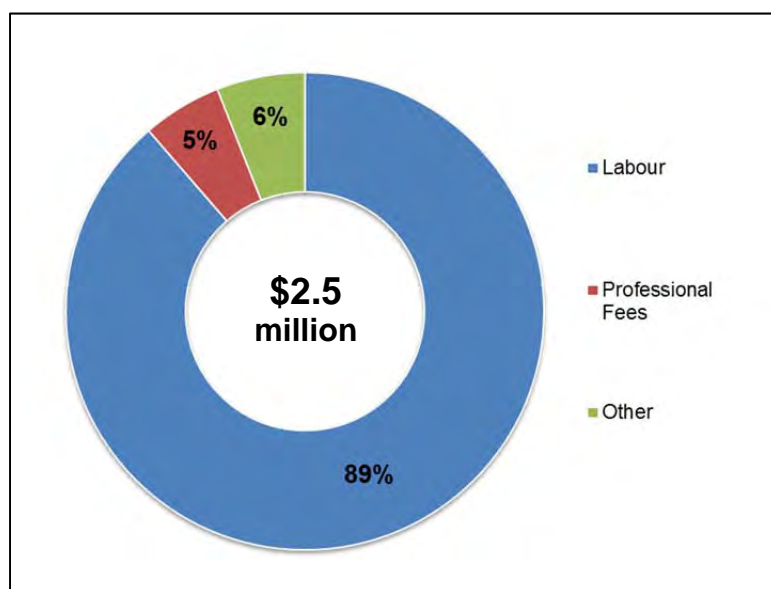
10.8.8.4 Key Commitments

- Continued Ontario Municipal Board process for approval of VMC Secondary Plan
- Participate in the implementation of a lobbyist registry
- Participate in secondary suites implementation committee

APPROVED 2016 Budget 2017-18 Plan

10.8.8.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.2	7.8%
User Fees	0.1	2.9%
Taxation	2.2	89.3%
Total	2.5	100.0%

Budget Change: The change in the operating budget from 2015 to 2016 is largely related to labour reductions resulting from corporate restructuring. The changes from the APPROVED 2016 budget to 2017 are due to increased labour costs from salary progressions.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		2.8	2.5	2.6
Status Quo		-0.3	0.1	0.0
Growth		0.0	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	2.8	2.5	2.6	2.6

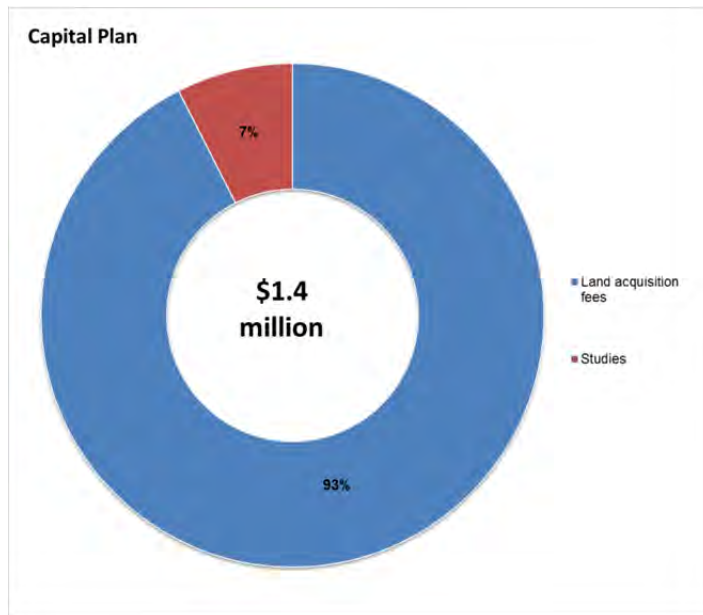
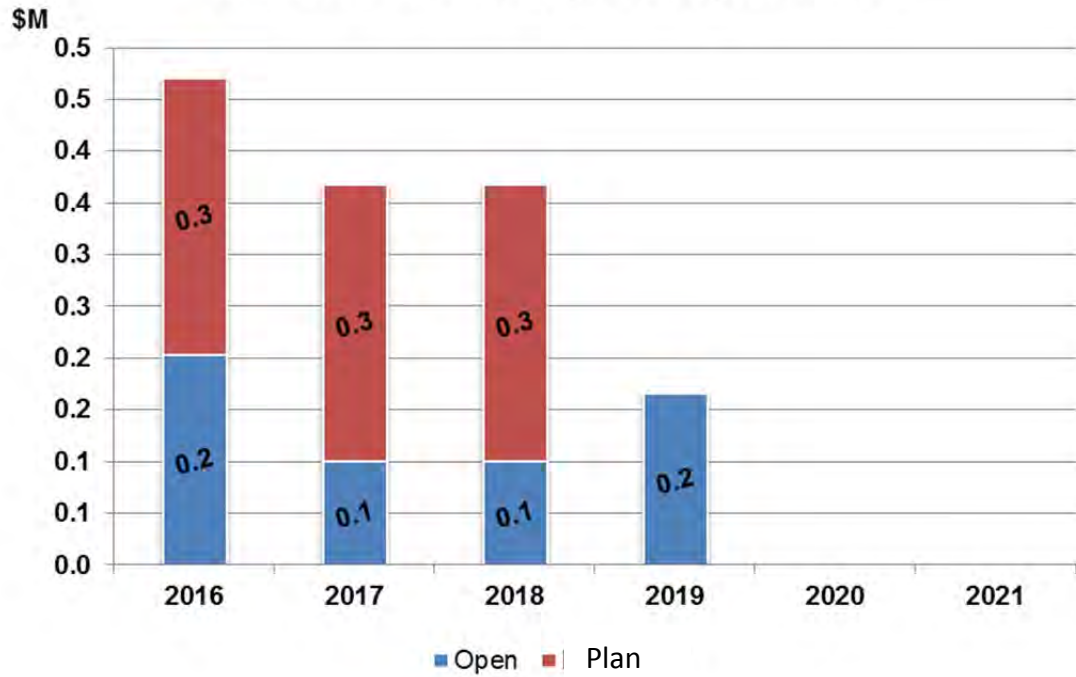
Full Time Equivalents (FTE's)	15.7	15.0	15.0	13.0
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New Requests: For 2016, a new resource request of \$0.7 million has been submitted to extend 2 legal contract positions and for external consultants to support OMB related matters for an additional two years to 2018. This request is detailed in the Corporate Revenues and Expenditures section.

APPROVED 2016 Budget 2017-18 Plan

10.8.8.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Projects \$M	
Open	0.6
Plan	0.8
Total	1.4

APPROVED 2016 Budget 2017-18 Plan

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	0.6	0.3	0.3	0.3
Grand Total	0.6	0.3	0.3	0.3

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Other Reserves	0.3	0.3	0.3	0.8
Grand Total	0.3	0.3	0.3	0.8

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
RL-0005-13 - Land Acquisition Fees	0.3	0.3	0.3
Total	0.3	0.3	0.3

APPROVED 2016 Budget 2017-18 Plan

10.8.9 Office of Transformation and Strategy

10.8.9.1 Office Overview

The Office of Transformation and Strategy is a new mandate within the city's new Organizational Structure. Reporting to the City Manager, the office is responsible to focus and align the Service Excellence Strategic Initiatives in support of the Term of Council Service Excellence Strategy Map. The office also includes the Strategic Planning function for the city which manages corporate and business planning and operational performance measurement.

10.8.9.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.5	0.5	0.5
Other	0.0	0.0	0.0
Professional Fees	0.0	0.0	0.0
Total	0.5	0.5	0.5
Net Operating Budget	0.5	0.5	0.5

Capital Plan	0.0	-	-
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10.8.9.3 Recent Accomplishments

- Supported development of Service Excellence Strategy Map
- Completed bi-annual Citizen Survey and reported results to Council
- Released "How Do We Measure Up?", the City of Vaughan's Performance Measurement Dashboard; a yearly snapshot of the city's progress in achieving the Vaughan Vision 2020 strategic goals.

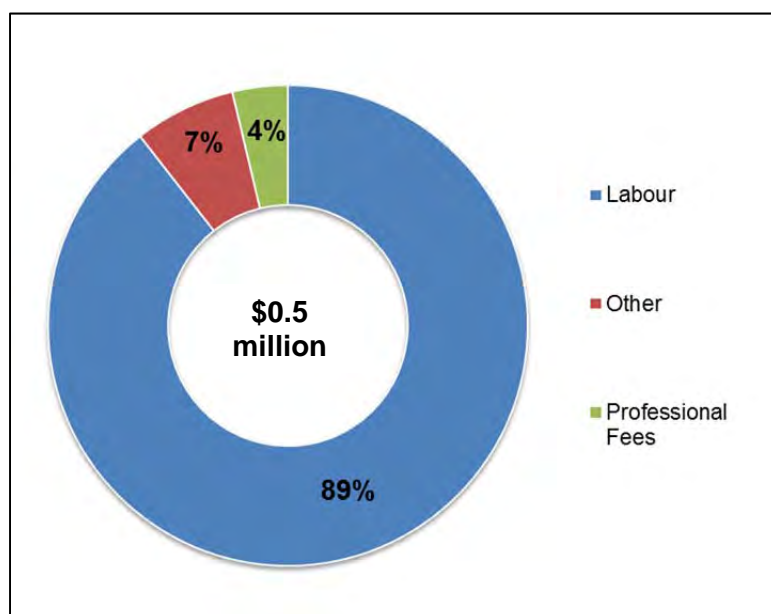
10.8.9.4 Key Commitments

- Co-ordinate the Service Excellence Strategic Initiatives from the Service Excellence Strategy Map
- Facilitate with Council, senior management and staff, the implementation of Corporate Performance Measurement and Corporate Business Planning Process in support of the Term of Council Priorities
- Continue to engage citizens through bi-annual Citizen Surveys

APPROVED 2016 Budget 2017-18 Plan

10.8.9.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.5	100%
Total	0.5	100%

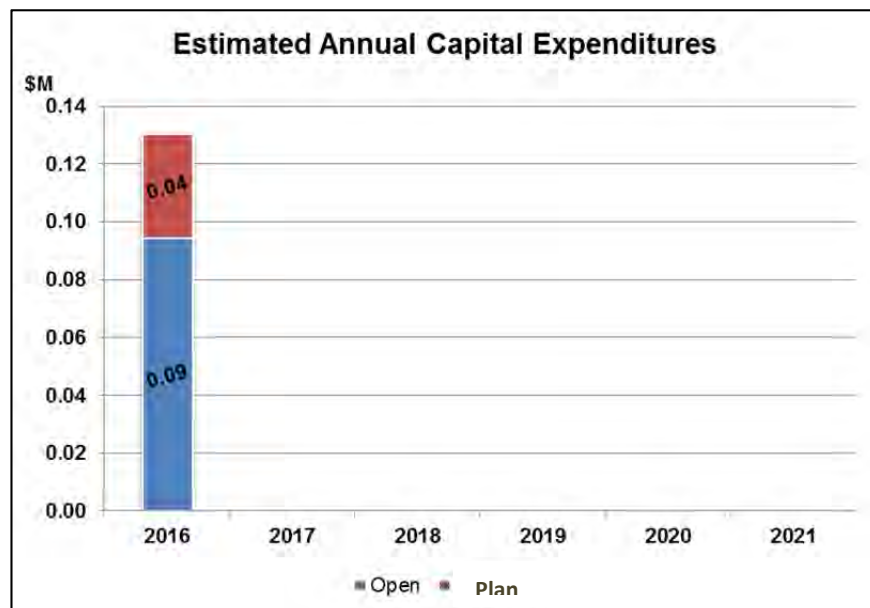
Budget Change: The increase in the APPROVED 2016 operating budget is due to corporate restructuring that resulted in the creation of a director-level position in this office. Another position from within the City Manager's Office was repurposed to this role.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		0.3	0.5	0.5
Status Quo		0.0	0.0	0.0
Growth		0.0	0.0	0.0
New		0.2	0.0	0.0
Net Operating Budget	0.3	0.5	0.5	0.5

Full Time Equivalents (FTE's)	2.0	3.0	3.0	3.0
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APPROVED 2016 Budget 2017-18 Plan

10.8.9.6 Capital Summary



Capital Projects \$M	
Open	0.09
Plan	0.04
Total	0.13

2016 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Continue to advance a culture of excellence in governance	0.09	0.04	0.00	0.00
Grand Total	0.09	0.04	0.00	0.00

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.04	0.0	0.0	0.04
Grand Total	0.04	0.0	0.0	0.04

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
SP-0013-16 - 2016 Citizen Survey	0.04	0.00	0.00
Total	0.04	0.00	0.00

APPROVED 2016 Budget 2017-18 Plan

10.9 Vaughan Public Libraries

10.9.1 Department Overview

Vaughan Public Libraries provide a valuable service to the residents of Vaughan, reaching out to people of all ages to promote learning and community education. More importantly, the Libraries are centres of community activity. By participating in a wide variety of innovative programs and services, 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.

Our Vision: Enrich, Inspire and Transform.

Our Mission: VPL offers welcoming destinations that educate, excite and empower our community.

10.9.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016	2017	2018
Revenue			
User Fees	0.4	0.4	0.4
Grants	0.1	0.1	0.1
Total	0.5	0.5	0.5
Expenditures			
Labour	13.2	13.5	13.7
Reserve contribution	1.7	1.8	1.8
Maintenance & Utilities	1.2	1.2	1.2
Periodicals	0.5	0.5	0.5
Service Contracts	0.3	0.3	0.3
Other	0.7	0.7	0.7
Total	17.6	18.1	18.3
Net Operating Budget	17.0	17.5	17.8

Capital Plan	3.1	6.1	2.9
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10.9.3 Recent Accomplishments

- Extensive renovations to Kleinburg Library
- Renovations to three libraries for AODA compliant service desks
- Opening of the new Pleasant Ridge Library in December of 2014
- VPL staff received the Angus Mowat Award of Excellence from the Ministry of Tourism, Culture and Sport to recognize a commitment to excellence in the delivery of public library service
- Employer of the Year award received from Corbrook Awakening Abilities for our efforts in hiring differently abled staff

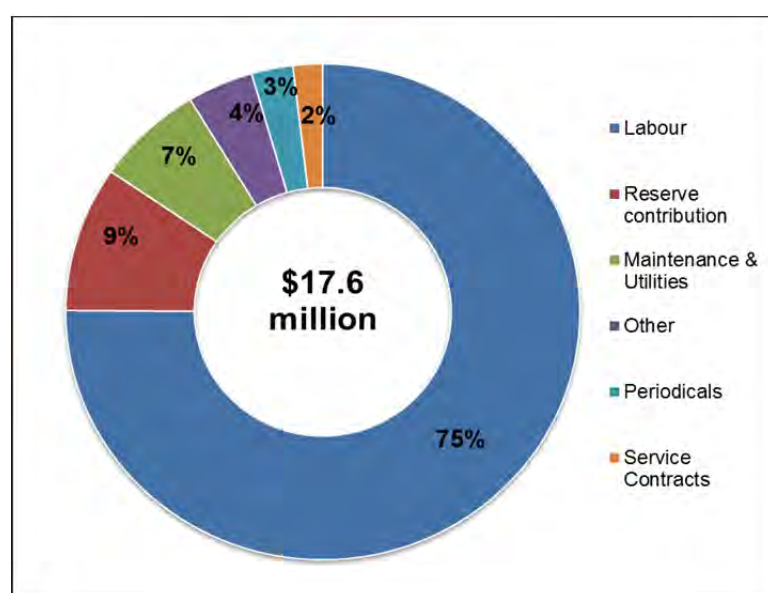
APPROVED 2016 Budget 2017-18 Plan

10.9.4 Key Commitments

- Investment in technology upgrades, capital resources, Vellore Village South Library (VVSL) land purchase and library renovations
- Currently exploring Public/Private Partnership opportunities in the VMC
- Commitment to promoting arts, culture, heritage and sports through the construction of the Carrville/Block 11, Vellore Village South and Civic Centre Resource Libraries \$7.3 million

10.9.5 Operating Summary

APPROVED 2016 Gross Operating Expenditures



Funding Type	\$M	%
User fees & fines	0.4	2.3%
Grants	0.1	0.8%
Taxation	17.0	96.9%
Total	17.6	100.0%

Budget Change: The increase in the APPROVED 2016 operating budget is largely related to the addition of staff needed to operate the Civic Centre Resource Library which is scheduled to open in 2016. This increase was partly offset by corporate saving initiatives identified in other areas of the budget. The increases reflected beyond 2016 are mainly related to labour cost increases from salary progressions and a new library addition.

Budget Change (\$M)	2015	2016	2017	2018
Net Operating Budget		14.6	17.0	17.5
Status Quo		-0.1	0.5	0.3
Growth		2.6	0.0	0.0
New		0.0	0.0	0.0
Net Operating Budget	14.6	17.0	17.5	17.8

Full Time Equivalents (FTE's)	152.0	186.6	186.6	186.6
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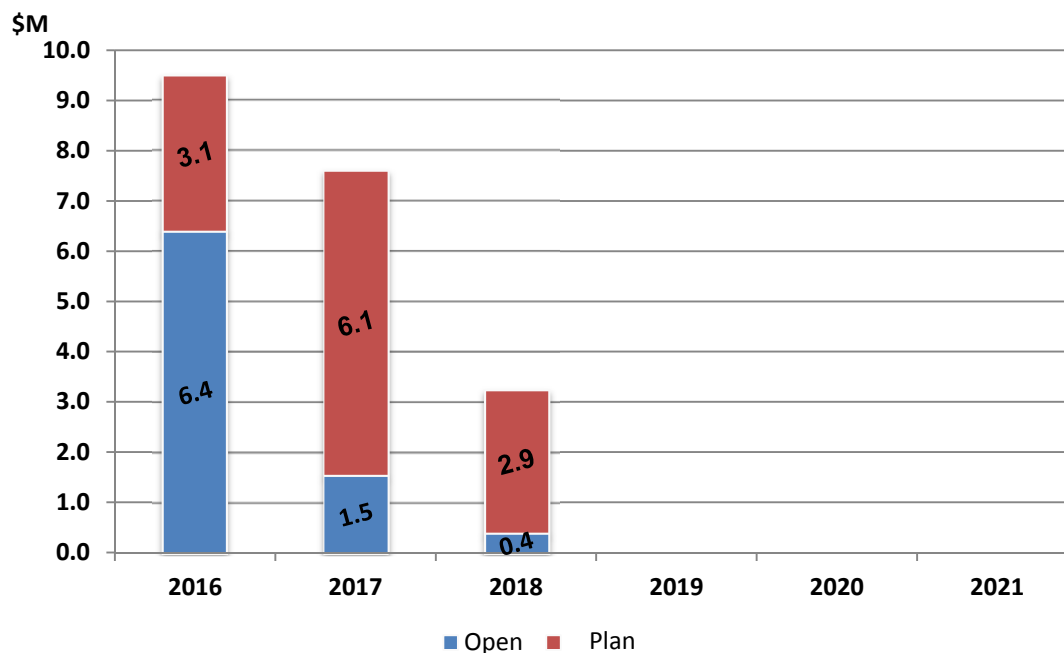
APPROVED 2016 Budget 2017-18 Plan

New Requests: For 2017, a new resource request of \$0.7 million for 9.0 FTE's has been submitted for the staffing and operations of the Vellore Village South Library (VVSL). The addition of VVSL will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city. This request has been captured corporately in the APPROVED 2016 budget.

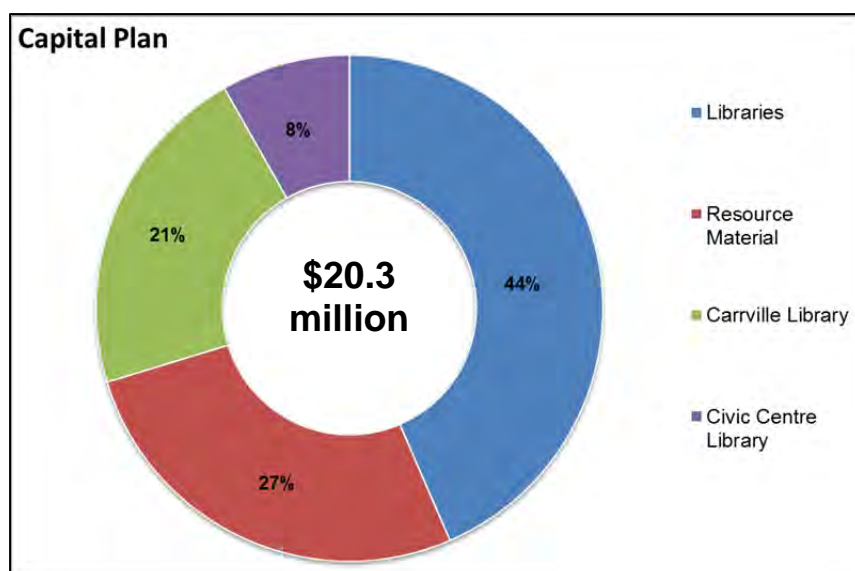
Index Number	New Requests (\$M)	(FTE's)	2016	2017	2018
220-01-17	VVSL Library - Operations			0.1	
220-02-17A/B/C	VVSL Library - Staffing	9.0		0.6	
	Total	9.0		0.7	

10.9.6 Capital Summary

Estimated Annual Capital Expenditures



APPROVED 2016 Budget 2017-18 Plan



Capital Projects \$M	
Open	8.3
Plan	12.0
Total	20.3

Total capital plan includes \$9.4 million in capital projects that will be managed and reported on by the Infrastructure Delivery department.

2016 – 2018 Capital Plan with Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2016	2017	2018
Invest, renew and manage infrastructure and assets	0.4	2.3	2.9	2.1
Support and promote arts, culture, heritage and sports in the community	7.9	0.8	3.2	0.8
Grand Total	8.3	3.1	6.1	2.9

2016-2018 Capital Plan by Funding Source:

Group	2016	2017	2018	Total
Capital From Taxation	0.4	1.5	0.3	2.2
City Wide Development Charges	0.7	2.8	0.7	4.2
Infrastructure Reserves	2.0	1.8	1.8	5.6
Grand Total	3.1	6.1	2.9	12.0

2016 – 2018 Capital Project List:

Project # & Title (\$M)	2016	2017	2018
LI-4504-13 - Library Technology Upgrade	0.1	0.1	0.1
LI-4512-17 - Maple Library Renovations	0.0	0.9	0.0
LI-4516-18 - Carrville Block 11- Resource Material	0.0	0.0	0.4
LI-4518-18 - Carrville BL11 - Furniture and Equipment	0.0	0.0	0.3
LI-4522-15 - Carrville BL11 - Consulting Design/Construction	0.0	3.2	0.0
LI-4524-18 - Carrville Community Library - Communications and Hardware	0.0	0.0	0.2

APPROVED 2016 Budget 2017-18 Plan

Project # & Title (\$M)	2016	2017	2018
LI-4537-13 - Capital Resource Purchases	1.7	1.8	1.8
LI-4540-15 - Vellore Village South BL39 - Resource Materials	0.4	0.0	0.0
LI-4541-16 - Vellore Village South BL 36 - Furniture and Equipment	0.3	0.0	0.0
LI-4542-16 - Vellore Village South BL39 - Communications and Hardware	0.2	0.0	0.0
LI-4548-16 - AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton Resource Library	0.1	0.0	0.0
LI-4550-18 - Library Branch Signage	0.0	0.0	0.1
LI-4551-16 - Bathurst Clark Admin Area Renovations	0.3	0.0	0.0
LI-4552-16 - Maple Feasibility Study	0.1	0.0	0.0
Total	3.1	6.1	2.9

APPROVED 2016 Budget 2017-18 Plan

10.10 Water, Wastewater and Stormwater

10.10.1 Water

10.10.1.1 Overview

The 2016 budget increase for water is 7%.

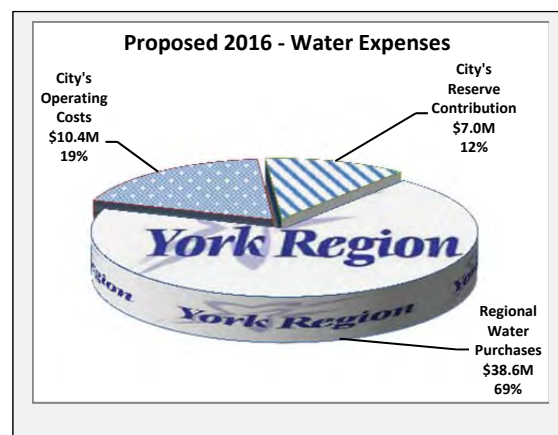
Bulk water purchase costs represent approximately 69% of the City's costs annually and therefore are a critical rate driver.

Included in the bulk water purchased from the Region is the unmetered (non-revenue) water consumption. The 2016 budget for unmetered 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
- unbilled consumption – fire suppression, main flushing and maintenance

In an 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.



10.10.1.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016 Budget	2017 Plan	2018 Plan
Revenue	54.8	62.0	69.2
Purchases	38.5	43.1	48.0
Gross Margin	16.3	18.9	21.2
Other Revenue	1.1	1.2	1.3
Expenditures			
Maintenance & Installation	6.2	6.4	6.5
General Administration	2.5	2.6	2.6
Other	1.7	1.5	1.6
Total	10.4	10.5	10.7
Planned Lifecycle Contribution - Reserve	7.0	9.6	11.8

The 2016 rate for water provided by the Region is 2.5%. The anticipated annual increase in the Region's bulk water costs for 2017 and 2018 is 11.7% and 8.8% respectively. The Region's forecasted rate has been incorporated into the City's forecasted rate.

APPROVED 2016 Budget 2017-18 Plan

10.10.1.3 Recent Accomplishments

- Re-organization of Water Division includes an operational program planning section to lead leak detection and non-revenue water studies
- Increased focus on operational maintenance programs has led to more comprehensive budget planning

10.10.1.4 Key Commitments

- Non-revenue water investigation and mitigation
- Leak detection studies in conjunction with Region of York
- Water meter replacement programs for residential and industrial, commercial and institutional
- Update Water By-law

New Requests: For 2016 new resource requests were submitted for an additional Procurement Analyst to assist in operating contracts and leak detection, inflow and infiltration studies and water and wastewater capital projects. One contract operator position has also been submitted to assist with succession planning. At least one quarter of the front line workforce can retire in the next 3 years and in order to have at least a Level 1 operator, it is proposed to have people ready and trained to take on full water operator roles when necessary.

New Requests	Full Time Equivalent
Procurement Analyst	0.50
Contract Water Operator	1.00
Total	1.50

APPROVED 2016 Budget 2017-18 Plan

Change:

- Revenue is planned to increase 12% and 9% for 2017 and 2018 respectively.
- Purchases - Region water costs are increasing at 11.7% and 8.8%.
- The change in Expenditures is mainly due to staff requests noted above, contract increases and corporate reallocations.
- Other - Debenture payments cease in 2017.

(\$M)	2015 Actuals/ Forecast	2016 Budget	2017 Plan	2018 Plan
Revenue		3.2	7.2	7.2
Purchases		1.2	4.6	4.9
Gross Margin		2.0	2.6	2.3
Other Revenue		0.0	0.1	0.1
Expenditures				
Maintenance & Installation		0.3	0.2	0.1
General Administration		0.2	0.1	0.0
Other		0.1	-0.2	0.1
Total		0.6	0.1	0.2
Planned Lifecycle Contribution - Reserve	*** 5.6	1.4	2.6	2.2

*** 2015 Actuals/Forecast closing balance.

APPROVED 2016 Budget 2017-18 Plan

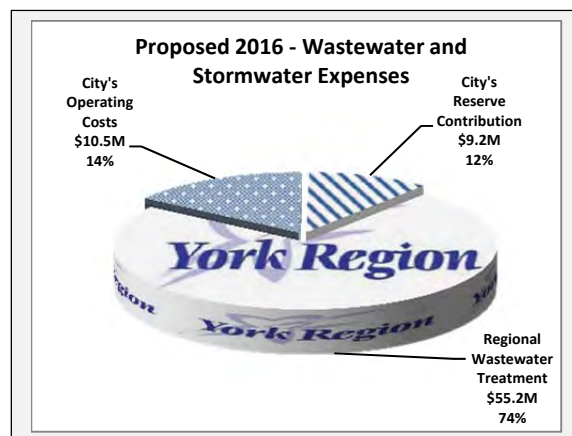
10.10.2 Wastewater/Stormwater*

10.10.2.1 Overview

The 2016 budget increase for wastewater is 12%.

The City pays the Region to convey and treat the City's wastewater. These conveyance and treatment costs represent approximately 74% of the City's costs annually and therefore are a critical rate driver. The 2016 rate for water provided by the Region is 13.9%.

The anticipated annual increase in the Region's wastewater service costs for the period of 2017 to 2018 is 7.2 and 9.2% respectively. The Region's forecasted rate has been incorporated into the City's forecasted rate.



10.10.2.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016** Budget	2017* Plan	2018* Plan
Revenue	74.1	75.6	82.3
Purchases	55.2	62.9	69.6
Gross Margin	18.9	12.7	12.7
Other Revenue	0.8	0.5	0.6
Expenditures			
Maintenance & Installation	7.3	3.4	3.4
General Administration	1.7	1.8	1.8
Other	1.5	1.4	1.4
Total	10.5	6.6	6.6
Planned Lifecycle Contribution - Reserve	9.2	6.6	6.7

**In the APPROVED 2016 budget wastewater & stormwater are budgeted together.

*In 2016, a stormwater rate study will be presented to Council. If approved by Council, then stormwater & wastewater will be budgeted separately. The separated 2017 & 2018 wastewater plans would be approximately as noted.

10.10.2.3 Recent Accomplishments

- Re-organization of Wastewater Division includes an operational program planning section to lead inflow and infiltration studies, contributing to Region of York commitments to the Ministry of Environment and Climate Change
- Increased focus on operational maintenance programs has led to more comprehensive budget planning
- Condition assessment of pipes and manholes contributes to corporate asset management program
- Completion of stormwater Infrastructure Funding Study and recommendations included in proposed 2017 wastewater and stormwater budgets

APPROVED 2016 Budget 2017-18 Plan

10.10.2.4 Key Commitments

- Inflow and Infiltration investigation and mitigation
- Condition assessment of pump stations
- Update Sewer-Use By-law and enforce in partnership with Region of York, Ministry of Environment and Climate Change

New Requests: For 2016 new resource requests were submitted for an additional Procurement Analyst to assist in operating contracts and leak detection, inflow and infiltration studies and water and wastewater capital projects. One contract operator position has also been submitted to assist with succession planning. At least one quarter of the front line workforce can retire in the next 3 years and in order to have at least a Level 1 operator, it is proposed to have people ready and trained to take on full wastewater operator roles when necessary.

New Requests	Full Time Equivalent
Procurement Analyst	0.50
Contract Wastewater/Stormwater Operator	1.00
Total	1.50

Change:

- Revenue is planned to increase 8% in 2017 which is offset by the splitting off of the stormwater revenue* with the net impact being a 2% decline in 2017 in the wastewater rate. Revenue is planned to increase 11% in 2018.
- Purchases - Region treatment costs are increasing at 7.2% and 9.2%
- The change in Expenditures is largely due staff requests noted above and contract increases which are offset due to presenting stormwater separately* for 2017 and 2018.

(\$M)	2015 Actuals/Forecast	2016 Budget	2017 Plan	2018 Plan
Revenue		8.7	1.5	6.7
Purchases		6.5	7.7	6.7
Gross Margin		2.2	-6.2	0.0
Other Revenue		-0.2	-0.3	0.1
Expenditures				
Maintenance & Installation		-0.1	-3.9	0.0
General Administration		0.2	0.1	0.0
Other		-0.1	-0.1	0.0
Total		0.0	-3.9	0.0
Planned Lifecycle Contribution - Reserve	*** 7.2	2.0	-2.6	0.1

*** 2015 Actuals/Forecast closing balance.

APPROVED 2016 Budget 2017-18 Plan

10.10.3 Stormwater

10.10.3.1 Overview

In 2016 a stormwater rate study will be presented to Council in order to address a stormwater operating and maintenance program, designed to mitigate the effects of flooding and the significant infrastructure challenges facing the City. A high-level preliminary plan of the revenue and operating expenses is presented below.

10.10.3.2 APPROVED 2016 Budget and 2017 - 18 Plan

(\$M)	2016 Budget	2017* Plan	2018* Plan
Revenue		8.9	10.0
Gross Margin		8.9	10.0
Other Revenue		0.2	0.2
Expenditures			
Maintenance & Installation		6.2	6.5
Total		6.2	6.5
Planned Lifecycle Contribution - Reserve		2.9	3.7

In the APPROVED 2016 budget wastewater & stormwater are budgeted together.

*In 2016, a stormwater rate study will be presented to Council. If approved by Council, then stormwater & wastewater will be budgeted separately. The separated 2017 & 2018 stormwater plans would be approximately as noted.

Change*

(\$M)	2016 Budget	2017 Plan	2018 Plan
Revenue			1.1
Gross Margin			1.1
Other Revenue			0.0
Expenditures			
Maintenance & Installation			0.3
Total			0.3
Planned Lifecycle Contribution - Reserve		***2.9	0.8

*** 2017 Plan closing balance.

11 Appendices

11.1 Budget Guidelines

Following is the Council Extract from June 23, 2015 meeting of Council at which time approval of the 2016-2019 Financial Planning & Business Planning Guidelines was received.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2015

Item 7, Report No. 10, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on June 23, 2015.

7

PLANNING FOR THE FUTURE

2016-2019 FINANCIAL PLANNING & BUSINESS PLANNING GUIDELINES

The Finance, Administration and Audit Committee recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Finance and City Treasurer and the Director of Financial Planning and Analytics, dated June 15, 2015, be approved;
- 2) That the Commissioner of Finance & City Treasurer and the Acting Commissioner of Strategic and Corporate Services develop a plan for Council's approval to reward any staff member who can identify an efficiency, offset, savings or other business process that results in tangible, actionable and quantifiable budgetary benefit, such plan to include the means of calculating said reward in relation to the budgetary saving, and that a review of the suggestion program be part of this process; and
- 3) That the presentation by the Director of Financial Planning & Analytics and C3, presentation material titled: "2016-19 Budget Guidelines", be received.

Recommendation

The Commissioner of Finance and City Treasurer and the Director of Financial Planning and Analytics, in consultation with the Senior Management Team recommend:

1. That the Financial Planning and Business Planning Guidelines summarized in this report be approved; and
2. That Council endorse the proposed annual process timetable.

Contribution to Sustainability

Sustainability by definition focuses on the ability to maintain an activity over an extended time horizon. Financial planning is the process of allocating limited resources to achieve the City's objectives and established priorities. Responsible financial planning allocates resources in a way that balances needs and aspirations of the present without compromising the ability to meet those of the future. The proposed approach seeks to minimize the current year funding pressures, while meeting the requirements of sustainability.

Economic Impact

Tax rate increases set to a maximum of 3 per cent annually for the next three years.

At the January 12, 2015 meeting of the Finance, Administration and Audit Committee, the following Committee recommendation was received and subsequently approved at Council:

That recognizing the community's need for fiscal restraint, over the next few months the Finance, Administration and Audit Committee and City staff shall be directed to work toward a set target not to exceed 3% per annum for the period of 4 years

Detailed below are the recognized levy forecasts presented as part of the 2016-2018 plan. This forecast includes the budget reduction targets required for the City to achieve the directed 3 per cent tax rate increase.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2015

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Table 1: 2016-2018 Recognized Plan

\$M	2016	2017	2018
	Recognized Plan		
Gross Operating Expenses	273.0	281.3	290.4
Less: Non-Tax Revenue	-84.8	-84.8	-85.1
Assessment Growth	-3.4	-3.8	-4.0
Levy Requirement	184.8	192.7	201.4
Budget Reduction Target	-14.6	-13.9	-16.9
Net Levy Requirement	173.3	178.7	184.4
Incremental Levy	5.1	5.4	5.7
<i>Tax Rate Increase</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>
Tax Rate Increase	3.00%	3.00%	3.00%
Tax Bill Change for the Average Home*	\$39	\$41	\$42
Total Capital Program	\$106.8	\$104.5	\$64.1

Achieving the target will require focused short and longer-term strategies

In order to reset Vaughan's financial plan on a sustainable footing, all existing recognized additional resource requests will be derecognized. A further 2 per cent preliminary expenditure savings target for each department will be implemented to help ensure that the targeted tax rate increase of 3 per cent or less can be met. Over the course of the summer City staff will discuss priorities and deliverables for the remainder of the term, including budget considerations and the development of specific efficiency and service improvement initiatives.

Budget Task Force to study reduction options

As further research and study is required to identify reductions over the remaining three years of the plan, Council created a Budget Task Force consisting of four members and supported by City staff. The mandate of the Task Force is to study options for the development of a budget reduction plan for 2016-18 to help achieve the Council's budget direction. The Task Force is expected to report its recommendations to the Finance, Administration and Audit Committee by the end of September 2015 for consideration.

Communications Plan

Subject to Council approval, financial planning guidelines, preliminary budgets and detailed instructions packages will be provided to departments along with information about due dates in late June 2015. In addition, department working/training sessions will be offered to departments to assist in preparing their financial plans.

As in prior years, a public engagement strategy will be implemented throughout the budget process to help inform the Committee's budget deliberations.

Purpose

The purpose of this report is to obtain the Finance, Administration and Audit Committee's approval for the City's financial planning guidelines and timetable.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2015

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Background - Analysis and Options

Financial Sustainability: Always a Key Priority

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 are based on best practices to maintain the City's strong financial position.

Fiscal Challenge

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. With Council-mandated tax rate increases of not more than 3 per cent for the next three years, the City will need to optimize existing resources to improve service delivery and achieve budget reduction targets. The 2016 budget process will be focused on how to achieve net tax-supported budget reduction targets of \$14.6 million in 2016, \$13.9 million in 2017 and \$16.9 million in 2018.

To respond to this challenge, the financial planning guidelines are changing:

Before		Proposed
Focus on rules for adding to base department costs	➡	Cost increases must be absorbed through offsets or efficiencies
Undifferentiated ARR evaluation process	➡	Separate evaluation processes for growth-related and new ARRs
Unsuccessful ARRs deferred to following year	➡	Unsuccessful ARRs not deferred but may be re-submitted in subsequent budget cycles
No limit on amount of ARRs that could be submitted	➡	ARRs must be offset (savings, fees, assessment growth)
Guidance on increasing fees by at least the rate of inflation	➡	Business case and timelines on achievement of cost recovery targets required
	New!	Guidelines for savings proposals that minimize impact on services

Adjustments to 2016 Forecasts will be incorporated into preliminary department budgets

To begin the process of resource optimization, all existing recognized 2016-2018 additional resource requests will be derecognized. Departments will also be expected to propose savings initiatives, with a goal of further reducing department expenditures by approximately 2 per cent relative to the 2016 forecast. Taken together, these measures will help ensure that the City meets its budget reduction targets.

The budget pressures faced by the City have built up over a number of years. Achieving sustainable long-term savings may require initiatives that take more than one year to develop and implement. That is why the immediate focus will be a moratorium on additional resource requests, except in very limited circumstances, and identifying achievable savings that can be implemented immediately. In parallel, staff will work over the summer to discuss priorities and deliverables for the remainder of the term. This will include development of efficiency and service improvement initiatives to achieve sustainable savings over the longer-term. This work will also happen in parallel to the work of the Budget Task Force. As this work proceeds, department expenditure savings targets may be refined.

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CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2015

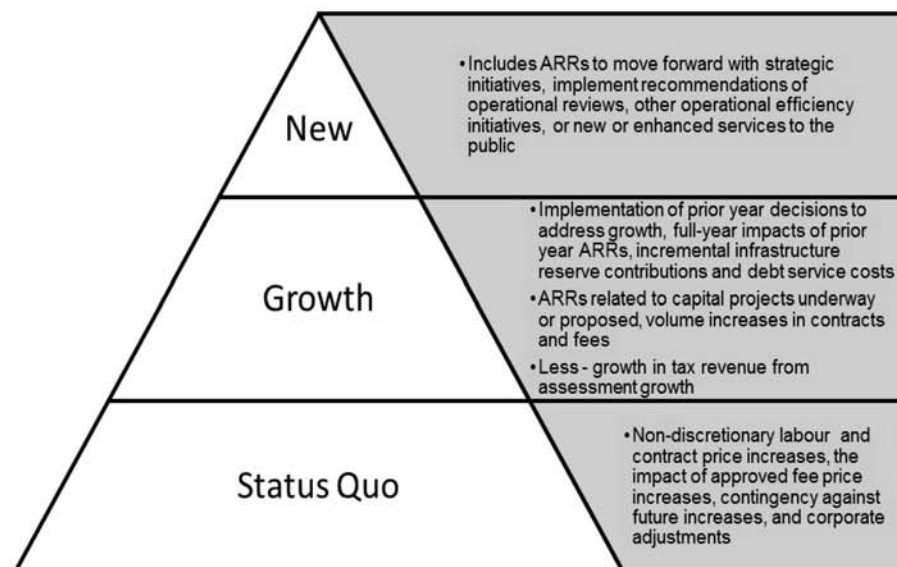
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Alignment with Business Planning

Business Plans are an important 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. Department business plans should be updated in partnership with Strategic Planning. A streamlined business planning template will be distributed to departments with the detailed instructions. Budget submissions should demonstrate alignment with department business plans.

Conceptual Budget Framework

During the 2015-2018 budget cycle, the *Conceptual Budget Framework* was introduced. Budget pressures can be categorized into three main components.



Applying the Budget Framework

Status Quo

For 2016, preliminary department budgets will be set at the 2016 forecast from the Approved 2015 Budget and Recognized 2016-18 Plan less any 2016 recognized ARRs and less an expenditure reduction target of 2 per cent.

As departments work with Financial Planning & Analytics staff to develop their budget submissions and savings initiatives they should keep in mind that budget categories in the status quo may be adjusted to reflect the following items, provided that they are fiscally neutral to the department overall or fully offset by reallocations between departments. Permissible adjustments include those for:

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2015

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- Council approved employment agreements;
- Full year impact of previous Council decisions;
- External contractually committed price increases;
- Utility price increases;
- Insurance premium increases;
- Defined corporate contingency items;

It is important to note that any changes to the status quo should reflect price increases only. Cost increases resulting from additional volume or growth should be identified separately.

As noted, price increases are expected to be absorbed within overall department budgets through offsets or efficiencies. In rare cases where extraordinary price increases cannot be fully offset, consideration may be given to inter-departmental reallocations or the use of special purpose reserves.

User Fees and other non-tax revenue

In addition to tax-supported services, many services provided by the City are fully or partially funded through fees charged to users. Other sources of non-tax revenue include fines and penalties. For many of those revenue sources, Council has set cost recovery targets that departments are expected to be moving towards. As part of ongoing efforts to strike an appropriate balance between costs recovered through non-tax revenue and the property tax levy, there have been four revenue reviews underway in 2015 that could result in changes to Council policies on cost recovery targets for certain fees, fines or penalties.

For the 2016 financial planning process departments that already do charge fees or are considering the implementation of new charges, departments are expected to consider the following measures when developing their budget submission:

- Increase fees and other charges in-line with cost increases faced by the City, at a minimum. For 2016 these increases should be 3 per cent to ensure that there is no erosion of cost recovery ratios.
- Where cost recovery ratios are less than the targets set by Council, submit a business case for how the department could move to the target over the next three years or with a recommendation to change the target.
- Where there is no current cost recovery target, either a business case recommending the creation of a target or a timeline for reviewing the fees and charges to develop a target.
- Ensure that services or cost-sharing opportunities with other municipalities are fully cost-recovered
- Identify and submit business cases for the implementation of new user fees, and service charges opportunities, including recommendations on appropriate cost-recovery targets.

It is important to note that any changes to the status quo should reflect rate increases only. Revenue increases that are expected from additional volume or growth should be identified separately.

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Growth

Growth-related costs include non-discretionary and discretionary costs. To help manage budget pressures, growth related budget requests should be limited to:

- Demand driven, contractual volume changes (e.g. additional units of waste collection)
- Increased debt service and infrastructure renewal contributions as a result of new infrastructure assets going into service
- Staff and operating costs for newly opened libraries, fire stations, and community centers, including the full year impacts of previous Council decisions.

All other growth-related additional resource requests (ARRs) will only be recommended to the Committee if there is sufficient assessment growth and growth-related fee revenue available over and above the non-discretionary growth-related costs. These additional growth-related costs may be identified by departments and will be prioritized by City staff if appropriate.

New

The City faces a variety of budget pressures related to citizens' expectations for enhanced services, recommendations from completed operational reviews, and other operational efficiency initiatives. However, to help meet the budget reduction target, for 2016 all previously recognized ARRs have been derecognized. Further, non-growth related ARRs may only be (re)submitted if they can be fully offset from expenditure savings or additional non-tax revenue over and above the preliminary budget reduction target. Offsets should be identified within a department wherever possible but may include inter-department offsets within a commission. If necessary, inter-commission offsets may be considered by City staff through their budget deliberation process.

Additional Resource Requests (ARRs)

If departments choose to submit ARRs, a separate business case must be submitted detailing strategic links, costs, benefits, implications, success indicators, timelines, capital implications and project references, etc. All ARRs, whether growth-related or new will only be included in the budget recommendation to the Committee if the City's budget reduction target has been met. New for 2016, ARRs will be separated into two separate processes and evaluation streams, growth-related and other. The Senior Management Team will review and consider ARRs over the course of the summer, while accessing priorities and deliverables to be incorporated in the draft budget and financial plan.

ARR business cases must be submitted for new staff requests, proposed increases in service levels, or new initiatives. Requests are limited to items with a gross cost in excess of \$10,000, and should be fiscally neutral. Offsets should be identified within a department wherever possible but may include inter-department offsets within a commission. If necessary, inter-commission offsets may be considered by staff through their budget deliberation process.

Exploring Opportunities through Operational Reviews

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. Where appropriate, departments should incorporate the results of these reviews into the financial planning process.

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Savings Initiatives

All departments will be expected to submit budgets that achieve a preliminary expenditure savings target of 2 per cent. It is recognized that this is a challenging target as the pressures faced by the City are real. However, staff are committed to searching for both immediate achievable savings for 2016 and to identifying longer-term efficiency and service improvement initiatives that will help to put the City on a sustainable financial path that meets Council's objective to keep tax rate increases in Vaughan at one of the lowest rates in the GTA.

After the de-recognition of all ARRs, the remaining "Status Quo" pressure is 5.92% for 2016 which must be reduced to a maximum of 3%. While the status quo pressures for 2017 and 2018 are much lower, they are dependent on the City's ability to find permanent savings for 2016. To help meet these targets, a preliminary gross expenditure savings of 2% per department is being recommended at this time.

Departments are encouraged to explore all possible savings initiatives with the goal of limiting any impact on the programs and services that the City's residents and businesses rely on. Departments may also choose to achieve their overall saving targets through price increases for existing fees and other charges or by exploring alternative revenue generating opportunities. Savings targets could be adjusted as the results of fee reviews are incorporated into forecasts. Savings targets could also require adjustment as staff identify and develop specific efficiency and service improvement initiatives over the summer.

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.

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.

Capital Project Definition:

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

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Identifying Funding Sources

Proposed capital investments must have an identified funding source. Capital projects are funded from the following five main sources:

- Development/Special Area Charges Reserves
- Discretionary Reserves
- Grants and Other Financing
- Debenture Financing
- Capital from Taxation

A capital project must have the funds available in the associated reserves for the project to be considered for approval by Council.

Operating Costs Associated with Capital

Incremental operating costs associated with a proposed capital projects, must be identified and be able to be absorbed within the fiscal plan. Growth-related infrastructure will have should be staged so that related operating costs can be accommodated from assessment growth and user fee volume increases.

The Capital from Taxation preliminary envelop for 2016 – 18 is consistent with the Recognized 2016-18 Plan but will be subject to change as the budget is refined.

Financial Plan Timetable

The submission process will occur in three steps. The overall intent is to layer the submission process and allocate time for departments to focus on specific process components. This in turn will allow adequate time for submission review and feedback. The submission process stages are as follows

1. July and August – Departments meet with Strategic Planning Area to discuss business plans
2. August – Leadership planning retreat to discuss priorities and deliverables for the remainder of the term
3. Early August – Validate and submit base plans, including savings initiatives
4. End of Aug – submit ARRs, capital requests, and any additional savings initiatives

This process is designed to build the department financial plan in a systematic and logical manner. Financial Planning and Analytics staff will be actively involved with departments to provide assistance with financial plan development.

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<i>City of Vaughan</i> <i>2016 - 2019 Budget Process Timetable</i>	
Dates	Activity
June 15, 2015	Financial Planning Guidelines
June 26, 2015	Financial Planning Instructions Issued To Departments
August 7, 2015	Base Financial Plan Submissions
July - August, 2015	Business Plan meetings with Strategic Planning Department
July - August 2015	SMT preliminary 2016-19 Financial Plan Review
August 21, 2015	Final Commissioner signed Budget Submissions
September 2015	Staff review and analysis
September - October 2015	Senior Management Team (SMT) Deliberations
October 2015	Draft Budget and Presentation Finalization
November - December, 2015	Finance and Administration Committee Deliberations
January 2016	Special Council Meeting with Public Input (Public notice requirement is 14 days)

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with Vaughan Vision 2020's long term goal of financial stability through the design of guidelines intended to produce a responsible financial plan. The necessary resources have not yet been approved and will be addressed throughout future deliberations.

Regional Implications

N/A

Conclusion

The approach, guidelines and actions recommended represent prudent management practices and are appropriate given Council's direction to limit tax rate increases to 3 per cent over the remaining term of Council.

As the City moves forward, financial sustainability must continue as one of Vaughan's key priorities. These guidelines represent a systematic plan to achieve the City's budget reduction targets of \$14.6 million in 2016, \$13.9 million in 2017 and \$16.9 million in 2018.

Attachments

Not applicable

Report prepared by:

Jackie Lee Macchiusi, CGA
Senior Manager of Corporate Financial Planning & Analysis (x8267)

11.2 Financial Policies

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

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

- strong reserve balances
- Vaughan's financial position per capita is one of the lowest in the province
- sound investment portfolio
- low debt (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 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 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 | • Interest |
| • Guiding principles | • Withdrawal/transfers |
| • Reserve contributions | • Temporary reserve borrowing |
| • Operating surplus and reserve balances exceeding target | • 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 2015)

The purpose of the investment policy is to establish and maintain guidelines for investing public funds. The overall goal is to ensure that available City funds are put to work to generate additional value through interest and investment yields. The City has authority to invest funds under section 418 of the Municipal Act, 2001.

The investment objectives of the City of Vaughan in order of priority are:

1. Compliance to statutory requirements
2. Preservation of principal investment
3. Maintenance of adequate level of liquidity
4. Earning a competitive rate of return

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 2016 Budget and 2017-18 Plan shows debt as a total of City revenue of 6.3 per cent, 5.9 per cent, 4.4 per cent, and 5.1 per cent for the years 2015-18 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 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

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- 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 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 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.

19. Term of Council Service Excellence Strategy Map (2014-2018)

The Term of Council Service Excellence Strategy Map will enable us to deliver on our commitments for this term of Council and renew our focus on Service Excellence. It identifies Council's priorities for this term of Council as well as the Strategic Initiatives that Staff will focus on to enable the execution and implementation of projects related to Council's priorities and commitments to the citizens of Vaughan. The Term of Council Service Excellence Strategy Map will also guide the creation of capacity within the organization so that resources can be aligned to be more effective and productive. The initiatives build on our departmental business plans, including work completed to date, address current challenges and brings focus and alignment among all departments to ensure we are working together and positioned for success. This will help the organization respond to the rapid growth of our community and address the resulting pressures of maintaining the operating budget and financial commitments.

11.3 Additional Resource Requests

Following are the detailed Additional Resource Requests that have been included in the APPROVED 2016 Budget 2017-18 Plan

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Portfolio/Department	Index #	Description	Year	Amount
City Manager	020-01-16	4 Project Managers	2016	476,142
City Manager	020-02-16	Service Excellence Strategic Initiatives	2016	250,000
City Clerk	060-01-16	Joint Municipal Ombudsman	2016	64,083
Purchasing	079-01-16	2 Purchasing Analysts (2 yr contract)	2016	236,695
Fire & Rescue	100-03-16	STN 74 - 10 Firefighters (1st Contingent) (GAPPED)	2016	526,778
By-Law & Compliance	080-01-16	Admin Assistant to Director, By-Law & Compliance	2016	54,184
Building Standards	110-01-16	Project Manager Zoning By-Law	2016	-
Policy Planning	185-01-16	Project Manager Concord Go Mobility	2016	-
Policy Planning	185-02-16	Project Manager Municipal Comprehensive Review	2016	-
Corporate	071-01-16	OMB - Development Planning - Senior Planner	2016	23,486
Corporate	071-02-16	OMB - Legal Staff and External Resources	2016	676,272
Corporate	071-03-16	OMB - Policy Planning - Senior Planner	2016	23,486
Corporate	071-04-16	OMB - Parks Development - Senior Planner	2016	-
2016 Total				2,331,126
Fire & Rescue	100-01-17	STN 74 - 6 Firefighters + 4 Captains (2nd Contingent) (GAPPED)	2017	664,729
Planning Portfolio	181-01-17	VMC Project Managers	2017	56,258
Vaughan Public Libraries	220-01-17	Vellore Village South Library Operations	2017	82,700
Vaughan Public Libraries	220-02-17 A/B/C	Vellore Village South Library Staffing	2017	576,915
2017 Total				1,380,602
Fire & Rescue	100-01-18	STN 76 - 10 Firefighters (1st Contingent) (GAPPED)	2018	554,764
2018 Total				554,764

Note: Additional Resource Request forms were completed prior to the new Term of Council Service Excellence Strategy Map and corporate realignment, and therefore reference *Commissioner Approval*.

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CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#020-01-16							
ADDITIONAL RESOURCE REQUEST							
Request Title	<div style="border: 1px solid black; padding: 2px;">4 Project Managers</div>						
Business Unit #	<div style="border: 1px solid black; padding: 2px;">020001</div>	<div style="border: 1px solid black; padding: 2px;">City Manager</div>					
		<div style="border: 1px solid black; padding: 2px;">020 - City Manager</div>					
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>						
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	4.00	-	-	-	4.00	-	4.00
Net FTE's	4.00	-	-	-	4.00	-	4.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	448,343	-	-	-	448,343	-	448,343
Other continuous costs	13,800	-	-	-	13,800	-	13,800
One-time expenses	14,000	(14,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 476,143	\$ (14,000)	\$ -	\$ -	\$ 462,143	\$ -	\$ 462,143
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
This request is for 4 additional Project Managers, that may be required as part of the new organizational structure in order to substantially complete the Ter of Council Priorities and the Service Excellence strategic initiatives. These positions will be used throughout various city departments depending on the needs and requirements to complete these priorities.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
COMMISSIONER APPROVAL: _____				Date: _____			
Budget Staff Use Only				Submitted for year: _____			
				Recognized for year: _____			
				<input type="checkbox"/> Previously Recognized			

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2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Operational Performance		Effective Service Delivery - Review service delivery options and shared services to match resources to the desired level of service				General Correlation

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:
Service Excellence-Pursue excellence in service delivery. Ensure and enhance community safety and wellness. Management Excellence-Maintain Assets and Infrastructure.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

The four project managers will be used throughout the city to push forward with the Term of Council Priorities and Strategic Initiatives within various departments. These positions will help various departments achieve their goals and the goals of the city as part of the new realignment and strategy map.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

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CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#020-02-16							
ADDITIONAL RESOURCE REQUEST							
Request Title	<div style="border: 1px solid black; padding: 2px;">Service Excellence Strategic Initiatives</div>						
Business Unit #	<div style="border: 1px solid black; padding: 2px;">020001</div>	<div style="border: 1px solid black; padding: 2px;">City Manager</div>					
		<div style="border: 1px solid black; padding: 2px;">020 - City Manager</div>					
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>						
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	250,000	(250,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 250,000	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: <i>Please provide a <u>brief</u> description of the request.</i>							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
Funding in the amount of \$250,000 is requested to support Service Excellence Strategic Initiatives from the Term of Council Service Excellence Strategy Map.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							
Budget Staff Use Only	<input type="checkbox"/> 1st Submission <input type="checkbox"/> Previously Recognized						
Submitted for year: _____ Recognized for year: _____							

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2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the **specific initiative** on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational Goals	Ensure a High Performing Organization	Develop and Implement a dynamic stakeholder engagement model to ensure citizen focused communication activities for City Initiatives	14	Q3/13	Medium	General Correlation

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

	Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)				
2)				
3)				

Describe how this request relates to Departmental Business Plan:

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary

Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
							#060-01-16
ADDITIONAL RESOURCE REQUEST							
Request Title	Joint Municipal Ombudsman						
Business Unit #	060001	Clerks - Administration					
		060 - City Clerk					
Related Program							
Program Classification							
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.30	-	-	-	0.30	-	0.30
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	55,083	-	-	-	55,083	-	55,083
Other continuous costs	7,000	-	-	-	7,000	-	7,000
One-time expenses	2,000	(2,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 64,083	\$ (2,000)	\$ -	\$ -	\$ 62,083	\$ -	\$ 62,083
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
The purpose of this request is to provide funding for the City of Vaughan's share of the costs of a municipal ombudsman jointly appointed by York Region and its constituent local municipalities. The City's share is assumed to be 30% of the total costs of the office based upon the following assumptions: 1. That the total costs for the jointly appointed municipal ombudsman will approximate the total annual costs for the City's Integrity Commissioner, and 2. That the City's proportionate share of the costs will equate approximately to its share of the total York Region population, or 30%.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
CCO	This ARR is being submitted as a placeholder						
						<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
This is a new initiative and the responsible department has not yet been assigned. If not implemented, the City will become subject to the jurisdiction of the Ontario Ombudsman as of January 1, 2016 and will remain so until it appoints its own ombudsman either directly, or jointly in conjunction with other municipalities.							
COMMISSIONER APPROVAL: _____						Date: _____	
Budget Staff Use Only						Submitted for year: _____	
<input checked="" type="checkbox"/> List Submission						Recognized for year: _____	

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																										
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.																										
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)																				
Council Priorities		Continue to advance a culture of excellence in governance				General Correlation																				
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																										
3) Related Performance Indicators & Business Plan Link																										
Please provide information on top 3 performance measures:																										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"> </th> <th style="width: 45%;">Name/description of service level target:</th> <th style="width: 15%;">Target Level</th> <th style="width: 15%;">Current Level</th> <th style="width: 20%;">Level w/ ARR</th> </tr> </thead> <tbody> <tr> <td>1)</td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>2)</td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>3)</td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>								Name/description of service level target:	Target Level	Current Level	Level w/ ARR	1)					2)					3)				
	Name/description of service level target:	Target Level	Current Level	Level w/ ARR																						
1)																										
2)																										
3)																										
Describe how this request relates to Departmental Business Plan:																										
This is a funding request only; the joint ombudsman, as a statutory accountability official, will operate at arms' length to departmental operations.																										
4) Value Proposition																										
Please detail both qualitative and quantitative benefits of the request																										
Qualitative: Please select up to 2 actions which best describe this request																										
Primary <input type="text" value="Improve Corp. Image"/> Secondary <input type="text" value="Improve Sustainability"/>																										
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																										
The establishment of an impartial investigator of citizen complaints about access to government or the delivery of government services promotes a positive public perception of local government and good governance.																										
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																										
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																					
5) Alternatives																										
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																										
There are 2 alternatives to appointing a joint municipal ombudsman in support of the enactment of Bill 8:																										
a) Recognize the jurisdiction of the Ontario Ombudsman																										
b) Directly retain the services of a municipal ombudsman for the City of Vaughan																										

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#079-01-16							
ADDITIONAL RESOURCE REQUEST							
Request Title	<div style="border: 1px solid black; padding: 2px;">Procurement Analyst (2-yr Contract)</div>						
Business Unit #	<div style="border: 1px solid black; padding: 2px;">070110</div>	<div style="border: 1px solid black; padding: 2px;">Purchasing Services</div>					
		<div style="border: 1px solid black; padding: 2px;">079 - Purchasing; Purchasing Services</div>					
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>						
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	2.00	-	(2.00)	-	-	-	-
Net FTE's	2.00	-	(2.00)	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	219,775	-	(219,775)	-	-	-	-
Other continuous costs	7,120	-	(7,120)	-	-	-	-
One-time expenses	10,000	(10,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 236,895	\$ (10,000)	\$ (226,895)	\$ -	\$ -	\$ -	\$ -
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a brief description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
Procurement Services Department is in urgent need of a Procurement Analyst. The overall procurement needs of the City have increased approximately 60% since 2008. The increased volume of procurement activity has put additional demands on static departmental resources. A significant shift is being observed in support requirements of the user departments. In order to handle increase in bids reviews, bid protests, legal issues, vendors debriefs, submission evaluations, vendor presentations, FOI requests and the need for staff education, a senior position to provide the necessary guidance and oversight to the Buyers is required. This position will have a higher level of responsibility which includes but is not limited to the following: conduct complex and high visibility procurements, handle vendor escalations, lead and facilitate vendor presentations and evaluation meetings, explore and implement standardization opportunities for products and services, prepare reports for Procurement Management to facilitate informed decisions, develop and monitor annual procurement plans, and train and mentor new buyers. The Procurement Analyst will provide the necessary guidance and advice to the Buyers and User Departments to promote and encourage greater compliance with the Procurement Policy and Procedures.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
Promote policy compliance in user departments	Q1-2016	Ongoing user training to aid their understanding of the Procurement policy.					
Seek and implement strategic sourcing opportunities	Q2-2016	Look out for opportunities for consolidation of requirements at the city level					
Mentor new Procurement staff	Q3-2016	Provide necessary training and guidance to Procurement staff					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
All City Departments	Achieve greater degree of compliance with Procurement Policy and Procedures						
All City Departments	Reduce the risks associated with procurement					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
All City Departments	Provide higher level of service to user departments					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
This position adds a great degree of value to the overall service delivery. It encompasses higher level Procurement objectives and seeks to achieve best value for the money through consolidation of similar requirements, leveraging economies of scale, and sourcing strategically, while maintaining a high of compliance within the Policy and procedural framework. This position is envisioned in the recommendations made by the comprehensive P2P study.							
COMMISSIONER APPROVAL: _____ Date: _____							
Budget Staff Use Only				Submitted for year: _____ Recognized for year: _____			
<input type="checkbox"/> Not Submitted <input type="checkbox"/> Review Recommended							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives																						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.																						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)																
Operational Performance		Effective Service Delivery - Review service delivery options and shared services to match resources to the desired level of service				General Correlation																
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:																						
1. Demonstrate Excellence in Service Delivery 2. Ensure a High Performing Organization 3. Lead and Promote Environmental Sustainability This position will help in delivering a higher level of service to all stakeholders, whether internal or external. It will improve compliance with the procurement policy framework which in turn will enhance fairness, cost effectiveness, transparency and risk mitigation in City's Procurement services and processes. More efficient purchasing practices and methodologies will contribute towards environmental sustainability.																						
3) Related Performance Indicators & Business Plan Link																						
Please provide information on top 3 performance measures:																						
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Name/description of service level target:</th> <th style="width: 15%;">Target Level</th> <th style="width: 25%;">Current Level</th> <th style="width: 20%;">Level w/ ARR</th> </tr> </thead> <tbody> <tr> <td>1) Improved compliance with Procurement Policy</td> <td>Robust Policy and</td> <td>Ongoing policy revisions</td> <td>Periodically review</td> </tr> <tr> <td>2) Risk mitigation</td> <td>Robust Policy and</td> <td>Ongoing policy revisions</td> <td>Periodically review</td> </tr> <tr> <td>3) Strategic Sourcing</td> <td>Leverage spend</td> <td>Limited and manual reports</td> <td>Online access to</td> </tr> </tbody> </table>							Name/description of service level target:	Target Level	Current Level	Level w/ ARR	1) Improved compliance with Procurement Policy	Robust Policy and	Ongoing policy revisions	Periodically review	2) Risk mitigation	Robust Policy and	Ongoing policy revisions	Periodically review	3) Strategic Sourcing	Leverage spend	Limited and manual reports	Online access to
Name/description of service level target:	Target Level	Current Level	Level w/ ARR																			
1) Improved compliance with Procurement Policy	Robust Policy and	Ongoing policy revisions	Periodically review																			
2) Risk mitigation	Robust Policy and	Ongoing policy revisions	Periodically review																			
3) Strategic Sourcing	Leverage spend	Limited and manual reports	Online access to																			
Describe how this request relates to Departmental Business Plan:																						
POLICY COMPLIANCE AND RISK MANAGEMENT: Consistent with the Procurement Business Plan, a comprehensive review and update of the current procurement policy and procedures is necessary to provide consistent guidance and risk mitigation controls to all departments. STRATEGIC SOURCING by harnessing data and leveraging opportunities to consolidate similar requirements across the City departments.																						
4) Value Proposition																						
Please detail both qualitative and quantitative benefits of the request																						
Qualitative: Please select up to 2 actions which best describe this request																						
Primary <input type="text" value="Improve User Satisfaction"/> Secondary <input type="text" value="Improve Corp. Image"/>																						
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?																						
This Position provides leadership in the development, maintenance and execution of strategic procurement strategies to provide significant cost avoidance, risk mitigation and ensure compliance with the Corporate Procurement policies, relevant government regulations and ethical purchasing practices. Provides direction to the preparation of solicitation documents and assistance to client departments in developing specifications through value analysis and determines the best method of procurement and pricing and ensure timely procurement of outstanding approved capital projects																						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.																						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?																	
2016	Output/Service Quantity	Change	\$	Improved output through consolidation of requirements and strategic sourcing																		
2016	Budget \$\$\$	Saving	\$	Increased productivity and enhanced service delivery through efficient resource utilization																		
2016	Time/Capacity	Saving	Time	Reduced procurement Cycle time																		
5) Alternatives																						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.																						
None																						

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
							#100-03-16
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 74 - 10 FIREFIGHTERS (1st Contingent)						
Business Unit #	100179	Fire Operations					
	100 - Fire and Rescue Services						
Related Program	Fire Operations - Fire response						
Program Classification	Standard Essential Service						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	10.00	-	-	-	10.00	-	10.00
Net FTE's	10.00	-	-	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs	GAPPED July Start						
Staffing & Benefits	454,028	-	-	-	454,028	-	454,028
Other continuous costs	18,750	-	-	-	18,750	-	18,750
One-time expenses	54,000	(54,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 526,778	\$ (54,000)	\$ -	\$ -	\$ 472,778	\$ -	\$ 472,778
Associated Capital Costs	\$ 854,083	\$ -	\$ -	\$ -	\$ 854,083	\$ -	\$ 854,083
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
<p>The VFRS Senior Command Team recommends placing an apparatus in service at Station 7-4. The ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, a fully staffed crew is required to ensure response capabilities are improved. The VFRS request 16 Firefighters & 4 Captains to staff an apparatus in the Huntington Road and Nashville area. Demand for emergency service has outgrown VFRS ability to respond effectively in the north west quadrant of the city and a significant risk develops when secondary apparatus is required to provide coverage. By response analysis, it is evident that VFRS cannot meet industry benchmarks (NFPA 1710) and the Council approved response standard on a consistent basis as required. With the decommissioning of St. # 74 Volunteers in 2013, the strategic positioning and availability of this engine is significantly important to VFRS 'operational readiness'. Given VFRS response criteria, Sr. Command determined that an engine is most appropriate for this area.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables		Timelines		Comments			
VFRS Recommendations - Station 7-4(North West quadrant of the City)		15/09/2016		COV Response standard, OFM, NFPA 1710			
VFRS Response Standard		15/09/2016		Improvements necessary			
VFRS Critical Task Analysis City Wide		15/09/2016		Improvements necessary			
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
Human Resources	Assist with recruitment and hiring					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
This ARR will Impact the Capital Budget. The 2016 capital budget submission for the New Engine for Station 74 has been added.							
COMMISSIONER APPROVAL: _____ Date: _____							
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="border: 1px solid black; padding: 2px;"> Budget Staff Use Only </div> <div> <input type="checkbox"/> Not Submitted <input type="checkbox"/> Reviewed/Recorded </div> <div> Submitted for year: Recognized for year: </div> </div>							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities	#N/A	Continue to ensure the safety and well-being of citizens				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request for additional staffing and equipment specifically supports the City's goals of Pursue Excellence in Service Delivery and Enhance and Ensure Community Safety, Health and Wellness.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

	Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)	VFRS Response Standard	7min/90%	0.8	0.87
2)	OFM PSG 04-08-10 (m=minutes)	4m/90%-8m/2app	0.28	0.67
3)				

Describe how this request relates to Departmental Business Plan:

The proposal is supported by the City-wide Risk Assessment as well as response time standards. Performance indicators -meet VFRS Critical Task Analysis benchmark - OFM Public Safety Guideline 04-08-10 - VFRS Response Approved Response Standard meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90% of incidents within 4.00 minutes travel time. 8.00minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary Improve Sustainability

Secondary Realize Future Benefits

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

This request will provide a more consistent primary and secondary response in the Kleinburg/Nasville response district. The staffed engine in Station # 7-4 area of the City will enhance the VFRS ability for rescue and firefighting in a timely fashion. Primary & secondary response time will improve significantly with a goal to meeting industry standards on a more consistent basis, reducing liabilities.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

N/A

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET								#080-01-16
ADDITIONAL RESOURCE REQUEST								
Request Title	Administrative Assistant to Director, BL&C							
Business Unit #	080142	By-Law and Compliance						
	040 - By-Law and Compliance							
Related Program	By-Law Enforcement - General							
Program Classification	Standard Essential Service							
Annual Budget Change Summary								
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total	
Staffing								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	0.31	-	-	-	0.31	-	0.31	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	87,439	-	-	-	87,439	-	87,439	
Other continuous costs	1,100	-	-	-	1,100	-	1,100	
One-time expenses	2,000	(2,000)	-	-	-	-	-	
Offsets/reductions	(36,355)	-	-	-	(36,355)	-	(36,355)	
Net Operating Budget	\$ 54,184	\$ (2,000)	\$ -	\$ -	\$ 52,184	\$ -	\$ 52,184	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1A) Request Description: Please provide a brief description of the request.								
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate								
<p>The position will report to the Department Head and Director of By-law & Compliance. Director's Office currently operates without an AA, requiring considerable time to be devoted to administrative tasks better suited through a support position. Administrative assistance to the Director is in keeping with corporate standards throughout other Departments. This position will provide direct administrative support to the Director (and other members of the management team) as required, duties described in the attached JD document (see attached). Key functions will include responsibility for assisting with managing of highly sensitive, confidential and legal matters (e.g. Labour, Prosecutions, etc.). The Director's office plays a key role in its interaction within the political forum including interacting directly with the Mayor's Office, Council as a whole and Ward Councillor's, providing guidance, support, information and advice on various by-law matters. The AA position will assist and play a key functional role in liaising with and supporting the service provided to Council. The costs for this position are partially offset by repurposing the vacant position of part-time clerical position as noted below.</p>								
1B) If this request is part of a project with multiple milestones then please fill in the following table:								
Milestones or Deliverables	Timelines	Comments						
1C) Impact on other departments (cost/time/benefit):								
Department Impacted	Describe Impact (Cost/time/benefit)						Were they Consulted?	
							<input type="checkbox"/> Yes <input type="checkbox"/> No	
							<input type="checkbox"/> Yes <input type="checkbox"/> No	
							<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:								
BL&C is a primary front facing service provider. Time currently spent by the Director on administrative/clerical tasks will be eliminated with the appropriate AA support, allowing for the Director to focus on more appropriate tasks, business planning and lead strategic directions.								
COMMISSIONER APPROVAL:					Date:			
<div style="border: 1px solid black; padding: 2px; display: inline-block;"> Budget Staff Use Only </div>					Submitted for year: _____ Recognized for year: _____			
<input type="checkbox"/> Not Submission					<input type="checkbox"/> Reviewable/Recommended			

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Staff Excellence		Invest in our People - Establish a People Plan to support employees through change, workforce planning and talent management				General Correlation

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

BL&C is a highly diverse service provider. The Department's primary focus is direct forward facing public service and providing service both internally and externally. Service excellence, management and organizational excellence requires adequate administrative and functional support in order to facilitate achievement of service deliverables and continue to align with growth related demands. Key efficiencies are inclusive of ensuring Department Head/ BL&C leadership time and attention is allotted to and focused on high level departmental deliverables associated with Vaughan Vision and key corporate strategic initiatives; including but not limited to VMC Parking Strategy, Secondary Suites, City Wide Parking Strategy, etc.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

Over all departmental business plan philosophy is to provide a more effective public service, inclusive of establishing key performance indicators and methodologies that support aligning service delivery to growth and increasing demands, corporate and community needs. Administrative support is a primary functional efficiency and in keeping with corporate standards for Directors across other departments.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary Improve Sustainability Secondary Improve User Satisfaction

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

Approval of an AA for the Director allows for the Director's time to be better allocated to more appropriate responsibilities. The required support to the Director's office will improve effectiveness and efficiencies in time allocation, improving over-all service delivery and permitting the Director to focus time and efforts on departmental service delivery, fiscal responsibility and human resources, leadership and change management.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

There are no suitable or sustainable alternatives. Currently many of the tasks an AA would perform are undertaken by the Director, or delegated to other members of management on occasion and in a very limited capacity or through drawing on limited clerical support/front counter staff, for any non-sensitive matters. However, much of the administrative support and access to information at the Director level is confidential and sensitive. Clerical staff are unionized, absolutely limiting what they can have access to. The corporate AA position is non-union, allowing for direct support, access and exposure to confidential and sensitive data and information.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET

#110-01-16

ADDITIONAL RESOURCE REQUEST

Request Title	PROJECT MANAGER COMPREHENSIVE ZONING BY-LAW REVIEW
Business Unit #	110001
	Building Standards
	110 - Building Standards
Related Program	O.B.C. Building Permit Review & Inspections
Program Classification	Mandatory - Service

Annual Budget Change Summary

Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	129,318	-	-	-	129,318	-	129,318
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(129,318)	-	-	-	(129,318)	-	(129,318)
Net Operating Budget	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
Associated Capital Costs	\$ 1,447,923	\$ 1,396,423	\$ 492,854	\$ -	\$ 3,337,200	\$ -	\$ 3,337,200

1A) Request Description: Please provide a brief description of the request.

Please check one: ☒ Departmental ☐ Corporate

This full time three(3) year contract position is being requested to facilitate the management, budgeting and coordination of processes which will lead to the preparation of a new City of Vaughan consolidated zoning by-law. This position will be responsible for the supervision of staff and retained consultants assigned to the project. Managing the procurement processes for the retention of consulting services, maintaining timelines and budgets in accordance with an approved work plan and budget. This position will be the lead for the zoning by-law review process which will implement VOP 2010.

1B) If this request is part of a project with multiple milestones then please fill in the following table:

Milestones or Deliverables	Timelines	Comments
Work plan and communication plan/obtaining a consultant	2016	
Research, review and draft of a consolidated by-law	2017	
A new comprehensive zoning by-law	2018	

1C) Impact on other departments (cost/time/benefit):

Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?
Building Standards Department	The application and interpretation of a clear and concise consolidated zoning by-law which incorporates regulations for new and future development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Development Planning	Development of an up-to-date Zoning By-law to guide appropriate Development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Policy Planning	Implementation of the policies of the approved VOP 2010	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Other comments:

Under the legislative requirements of the Planning Act, Municipal Official Plans must be reviewed every five (5) years and the implementing Zoning By-law be enacted not later than 3 years from the date of the Official Plan approval.

COMMISSIONER APPROVAL: _____

Date: _____

Budget Staff Use Only	<input type="checkbox"/> 1st Submission <input type="checkbox"/> Previously Recognized	Submitted for year: _____ Recognized for year: _____
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APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Update the Official Plan and supporting studies				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request relates directly to Vaughan Vision 2020 in that it implements Strategic Initiative #1 - Undertake a 3 year comprehensive review of the City of Vaughan consolidated by-law to implement the policies of the City of Vaughan Official Plan 2010.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

The Department's 2016-2019 Business Plan identifies a comprehensive zoning by-law as a departmental initiative. To Engage an external consultant to lead the review of the project, working closely with the Project Manager and internal corporate team for a three (3) year period. The zoning by-law needs to be brought into compliance with the VOP2010 within 3-5 years.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary

Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

This position requires a professional who understands the municipal process as well being able to lead a city-wide project while supervising internal staff as well as external consultants.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

This request for a Project Manager is to manage, the review and preparation of a new zoning by-law which is a requirements under the Planning Act. The City must adopt a zoning by-law to implement the Official Plan. This is a key element of the City's Growth Management Strategy and directly impacts other corporate policies and initiatives such as the Vaughan Vision 2020 and the Environmental Master Plan. Additionally, the original By-law (approved in 1988) does not contain the progressive zoning provisions required to implement the intended forms of development applications under the new Official Plan. The preparation of a new City-wide zoning by-law is a significant undertaking which will require 3 full years to complete. If the by-law were to be undertaken internally it may not meet the deadlines imposed by the Planning Act and if may be difficult to backfill senior positions which would be required for this project.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#185-01-16							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager, Concord GO Mobility Hub (3-year contract)						
Business Unit #	185001	Policy Planning					
	185 - Policy Planning; Urban Design						
Related Program	Secondary Plans/Local Studies/Specialized Projects						
Program Classification	Standard Traditional Service (Individual Programs)						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	141,638	-	-	-	141,638	-	141,638
Other continuous costs	1,610	-	-	-	1,610	-	1,610
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(143,248)	-	-	-	(143,248)	-	(143,248)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ 248,520	\$ 274,710	\$ 248,520	\$ -	\$ 771,750	\$ -	\$ 771,750
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
The Concord GO Centre Secondary Plan Mobility Hub Study is a capital project funding request. This is a growth related capital project which will involve the retention of consulting services as well as a full-time contract Project Manager (3 year contract) to assist in the administration of the study.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
Engineering	Builds on and support the undertaking of 2 related transportation studies, identified in the Concord GO Secondary Plan (GO Rail Crossing Feasibility Study and Phase 2 Comprehensive Transportation Study)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							
<div style="display: flex; justify-content: space-between;"> <div> Budget Staff Use Only <input type="checkbox"/> 1st Submission <input type="checkbox"/> Newly Recognized </div> <div> Submitted for year: Recognized for year: </div> </div>							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the **specific initiative** on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Improve municipal road network				Mandatory
Council Priorities		Continue to develop transit, cycling and pedestrian options to get around the City				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

In contributing to the implementation of the Concord GO Secondary Plan this project will: Support the City's objective of improving transportation linkages in the Highway 7 Corridor; supporting the VMC by connecting it to another regional scale rapid transit service (Barrie GO Rail) by way of the Viva Highway 7 Bus Rapid Transit Service; serve as a catalyst for related infrastructure upgrades which could potentially include improvements to stormwater management, road network permeability and the widening of Highway 7 to promote pedestrian and road/transit connectivity along Highway 7; and support the City's objective of providing for a Concord GO Rail Station at Highway 7 by providing for development consistent with the objectives of the Metrolinx Mobility Hub guidelines.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

In the 2016-19 Policy Planning Business Plan commencement of this study is planned for 2016.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

This study will identify future growth potential of the Concord GO Secondary Plan Area. The study is a strategic assist that will support the City's objective of creating a Mobility Hub, supporting the location of a GO Rail Station in this area by providing necessary densities and land uses. With the study commencing in 2016 it will be coincident with the Metrolinx Regional Express Rail study which is looking to implement 2-way all day service by 2024.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

The City can continue to approach the Province with requests to support the location of a GO Rail Station in Concord. However, the case is substantially strengthened if the City can meet the Provincial (Metrolinx) requirement for a mobility hub, with sufficient density and connectivity (i.e. potential ridership) to support the investment in a new station. The Concord GO Secondary Plan provides for such a process. By timing the Mobility Hub study coincident with the Regional Express Rail Environmental Assessment, it place the City in the process and provide information that may inform the Metrolinx EA and support the location of a station in this area. Not proceeding at this time may be a lost opportunity.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN							
2016-2019 OPERATING BUDGET						#185-02-16	
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager, Municipal Comprehensive (OP) Review (4-yr contract)						
Business Unit #	185001	Policy Planning					
	185 - Policy Planning, Urban Design						
Related Program	Vaughan Official Plan 2010 (VOP 2010)						
Program Classification	Mandatory - Support						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	141,638	-	-	-	141,638	-	141,638
Other continuous costs	1,610	-	-	-	1,610	-	1,610
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(143,248)	-	-	-	(143,248)	-	(143,248)
Net Operating Budget	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
Associated Capital Costs	\$ 379,570	\$ 536,795	\$ 536,795	\$ 169,950	\$ 1,623,110	\$ -	\$ 1,623,110
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
This position will help the City fulfill its obligations under the Planning Act and Provincial Growth Plan to implement Growth Plan Amendment No. 2 and conduct the City's statutory 5-year review, ensuring compliance with the Provincial Plans and Policies, the York Region Official Plan (currently under review), and allowing the City to plan to the 2041 horizon. The Province requires that all municipal OPs must be amended no later than June 2018. To meet the Provincial deadline, work on the City plan will need to commence in 2016. This is a growth related capital project. It will involve the retention of consulting services as well as the addition a full-time contract member (4-year contract) to assist in the administration of this project, thereby supporting consistent service delivery across the Division's mandate. The position will be responsible for the management and coordination of the processes related to the City's Municipal Comprehensive (OP) Review. Reporting to the Director of Policy Planning and working closely with various City Departments, the public and external agencies the Project Manager will act as the project lead. It is noted that, subject to a divisional organizational review, this position could become a Senior Planner level staff member.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
		Milestones will be established through the Project Terms of Reference/Work Plan.					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)						Were they Consulted?
Development Planning	An up-to-date Official Plan by-law is required to guide appropriate development						
Other Departments	Provides for planning out to 2041, informs the preparation of their respective Master Plans and support the implementation of the Plans						<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Legal Services	Delays in delivering an approved plan could result in time consuming and costly Ontario Municipal Board appeals.						<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Other comments:							
Most other City departments will play a role in the 5-year review through the updating of their respective Master Plans and/or participating as members of a staff advisory committee. The updating of the Master Plans will serve to inform the preparation of the Municipal Comprehensive Review and will ultimately support the implementation of the resulting Official Plan Amendment.							
COMMISSIONER APPROVAL: _____						Date: _____	
Budget Staff Use Only					Submitted for year: _____		
<input type="checkbox"/> Not Submitted					Recognized for year: _____		
<input type="checkbox"/> Reviewed/Recommended							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Update the Official Plan and supporting tables				Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
Demonstrate Excellence in Service Delivery and Manage Growth and Economic Well-Being - Commence the City's Municipal Comprehensive Review/statutory 5-year Official Plan Review. Targeting the adoption of an Official Plan amendment no later than June 2018.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
Name/description of service level target:		Target Level	Current Level	Level w/ ARR		
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
In July 2015 the Ministry of Municipal Affairs and Housing advised that all Municipal Official Plans must be amended no later than June 2018. In order to meet the Provincial deadline work on the City plan the work will need to commence in 2016. This is a growth related capital project which will involve the retention of consulting services and hiring of a Project Manager for the Municipal Comprehensive (OP) Review to act as the Project Lead. This project is reflected in the Division's Business Plan and a Capital Budget request has been submitted.						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Realize Future Benefits	Secondary		Improve Sustainability	
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
In order to achieve the future benefits of development it will be necessary to keep the City's planning documents up to date. As the City approaches build-out it will be necessary to ensure that quality of development meets expectations of the Council and the public and that the City continues to lead the way in sustainability by providing for a city that is characterized by a healthy environment, vibrant communities and economic vitality. This investment in staffing will support the timely delivery of the necessary planning documents.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
							#071-01-16
ADDITIONAL RESOURCE REQUEST							
Request Title	OMB - Development Planning						
Business Unit #	071400	Ontario Municipal Board					
	071 - General Expenditures; City Corporate Accounts						
Related Program							
Program Classification							
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	23,485	117,427	-	-	140,913	-	140,913
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ 23,485	\$ 117,427	\$ -	\$ -	\$ 140,913	\$ -	\$ 140,913
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
Currently there is one Development Planning staff on a 2 year contract which is set to expire in November 2016. In order to accommodate the workload and manage the disposition of Ontario Municipal Board appeals regarding the Vaughan Official Plan 2010 and negotiations, the contract position is required to be converted to a permanent position. Refer to attached business case related to the OMB position.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
To complete ongoing VOP 2010 appeals and future OMB appeals.	Q4-2017	on track to complete					
Refer to attached business case for further deliverables.							
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
Legal Department	A dedicated FTE position can result in substantial cost savings to the City by limiting the number of consultants required to dispose of OMB appeals (i.e. in-house expertise).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
		<input type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
The mandated review of VOP 2010 will commence in 2016 and will result in additional future OMB appeals. The Planning Act requires a Zoning By-law be enacted within 3 years of the approval of VOP 2010. A comprehensive review of Zoning By-law 1-88 is required to implement VOP 2010 that will result in OMB appeals. Staff will be required to manage these appeals. Continuity in staff dealing with the Official Plan and Zoning By-law appeals will facilitate efficient processing. This position can assist to address any city-wide OMB appeals							
COMMISSIONER APPROVAL: _____		Date: _____					
Budget Staff Use Only		Submitted for year: _____ Recognized for year: _____					
<input type="checkbox"/> Not Submitted		<input type="checkbox"/> Reviewed/Recommended					

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Organizational Goals	Manage Growth & Economic Well-being	Finalize City of Vaughan official plan (VOP2010) as part of the GMS	5	Q4/14	Medium	Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The OMB Senior Planner is directly linked to the Vaughan Vision 2020 as this position manages the disposition of OMB appeals regarding Vaughan Official Plan 2010 and provides a valuable in-house resource to the Legal Services Department. The position provides professional planning expertise towards adjudicating OMB appeals in support of Vaughan Vision 2020 Organizational Excellence: Manage Growth and Economic Well-Being, and specifically the implementation of Vaughan Official Plan 2010, a key component of Vaughan's growth management strategy. Refer to attached business case for further details.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

OMB Senior Planner supports the departmental business plan by assisting to alleviate the workload and resolve the number of appeals to VOP 2010. There are 104 outstanding VOP 2010 appeals including 26 appeals in the VMC. This includes staff involvement in negotiating settlements, mediation, Pre-Hearing Conferences, telephone conference, and full Ontario

4) Value Proposition

Qualitative: Please select up to 2 actions which best describe this request

Primary Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

The alternative would be to let the positions expire and use internal resources to manage the workload, however this is not feasible as it will lead to further delays in OMB work, as internal resources will be required to manage current non OMB workload. Refer to attached business case related to the risks of not having a dedicated OMB FTE position.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET								#071-02-16
ADDITIONAL RESOURCE REQUEST								
Request Title	OMB Legal Staff and Professional Fees							
Business Unit #	071400	Ontario Municipal Board						
	071 - General Expenditures; City Corporate Accounts							
Related Program								
Program Classification								
Annual Budget Change Summary								
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total	
Staffing								
Complements	2.00	-	(2.00)	-	-	-	-	
Net FTE's	2.00	-	(2.00)	-	-	-	-	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	176,272	-	(176,272)	-	-	-	-	
Other continuous costs	500,000	-	(500,000)	-	-	-	-	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
Net Operating Budget	\$ 676,272	\$ -	\$ (676,272)	\$ -	\$ -	\$ -	\$ -	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1A) Request Description: Please provide a <u>brief</u> description of the request.								
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate								
Currently there are two legal staff on a 2 year contract which is set to expire during the 2016 year. In order to accommodate the workload and ongoing appeals and negotiations, the contract positions are required to be extended for additional 2 years. Also required to continue this work, \$500K in additional funds are required for obtaining external counsel and expertise.								
1B) If this request is part of a project with multiple milestones then please fill in the following table:								
Milestones or Deliverables	Timelines	Comments						
1C) Impact on other departments (cost/time/benefit):								
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?		
						<input type="checkbox"/> Yes <input type="checkbox"/> No		
						<input type="checkbox"/> Yes <input type="checkbox"/> No		
						<input type="checkbox"/> Yes <input type="checkbox"/> No		
Other comments:								
COMMISSIONER APPROVAL: _____ Date: _____								
Budget Staff Use Only <input type="checkbox"/> Not Submitted					Submitted for year: _____ Recognized for year: _____			
<input type="checkbox"/> Resubmitted/Recognized								

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the <u>specific initiative</u> on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Facilitate the development of the VMC				Mandatory
B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:						
This ARR enables the City to continue to address the various appeals to the Official Plan and the VMC Secondary plan, in order to advance the backlog of OMB appeals and continue with the process of building the city and developing the VMC.						
3) Related Performance Indicators & Business Plan Link						
Please provide information on top 3 performance measures:						
Name/description of service level target:		Target Level	Current Level	Level w/ ARR		
1)						
2)						
3)						
Describe how this request relates to Departmental Business Plan:						
4) Value Proposition						
Please detail both qualitative and quantitative benefits of the request						
Qualitative: Please select up to 2 actions which best describe this request						
Primary		Secondary				
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?						
This is a service-related initiative to respond to the increased square footage of the addition, and increased patron usage of the new Facility. The full time additions are to ensure the clean and safe opening of this new user friendly Facility. They will service and maintain the needs of all users and staff.						
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.						
Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings		Incl. in offsets (Section #9)?
5) Alternatives						
Are there alternatives or options? Please explain what they are and why they are not the primary approach.						
The alternative would be to let the positions expire and use internal resources to manage the workload, however this is not feasible as it will lead to further delays in OMB work, as internal resources will be required to manage current non OMB workload as well as. The current budget of \$460K for professional fees, is also insufficient as more external resources will be required to finalize negotiations and appeals.						

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET								#071-03-16
ADDITIONAL RESOURCE REQUEST								
Request Title	<div style="border: 1px solid black; padding: 2px;">OMB Planner- Policy Planning</div>							
Business Unit #	<div style="border: 1px solid black; padding: 2px;">071400</div>	<div style="border: 1px solid black; padding: 2px;">Ontario Municipal Board</div>						
	<div style="border: 1px solid black; padding: 2px;">071 - General Expenditures; City Corporate Accounts</div>							
Related Program	<div style="border: 1px solid black; padding: 2px;"></div>							
Program Classification	<div style="border: 1px solid black; padding: 2px;"></div>							
Annual Budget Change Summary								
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total	
Staffing								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	23,485	117,427	-	-	140,913	-	140,913	
Other continuous costs	-	-	-	-	-	-	-	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
Net Operating Budget	\$ 23,485	\$ 117,427	\$ -	\$ -	\$ 140,913	\$ -	\$ 140,913	
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1A) Request Description: Please provide a <u>brief</u> description of the request.								
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate								
Currently there is one Policy Planning staff on a 2 year contract which is set to expire in October 2016. In order to accommodate the workload and ongoing appeals and negotiations, the contract position is required to be converted to a permanent position. Due to the continuation of the workload associated with the OMB approvals for VOP 2010 this work will need to continue into 2017. Conversion to full-time would be appropriate because the completion of the work associated with approval of VOP 2010, i.e. late 2017-18 would coincide with the ramp up to adoption and the subsequent approval process for the City's Municipal Comprehensive Review, which will form an amendment to VOP 2010. The resulting amendment will provide for the updating of VOP 2010 to take the City of Vaughan's development horizon out to 2041 and provide for a substantial increase in the 2031 forecasts for population and employment growth. Maintaining this continuity will help ensure a smooth integration of the new policies and support a more efficiency approval process. This ARR has been gapped to reflect the necessary 2 months of funding in 2016, and the 2017 full year impact.								
1B) If this request is part of a project with multiple milestones then please fill in the following table:								
Milestones or Deliverables	Timelines	Comments						
1C) Impact on other departments (cost/time/benefit):								
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?						
Legal Services	Maintaining continuity of expertise will assist Legal in the administration, negotiation and settlement of the appeals and ensure the availability of a fully qualified professional witness before the Board.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No						
		<input type="checkbox"/> Yes <input type="checkbox"/> No						
		<input type="checkbox"/> Yes <input type="checkbox"/> No						
Other comments:								
The increasing complexity of the approval processes associated with Planning issues requires the attention of full time dedicated staff to ensure the continuity of expertise and knowledge of the planning documents. The completion of the VOP 2010 approval process will coincide with initiation of the review of the existing VOP 2010 resulting in its amendment. In order to retain this expertise, it is recommended that the position be made permanent at the end of the 2016 term and be broadened to include work involving the review and renewal of the plan.								
COMMISSIONER APPROVAL: _____		Date: _____						
Budget Staff Use Only	Submitted for year: _____ Recognized for year: _____ <input type="checkbox"/> Not Submitted <input type="checkbox"/> Discontinued/Reconsidered							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives						
A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.						
Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Facilitate the development of the VMC				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This position is playing a critical role in the resolution of the OMB appeals against VOP 2010. Updating and amending an official plan is a periodic exercise, occurring on approximate 5 year cycles. Official Plans are growing increasingly complex and lengthy. Developing and maintaining expertise will be critical to the Plans effective review and renewal. The initiative identified above would be expected to be valid for the planned updating of VOP 2010. Therefore this position should ultimately be made permanent.

3) Related Performance Indicators & Business Plan Link			
Please provide information on top 3 performance measures:			
	Name/description of service level target:	Target Level	Current Level
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

Pursuing the approval of VOP 2010 has been identified as a priority in the 2016-19 Policy Planning Business Plan. In addition, the Municipal Comprehensive (Official Plan) Review has been identified as a task in the 2016-2019 timeline, with adoption of the amended Official Plan projected for 2018.

4) Value Proposition	
Please detail both qualitative and quantitative benefits of the request	
Qualitative: Please select up to 2 actions which best describe this request	
Primary	Improve Sustainability
Secondary	Realize Future Benefits
Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?	
It will assist the City in developing an Official Plan that supports the City's sustainability objectives, as set out in Green Directions, of a healthy environment, vibrant communities and economic vitality for current and future generations and ensure that the benefits of the plan can be realized in a timely manner through an efficient plan development, amendment and approval process.	
Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.	

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives	
Are there alternatives or options? Please explain what they are and why they are not the primary approach.	
The alternative would be to let the positions expire and use existing resources to manage the workload, however this is not feasible as it will lead to further delays in OMB work, as internal resources will be required to manage current non OMB workload. Retention of consulting services is expensive, the City would be competition with other clients for time, the resource is less consistently available and on-site and is expensive on an hourly basis. In addition, using consulting services does not support long-term capacity building at a staff level and maintaining expertise in-house.	

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#071-04-16							
ADDITIONAL RESOURCE REQUEST							
Request Title	Senior Planner - Parks Development (2 positions)						
Business Unit #	071400	Ontario Municipal Board					
	071 - General Expenditures; City Corporate Accounts						
Related Program							
Program Classification							
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	-	2.00	-	-	2.00	-	2.00
Net FTE's	-	2.00	-	-	2.00	-	2.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	288,912	-	-	288,912	-	288,912
Other continuous costs	-	4,200	-	-	4,200	-	4,200
One-time expenses	-	6,600	(6,600)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 299,712	\$ (6,600)	\$ -	\$ 293,112	\$ -	\$ 293,112
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
Currently there are two Parks & Open Space Planning staff on 2-year contracts that are set to expire December 2016. In order to accommodate current and anticipated workload associated with processing planning and development applications, OMB appeals and negotiations, Secondary Plans and Block Plans, these contract positions are required to be converted to full time positions to avoid significant disruption of service.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?					
Development Planning	Timely review and coordination of comments for planning and development applications.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
Development Engineering	Timely review and coordination of comments for planning and development applications.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
Other comments:							
COMMISSIONER APPROVAL: _____ Date: _____							
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="border: 1px solid black; padding: 2px;"> Budget Staff Use Only <input type="checkbox"/> Not Submission </div> <div> Submitted for year: _____ Recognized for year: _____ </div> </div> <div style="text-align: center; margin-top: 5px;"> <input type="checkbox"/> Review and Recommended </div>							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Facilitate the development of the VMC				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

The Senior Planner positions will allow for the continuity, stability and certainty of park and open space planning matters throughout the City until build out. These positions will allow for improved performance indicators and delivery of services to the development community, businesses and residents. In addition, these positions are required to ensure that the City continues to grow and keep pace with development; align with provincial policy statement for urban growth; respond to changes to the Planning Act and promote the importance of park and open spaces in the development of smart growth and complete communities.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

These necessary staffing resources are required to meet growth related pressures and to relieve service constraints in the department as it relates to increasing quantity and complexity of OMB appeals, negotiations and the undertaking of special projects associated with parks, trails and open space planning matters throughout the City and until build out.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary

Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

Due to increasing intensification development, Official Plan appeals and changes in development models, innovative and creative approaches are needed to coordinate park and open space planning throughout the City. The additional staffing resources will also allow the department to be successful in the development of policies, guidelines and standards for parkland and open spaces.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

The alternative would be to let the positions expire and use internal resources to manage the workload, however this is not feasible based on the limited number of existing Full-time staff in Parks Development.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#100-01-17							
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 74 - 6 FIREFIGHTERS & 4 CAPTAINS (2nd Contingent)						
Business Unit #	100179	Fire Operations					
		100 - Fire and Rescue Services					
Related Program	Fire Operations - Fire response						
Program Classification	Standard Essential Service						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	-	10.00	-	-	10.00	-	10.00
Net FTE's	-	10.00	-	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
		GAPPED July Start					
Staffing & Benefits	-	586,697	-	-	586,697	-	586,697
Other continuous costs	-	21,630	-	-	21,630	-	21,630
One-time expenses	-	56,400	(56,400)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 664,727	\$ (56,400)	\$ -	\$ 608,327	\$ -	\$ 608,327
Associated Capital Costs	\$ 854,083	\$ -	\$ -	\$ -	\$ 854,083	\$ -	\$ 854,083
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
<p>The VFRS Senior Command Team recommends placing an apparatus in service at Station 7-4. The ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, a fully staffed crew is required to ensure response capabilities are improved. The VFRS request 16 Firefighters & 4 Captains to staff an apparatus in the Huntington Road and Nashville area. Demand for emergency service has outgrown VFRS ability to respond effectively in the north west quadrant of the city and a significant risk develops when secondary apparatus is required to provide coverage. By response analysis, it is evident that VFRS cannot meet industry benchmarks (NFPA 1710) and the Council approved response standard on a consistent basis as required. With the decommissioning of St. # 74 Volunteers in 2013, the strategic positioning and availability of this engine is significantly important to VFRS 'operational readiness'. Given VFRS response criteria, Sr. Command determined that an engine is most appropriate for this area.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
VFRS Recommendations - Station 7-4(North West quadrant of the City)	15/09/2016	COV Response standard, OFM,NFPA 1710					
VFRS Response Standard	15/09/2016	Improvements necessary					
VFRS Critical Task Analysis City Wide	15/09/2016	Improvements necessary					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)						Were they Consulted?
Human Resources	Assist with recruitment and hiring						<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
							<input type="checkbox"/> Yes <input type="checkbox"/> No
Other comments:							
This ARR will Impact the Capital Budget. The 2016 capital budget submission for the New Aerial for Station 74 has been added.							
COMMISSIONER APPROVAL: _____ Date: _____							
Budget Staff Use Only					Submitted for year: <input type="checkbox"/> Not Submission Recognized for year:		
<input type="checkbox"/> Reviewed/Recommended							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the **specific initiative** on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Continue to ensure the safety and well-being of citizens				Mandatory
Citizen Experience		Consistent Service Delivery				General Correlation

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request for additional staffing and equipment specifically supports the City's goals of Pursue Excellence in Service Delivery and Enhance and Ensure Community Safety, Health and Wellness.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

	Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)	VFRS Response Standard	7min/90%	0.8	0.87
2)	OFM PSG 04-08-10 (m=minutes)	4m/90%:8m/2app	0.28	0.67
3)				

Describe how this request relates to Departmental Business Plan:

The proposal is supported by the City wide Risk Assessment as well as response time standards. Performance indicators meet VFRS Critical Task Analysis benchmark - OFM Public Safety Guideline 04-08-10 - VFRS Response Approved Response Standard meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90% of incidents within 4.00 minutes travel time. 8.00minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary

Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

This request will provide a more consistent primary and secondary response in the Kleinburg/Nasville response district. The staffed engine in Station # 7-4 area of the City will enhance the VFRS ability for rescue and firefighting in a timely fashion. Primary & secondary response time will improve significantly with a goal to meeting industry standards on a more consistent basis, reducing liabilities.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

N/A

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#181-01-17							
ADDITIONAL RESOURCE REQUEST							
Request Title	VMC Project Manager						
Business Unit #	180440	Planning Portfolio (Dev. Planning, Parks Dev., Dev. Eng & Infrastructure Serv.)					
		181 - Development Planning, Parks Dev., Dev. Eng & Infra. Services					
Related Program	Urban Design and Landscape Architecture						
Program Classification	Mandatory - Service (Individual Programs)						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	-	2.00	1.00	-	3.00	-	3.00
Net FTE's	-	2.00	1.00	-	3.00	-	3.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
Staffing & Benefits	-	50,158	327,944	308,622	686,724	-	686,724
Other continuous costs	-	6,100	3,050	-	9,150	-	9,150
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 56,258	\$ 330,994	\$ 308,622	\$ 695,874	\$ -	\$ 695,874
Associated Capital Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input type="checkbox"/> Departmental <input checked="" type="checkbox"/> Corporate							
Currently there are three VMC staff on 4 year contracts, two (Development Planning and Dev. Engineering & Infrastructure Planning) of which are set to expire in November 2017. The third position (Parks Development) will expire in May 2018. In order to manage and coordinate the design and delivery of complex development and urban intensification projects in Vaughan's new downtown as part of a dedicated multi-disciplinary team, contract positions are required to be converted to a permanent position.							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
Long term project based position phased over many years; interim target of 2031.		See attached for detailed projects and studies listed.					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
As City resources are limited, the roles of the VMC Project Managers are an efficient use of resources to bring value add professional and cross sector experience that will enable the production and in-house delivery rather than external delivery of urban design studies and planning projects.							
COMMISSIONER APPROVAL: _____ Date: _____							
Budget Staff Use Only <input type="checkbox"/> 1st Submission <input type="checkbox"/> previously recognized					Submitted for year: _____ Recognized for year: _____		

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Facilitate the development of the VMC				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

Refer to attached business case for details and direct links to Vaughan Vision 2020.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)			
2)			
3)			

Describe how this request relates to Departmental Business Plan:

VMC Project Managers support the departmental business plans by liaising closely with other departments in the coordinated delivery of multi-million dollar planned construction projects, including, but not limited to, the following: VMC Mobility Hub Projects (TTC STation, Transit Square/TTC Plaza, YRRT Bus Terminal, Highway & vivaNext BRT rapidway, Millway Avenue, Community Centre); VMC Edgeley Pond/Park and the Black Creek Channel Renewal; Implementation of the first urban streetscape and public realm projects.

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

The alternative would be to let the positions expire and use internal resources to manage the workload, however this is not feasible as it will lead to further delays in development momentum in the VMC and build out of the downtown to meet Council priorities. Please see attached business case for further details.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#220-01-17							
ADDITIONAL RESOURCE REQUEST							
Request Title	VSL Library - Operations						
Business Unit #	220733	Vellore Village South Library					
	220 - Vaughan Libraries; Library Services						
Related Program	Places and Spaces						
Program Classification	Standard Desirable Service (Individual Programs)						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
Operating Revenue	-	13,800	-	-	13,800	-	13,800
Operating Costs							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	96,500	-	-	96,500	-	96,500
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ 82,700	\$ -	\$ -	\$ 82,700	\$ -	\$ 82,700
Associated Capital Costs	\$ 795,000	\$ -	\$ -	\$ -	\$ 795,000	\$ -	\$ 795,000
1A) Request Description: Please provide a brief description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
<p>The Vellore Village South Library (VVSL) was passed by the VPL Board as a priority library to be built after the completion of the Pleasant Ridge Library and the Civic Centre Resource Library. The previous Active Together Master Plan had not envisioned a library at this location but concerns that this area was being underserved by the lack of a local library led to approval for one to be built. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city. A determination will have to be made in concert with Building & Facilities and Recreation & Culture as to final location of library space within existing community centre space. Initial steps towards the building of this library have begun.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables	Timelines	Comments					
Library Design	Q4/15	Architect selection to be determined					
Construction Start	Q2/16	Tender process for builder selection to be completed and construction start					
Opening of VVSL to Community	Q4/16	Scheduled opening of library					
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)		Were they Consulted?				
Building & Facilities	Department to work closely with VPL, Architect and Contractor on build-out of library		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Recreation & Culture	Co-ordination of activity regarding shared use of community centre concurrent with opening		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
Other comments:							
Preliminary work has begun to initiate the building of this library. One of the first important objectives for this library is to determine its location within the current Vellore Village Community Centre space. Additional issues such as parking for this busy community centre would also need to be addressed.							
COMMISSIONER APPROVAL: _____ Date: _____							
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="border: 1px solid black; padding: 2px; font-size: small;"> Budget Staff Use Only </div> <div style="text-align: right; font-size: x-small;"> Submitted for year: _____ Recognized for year: _____ </div> </div> <div style="text-align: center; margin-top: 5px;"> <input type="checkbox"/> Not Submitted <input type="checkbox"/> Reviewed/Recommended </div>							

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Support and promote arts, culture, heritage and sports in the community				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

	Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)	Square feet per capita	0.61 sf/capita	0.39 sf/capita	0.40 sf/capita
2)	Cost per Library Use	<\$2.50/Use	\$2.61/Use	\$3/Use
3)				

Describe how this request relates to Departmental Business Plan:

VPL's Strategic Plan 2012-2015 looks to build community by putting priorities and initiatives in place that will enhance library spaces as welcoming environments as well as expanding upon existing spaces. VVSL is part of the library infrastructure plan to construct new libraries in accordance with population demand. This plan also seeks to achieve excellence in library architecture and interior design.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary

Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

The location of VVSL as part of the already existing community centre will lead to improved user satisfaction as residents will have greater options when visiting this multi-use space. The library will be a welcome addition to the immediate community as it will be located in an area that is underserved by existing library options. New libraries also typically incorporate new concepts and technologies with VVSL providing relevant and current services to the community which in turn will lead to greater sustainability.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

While existing libraries are available in other communities within Vaughan, there is no close neighbourhood library that the residents of this area can readily have access to.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET								#220-02-17A/B/C
ADDITIONAL RESOURCE REQUEST								
Request Title	<div style="border: 1px solid black; padding: 2px;">VWSL Library - Staffing</div>							
Business Unit #	<div style="border: 1px solid black; padding: 2px;">220733</div>	<div style="border: 1px solid black; padding: 2px;">Vellore Village South Library</div>						
	<div style="border: 1px solid black; padding: 2px;">220 - Vaughan Libraries; Library Services</div>							
Related Program	<div style="border: 1px solid black; padding: 2px;">Places and Spaces</div>							
Program Classification	<div style="border: 1px solid black; padding: 2px;">Standard Desirable Service (Individual Programs)</div>							
Annual Budget Change Summary								
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total	
Staffing								
Complements	-	13.00	-	-	13.00	-	13.00	
Net FTE's	-	9.00	-	-	9.00	-	9.00	
Operating Revenue	-	-	-	-	-	-	-	
Operating Costs								
Staffing & Benefits	-	576,915	-	-	576,915	-	576,915	
Other continuous costs	-	-	-	-	-	-	-	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
Net Operating Budget	\$ -	\$ 576,915	\$ -	\$ -	\$ 576,915	\$ -	\$ 576,915	
Associated Capital Costs	\$ 795,000	\$ -	\$ -	\$ -	\$ 795,000	\$ -	\$ 795,000	
1A) Request Description: Please provide a <u>brief</u> description of the request.								
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate								
<p>The Vellore Village South Library (VWSL) was passed by the VPL Board as a priority library to be built after the completion of the Pleasant Ridge Library and the Civic Centre Resource Library. The previous Active Together Master Plan had not envisioned a library at this location but concerns that this area was being underserved by the lack of a local library led to approval for one to be built. The addition of this library will further contribute to VPL's ability to pursue excellence in service delivery and provide additional library service to the residents of this particular community as well as the entire city. A determination will have to be made in concert with Building & Facilities and Recreation & Culture as to final location of library space within existing community centre space. Initial steps towards the building of this library have begun.</p>								
1B) If this request is part of a project with multiple milestones then please fill in the following table:								
Milestones or Deliverables	Timelines	Comments						
Library Design	Q4/15	Architect selection to be determined						
Construction Start	Q2/16	Tender process for builder selection to be completed and construction start						
Opening of VWSL to Community	Q4/16	Scheduled opening of library						
1C) Impact on other departments (cost/time/benefit):								
Department Impacted	Describe Impact (Cost/time/benefit)	Were they Consulted?						
Building & Facilities	Department to work closely with VPL, Architect and Contractor on build-out of library	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No						
Recreation & Culture	Co-ordination of activity regarding shared use of community centre concurrent with opening	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No						
		<input type="checkbox"/> Yes <input type="checkbox"/> No						
Other comments:								
Preliminary but no substantive discussions have been held as yet with Recreation as to where library space could be added to the existing floorplate of the community centre. Additional issues such as parking for this busy community centre would also need to be addressed.								
COMMISSIONER APPROVAL: _____ Date: _____								
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px solid black; padding: 5px; font-size: small;"> Budget Staff Use Only </div> <div style="text-align: center;"> <input type="checkbox"/> 1st Submission <input type="checkbox"/> Previously recognized </div> <div style="text-align: right; font-size: x-small;"> Submitted for year: _____ Recognized for year: _____ </div> </div>								

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2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Support and promote arts, culture, heritage and sports in the community				Mandatory

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

	Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)	Square feet per capita	0.61 sf/capita	0.39 sf/capita	0.40 sf/capita
2)	Cost per Library Use	<\$2.50/Use	\$2.61/Use	\$3/Use
3)				

Describe how this request relates to Departmental Business Plan:

VPL's Strategic Plan 2012-2015 looks to build community by putting priorities and initiatives in place that will enhance library spaces as welcoming environments as well as expanding upon existing spaces. VVSL is part of the library infrastructure plan to construct new libraries in accordance with population demand. This plan also seeks to achieve excellence in library architecture and interior design.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary

Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

The location of VVSL as part of the already existing community centre will lead to improved user satisfaction as residents will have greater options when visiting this multi-use space. The library will be a welcome addition to the immediate community as it will be located in an area that is underserved by existing library options. New libraries also typically incorporate new concepts and technologies with VVSL providing relevant and current services to the community which in turn will lead to greater sustainability.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

While existing libraries are available in other communities within Vaughan, there is no close neighbourhood library that the residents of this area can readily have access to.

APPROVED 2016 Budget 2017-18 Plan

CITY OF VAUGHAN 2016-2019 OPERATING BUDGET							
#100-01-18							
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 76 - 10 FIREFIGHTERS (1st Contingent)						
Business Unit #	100179	Fire Operations					
	100 - Fire and Rescue Services						
Related Program	Fire Operations - Fire response						
Program Classification	Standard Essential Service						
Annual Budget Change Summary							
Financial Components	2016	2017	2018	2019	2016-2019 Sub-total	2020 (One Time Adj.)	2016-2020 Sub-total
Staffing							
Complements	-	-	10.00	-	10.00	-	10.00
Net FTE's	-	-	10.00	-	10.00	-	10.00
Operating Revenue	-	-	-	-	-	-	-
Operating Costs							
			GAPPED July Start				
Staffing & Benefits	-	-	482,014	-	482,014	-	482,014
Other continuous costs	-	-	18,750	-	18,750	-	18,750
One-time expenses	-	-	54,000	(54,000)	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
Net Operating Budget	\$ -	\$ -	\$ 554,764	\$ (54,000)	\$ 500,764	\$ -	\$ 500,764
Associated Capital Costs	\$ -	\$ -	\$ 1,842,760	\$ -	\$ 1,842,760	\$ -	\$ 1,842,760
1A) Request Description: Please provide a <u>brief</u> description of the request.							
Please check one: <input checked="" type="checkbox"/> Departmental <input type="checkbox"/> Corporate							
<p>The VFRS Senior Command Team recommends an apparatus in service at Station 7-6. The ability for VFRS to maintain adequate response targets is taxed by intensification, population density, and traffic patterns, an additional fully staffed crew is required to ensure response capabilities are improved. The VFRS request 16 Firefighters & 4 Captains to staff an apparatus in the Hwy 7 and Creditstone response district. Demand for emergency service has outgrown VFRS ability to respond effectively in the VMC and Central-East area of the city and a significant risk develops when secondary apparatus is required to provide coverage. By response analysis, it is evident that VFRS cannot meet industry benchmarks (PFSG 04-08-10) & (NFPA 1710) on a consistent basis as required. The Master Fire Plan recommends staffing an apparatus in 2014 at Stn 7-8 to provide more effective coverage -however the Senior Command has identified a significant risk associated with the new development of the City core (VMC). With the anticipated decommissioning of Stn. # 74 Volunteers in 2014, the strategic positioning and availability of this aerial is significantly important to VFRS 'operational readiness'. Given VFRS response criteria, Sr. Command determined that an aerial is most appropriate for this area.</p>							
1B) If this request is part of a project with multiple milestones then please fill in the following table:							
Milestones or Deliverables		Timelines		Comments			
VFRS Recommendations - Station 7-6(Central East quadrant/VMC of the City)		3/27/2014		CFM Public Safety Guideline 04-08-10 -NFPA 1710			
VFRS Response Standard		3/27/2014		Improvements necessary			
VFRS Critical Task Analysis City Wide		3/27/2014		Improvements necessary			
1C) Impact on other departments (cost/time/benefit):							
Department Impacted	Describe Impact (Cost/time/benefit)					Were they Consulted?	
Human Resources	Assist with recruitment and hiring					<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other comments:							
This ARR will Impact the Capital Budget. The 2016 capital budget submission for the New Aerial for Station 76 has been added.							
COMMISSIONER APPROVAL:						Date:	
Budget Staff Use Only <input type="checkbox"/> 1st Submission <input type="checkbox"/> Resubmitted/recognized						Submitted for year: Recognized for year:	

APPROVED 2016 Budget 2017-18 Plan

2) Relationship to Vaughan Vision 2020 - Goals / Objectives / Initiatives

A) Identify the specific initiative on the Vaughan Vision 2020 initiative list this resource request supports (new or implementation of): Choose an Initiative from the drop down list and then choose the relationship with the initiative in the Green cell using the drop down provided.

Theme	Goal	Initiative (Use drop down list)	Ref #	Date	Priority	Request/Initiative Relationship (choose 1)
Council Priorities		Continue to ensure the safety and well-being of citizens				Mandatory
Citizen Experience		Consistent Service Delivery				General Correlation

B) Describe and clearly demonstrate how the request links to the Vaughan Vision 2020:

This request for additional staffing and equipment specifically supports the City's goals of Pursue Excellence in Service Delivery and Enhance and Ensure Community Safety, Health and Wellness.

3) Related Performance Indicators & Business Plan Link

Please provide information on top 3 performance measures:

	Name/description of service level target:	Target Level	Current Level	Level w/ ARR
1)	VFRS Response Standard	7min/90%	0.8	0.87
2)	10 In 10 Benchmark	10 F.F / 10 min	0.85	0.93
3)	OFM. PSG 04-08-10 (m=minutes)	4m/90%:8m/2app	0.28	0.67

Describe how this request relates to Departmental Business Plan:

The proposal is supported by the City-wide Risk Assessment as well as response time standards. Performance indicators -meet VFRS Critical Task Analysis benchmark - OFM Public Safety Guideline 04-08-10 - VFRS Response Approved Response Standard meet response travel time in municipality as detailed in NFPA 1710 (standard required for firefighters to respond to 90% of incidents within 4.00 minutes travel time. 8.00minute travel time is required for second response. This ensures a sufficient number and type of apparatus are on scene within accepted, safe time frames to provide fire suppression capability.

4) Value Proposition

Please detail both qualitative and quantitative benefits of the request

Qualitative: Please select up to 2 actions which best describe this request

Primary Secondary

Briefly explain how this request helps achieve the actions selected above. How does this request make a difference in these areas? Can improvements be defined (i.e. surveys, measures, etc.)?

This request will provide a more consistent primary and secondary response in the VMC and Highway 7 and Creditstone response districts. The staffed aerial in Station # 7-6 area of the City and the Hwy 400 corridor will enhance the VFRS ability for rescue and provide large volume master stream capability in a timely fashion. Secondary response, coverage and response time will improve significantly with a goal to meeting industry standards on a more consistent basis, reducing liabilities.

Quantitative: Please provide explanation of how this request improves efficiency. Note that performance measures are captured in section 3. This section is for efficiency improvements.

Year	Type	Change/Saving	Units	Detail of Cost Reductions/Budget Savings	Incl. in offsets (Section #9)?

5) Alternatives

Are there alternatives or options? Please explain what they are and why they are not the primary approach.

N/A

11.4 Capital Projects

11.4.1 2016-18 Capital Plan – with Funding Source (\$M)

Following is the listing of capital projects with the funding sources indicated. It is grouped by: Year > Portfolio/Office > Department > Project Number.

Note: The figures in the table are in millions.

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
2016 Community Services	By-Law & Compliance, Licencing & Permit Services	BY-9538-16 - By-Law & Compliance Group Techna System Upgrade		0.04					0.04
	By-Law & Compliance, Licencing & Permit Services - 2016 Total			0.04					0.04
	Emergency Planning	EP-0084-16 - Communications System for Alternate EOC		0.04					0.04
	Emergency Planning - 2016 Total			0.04					0.04
	Facility Maintenance Services	BF-8278-16 - Chancellor Community Centre - Gym Locker Replacements					0.05		0.05
		BF-8318-14 - Woodbridge College Park - Electrical Cabinet Replacement					0.04		0.04
		BF-8329-16 - Al Palladini Community Centre Arena Benches Capping					0.07		0.07
		BF-8356-14 - Woodbridge College Park - Electrical Cabinet Replacement (Baseball)					0.04		0.04
		BF-8357-16 - Rainbow Creek Park - Electrical Cabinet Replacement					0.05		0.05
		BF-8358-16 - Promenade Park - Electrical Cabinet Replacement					0.05		0.05
		BF-8359-14 - Chancellor District Park - Walkway Lighting Replacement				0.03			0.03
		BF-8376-14 - Giovanni Caboto Park - Walkway Lighting Replacement				0.03			0.03
		BF-8386-14 - Reeves Park - Walkway Lighting Replacement				0.02			0.02
		BF-8399-16 - Maple Community Centre - Outdoor Courtyard Refurbishment					0.09		0.09
		BF-8404-16 - Woodbridge Arena - Replace Arena Boards					0.08	0.04	0.12
		BF-8431-16 - Michael Cranny House - HVAC Upgrades					0.03		0.03
		BF-8474-15 - Dufferin Clark C.C. - Replace roof shingles					0.06		0.06

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8477-16 - CCTV Connection to City's Network (8 out of approx. 25 locations)		0.11					0.11
		BF-8478-16 - Garnet A. Williams C.C. - Building Automation System Replacement					0.14		0.14
		BF-8487-15 - Building Condition Audits				0.11			0.11
		BF-8496-16 - Maple Community Center Arena Header Replacement					0.05		0.05
		BF-8501-16 - Father Ermanno Community Centre Outdoor Rink					0.67	0.32	0.99
		BF-8503-16 - JOC-Records Centre Climate Control Retrofit					0.14		0.14
		BF-8504-16 - Al Palladini CC-Replace Lock Cylinders					0.04		0.04
		BF-8505-16 - Dufferin Clark CC-Kitchen Renovation					0.05		0.05
		BF-8506-16 - Vellore Village CC-Skate Change Room Flooring Replacement & Painting					0.02		0.02
		BF-8507-16 - Chancellor CC-Change Room Tiling Replacement					0.09		0.09
		BF-8508-16 - Fire Hall 7-6 New Generator		0.12					0.12
		BF-8518-16 - JOC Greenhouse Concrete, Mechanical & Electrical Work		0.07					0.07
		BF-8520-16 - Woodbridge Pool & Arena - Pool Liner Replacement					0.41		0.41
		Facility Maintenance Services - 2016 Total		0.30		0.18	2.16	0.36	3.00
	Fire & Rescue Services	BF-8481-16 - Fire Station 7-3 - Ex. Fuel Tank Removal					0.08		0.08
		BF-8502-16 - Fire Station Interior Renovation Program					0.06		0.06
		FR-3508-13 - Breathing Apparatus Replacements					0.05		0.05
		FR-3582-16 - Reposition Stn 74 Kleinburg Build and Design	4.06	0.85					4.91
		FR-3590-16 - Replace 7988 Training Vehicle					0.04		0.04
		FR-3592-16 - Smeal Aerial					0.26		0.26

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		17M(7983) Refurbishment							
		FR-3593-16 - Replace HAZ MAT 7942					0.85		0.85
		FR-3610-16 - Replace Aerial 7968 - Smeal 32m					1.54		1.54
		FR-3612-14 - Fitness Equipment and Furniture Replacement - All Stations/Divisions					0.03		0.03
		FR-3617-16 - Station #74 Engine Purchase	0.85						0.85
		FR-3630-16 - Fire Master Plan - 2016 Update	0.14	0.02					0.16
		FR-3631-16 - Fire Rescue Tool Retrofit					0.10		0.10
		FR-3633-16 - Stn 7-2 - Gear Grid					0.02		0.02
		Fire & Rescue Services - 2016 Total	5.06	0.87			3.04		8.96
	Recreation Services	BF-8420-14 - Al Palladini Community Centre - Arena Dressing Room Showers East and West					0.04		0.04
		BF-8471-16 - Merino Centennial Centre - Parking Lot Expansion		0.09					0.09
		BF-8476-15 - Building upgrades to meet AODA Requirements					0.31		0.31
		BF-8482-16 - Vellore Village C.C. - Renovations					0.34	0.16	0.50
		BF-8485-16 - Dufferin Clark C.C. - Renovations					0.25	0.12	0.37
		BF-8509-16 - Roof Replacement for PowerStream Solar Panel Program					2.78		2.78
		BF-8517-16 - Al Palladinig CC-Parking & Drive Way Retrofit					0.36		0.36
		RE-9503-13 - Fitness Centre Equipment Replacement					0.23		0.23
		RE-9528-16 - Aquatic Safety Audit					0.03		0.03
		RE-9529-16 - City Playhouse Theatre Lobby Carpet Replacement					0.05		0.05
		RE-9530-16 - Recreation and Culture Service Plan		0.09					0.09
		RE-9531-16 - Recreation and Culture Customer Service Review and Plan		0.04					0.04

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		RE-9532-16 - City Playhouse Theatre Programs Review		0.02					0.02
	Recreation Services - 2016 Total			0.24			4.38	0.28	4.90
Community Services - 2016 Total			5.06	1.48		0.18	9.58	0.64	16.93
Planning & Growth Management	Building Standards	BS-1006-15 - Zoning Bylaw Review	0.39	0.75				0.30	1.45
	Building Standards - 2016 Total		0.39	0.75				0.30	1.45
	Development Engineering and Infrastructure Planning Services	DE-7114-16 - Portage Parkway - Applewood to Jane/ Detailed Design	0.43						0.43
		DE-7123-15 - Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02						2.02
		DE-7124-16 - Block 61 CP Railway Pedestrian Crossing	0.59						0.59
		DE-7125-15 - OPA 620 (Steeles West) East - West Collector Road	0.10						0.10
		DE-7134-16 - Huntington Road Construction - Langstaff Road to Rutherford Road	2.43						2.43
		DE-7137-16 - Block 61 Valley Corridor Crossings	4.24						4.24
		DE-7138-15 - Block 55 PD- KN Watermain Servicing	2.10						2.10
		DE-7139-16 - Storm Drainage and Storm Water Management Master Plan Update	0.30						0.30
		DE-7141-16 - Transportation Master Plan Update	0.47						0.47
		DE-7142-16 - Water Master Plan Update	0.15						0.15
		DE-7162-16 - Apple Mill Road - Edgeley Blvd to Millway	0.36						0.36
		DE-7163-16 - Northdale Sanitary Pumping Station Decommissioning						0.05	0.05
		DE-7165-16 - Jackson Street Storm Sewer					0.46		0.46
		DE-7166-16 - Sidewalk & Streetlighting - Rutherford Road (Dufferin to Crimson Forest)	0.26						0.26
		DE-7167-16 - Pine Grove Sanitary Pump Station					0.12		0.12

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		Improvements							
		DE-7168-16 - Wastewater Master Plan Update	0.15						0.15
		DE-7169-16 - Concord GO Comprehensive Transportation Study	0.36						0.36
		DT-7120-13 - Black Creek Renewal	4.00						4.00
		DT-7121-13 - VMC Edgeley Pond	0.50						0.50
	Development Engineering and Infrastructure Planning Services - 2016 Total		18.46				0.58	0.05	19.09
	Parks Development	BF-8367-13 - Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		PK-6347-16 - LP-N6 Block 12 Linear Park- Design and Construction	0.14	0.02					0.15
		PK-6371-16 - North Thornhill Community District Park - Shade Structure		0.14				0.07	0.21
		PK-6393-16 - West Maple Creek Park - Playground Replacement and Safety Surfacing					0.21		0.21
		PK-6401-16 - 61W-N2 - Block 61 Neighbourhood Park Design and Construction	0.47	0.05					0.52
		PK-6408-16 - Concord Thornhill Regional Park - Playground Rubber Surface Replacement					0.19		0.19
		PK-6421-16 - Princeton Gate Park - Playground Replacement and Safety Surfacing					0.17		0.17
		PK-6432-16 - 61E-P4 - Block 61 Parkette Design and Construction	0.14	0.02					0.15
		PK-6433-16 - Active Together Master Plan Update	0.12	0.01					0.14
		PK-6489-16 - Oak Bank Pond - Boardwalk Reconstruction				0.04	0.13	0.08	0.25
		PK-6501-16 - Vaughan Crest Park-Tennis Court Reconstruction					0.36		0.36
		PK-6530-16 - Bathurst Estates Park-Tennis Court Construction					0.27		0.27

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		PK-6534-16 - King High Park-Peestrian Bridge Replacement				0.14			0.14
		PK-6535-16 - Basketball Court Improvements-Various Locations					0.28		0.28
		PK-6536-16 - VMC-Parks Development Plan and Implementation Strategy	0.24	0.03					0.26
		PK-6537-16 - VMC23-2-Edgeley Pond and Park-Design	0.21	0.02					0.23
		PK-6538-16 - Thornhill Green Park-Section 37 Improvements						0.35	0.35
		PK-6539-16 - Marita Payne Park-Slope Erosion		0.20					0.20
		PK-6540-16 - Chancellor District Park-Playground Replacement and Safety Surfacing					0.55		0.55
		PK-6541-16 - Sportsfield Improvements-Various Locations					0.11		0.11
		Parks Development - 2016 Total	1.31	0.48		0.17	2.33	0.49	4.80
	Policy Planning & Environmental Sustainability	PL-9550-16 - Municipal Comprehensive (Official Plan) Review	1.46	0.16					
PL-9551-16 - Concord GO Centre Secondary Plan Mobility Hub Study		0.69	0.08						0.77
	Policy Planning & Environmental Sustainability - 2016 Total	2.16	0.24						2.39
Planning & Growth Management - 2016 Total			22.32	1.48		0.17	2.91	0.85	27.73
Public Works	Environmental Services	EV-2086-16 - Solid Waste Management Program Study		0.04					0.04
		EV-2087-16 - Pump/Booster Stations – Condition Assessment					0.26		0.26
		EV-2088-16 - Force main – Condition Assessment					0.07		0.07
		EV-2089-16 - Storm Pond Cleaning - Larissa Pond (Pond 45A)				0.13			0.13
		EV-2090-16 - Storm Pond Cleaning - Pond 8				0.18			0.18
		EV-2091-16 - Storm Pond Cleaning - Audia Pond (Pond 21 A&B)				0.20			0.20
		Environmental Services - 2016 Total		0.04		0.51	0.32		0.88
	Fleet Management Services	FL-5211-16 - PW-RDS-Replace Unit #1370 with					0.03		0.03

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		1/2 ton Quad Cab 4x4 pickup							
		FL-5242-16 - PW-WATER-Replace Unit #1554 with 3/4 ton cargo van					0.05		0.05
		FL-5243-16 - PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van					0.05		0.05
		FL-5300-16 - ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup					0.03		0.03
		FL-5306-16 - B&F- Replace Unit #974 with ice resurfacer					0.10		0.10
		FL-5311-16 - B&F- Replace Unit #1055 with ice resurfacer					0.10		0.10
		FL-5353-16 - PKS-Replace Unit #1608 with 16' large area mower					0.09		0.09
		FL-5361-16 - PKS-Replace Unit #1565,1566 with 16' large area mower					0.09		0.09
		FL-5468-16 - PW-WATER--Replace Unit #1563 with 3/4 ton cargo van					0.06		0.06
		FL-5478-16 - PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab pickup with plow					0.05		0.05
		FL-5488-16 - BYLAW-Replace Unit #1684 with compact sedan					0.03		0.03
		FL-5489-16 - BYLAW-Replace Unit #1685 with compact sedan					0.03		0.03
		FL-5500-16 - PW-RDS-Additional tandem roll off dump truck with plow/wing .	0.25	0.03					0.28
		FL-5517-16 - PW-WASTEWATER-Additional Hydrovac Excavator Truck					0.57		0.57
		FL-5519-16 - Bldg Stds-Purchase 4 vehicles in 2016 and 8 vehicles in 2017						0.11	0.11
		FL-552016 - Bldg Stds-Replace 4 vehicles in 2016						0.11	0.11
		Fleet Management Services - 2016 Total	0.25	0.03			1.28	0.23	1.79
	Infrastructure Delivery	CD-1986-16 - Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/ 220 Basaltic Road				0.23			0.23

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		CD-2001-16 - 2018 Road Rehabilitation			0.35				0.35
		CD-2002-16 - 2018 Watermain Replacement					0.57		0.57
		CD-2003-15 - Culvert Replacement on King-Vaughan Road					0.41		0.41
		CD-2005-16 - Street Lighting on Teston Road - Hwy 400 to Weston Road	0.06						0.06
		CD-2015-15 - 2016 Road Rehabilitation			7.11	3.00			10.11
		CD-2016-15 - 2016 Watermain Replacement					2.67		2.67
		CD-2020-16 - Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue					0.11		0.11
		CD-2022-16 - Culvert Replacement/ Rehabilitation on Major Mackenzie Drive at Hwy 400					0.57		0.57
		CD-2025-16 - Retaining Wall Rehabilitation at 30 Intersite Place					0.68		0.68
		EN-1888-13 - Bridge Rehabilitation - Glen Shields Avenue				0.61			0.61
		EN-1960-13 - Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	0.83						0.83
		EN-1993-14 - Bridge Rehabilitation - Willis Road			1.36			0.34	1.70
		EN-1994-14 - Bridge Rehabilitation - Nort Johnston District Park						0.74	0.74
	Infrastructure Delivery - 2016 Total		0.88		8.81	3.83	5.01	1.08	19.62
	Transportation Services Parks & Forestry Operations	RP-2013-15 - Street Light Pole Replacement Program					0.31		0.31
		RP-2035-15 - Curb and Sidewalk Repair & Replacement				1.80			1.80
		RP-2058-15 - LED Streetlight Conversion				1.50			1.50
		RP-6700-15 - Tree Planting Program-Regular		0.56				0.05	0.61
		RP-6739-15 - Tree Replacement Program-EAB		0.37					0.37
		RP-6746-15 - Fence Repair & Replacement					0.14		0.14

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		Program							
		RP-6754-15 - Parks Concrete Walkway Repairs/Replacements				0.22		0.22	
		RP-6756-15 - Traffic Signs Reflectivity Inspection and Testing				0.05		0.05	
		RP-6757-15 - Tree Planting - Regular - Additional Costs		0.41				0.41	
		RP-6762-16 - Supplementary Tree Planting Program		1.65				1.65	
		Transportation Services Parks & Forestry Operations - 2016 Total			3.00		3.30	0.72	0.05
Public Works - 2016 Total			1.14	3.06	8.81	7.65	7.33	1.36	29.35
City Manager	City Manager	CM-2526-16 - Service Excellence Strategic Initiatives		0.93					0.93
City Manager - 2016 Total				0.93					0.93
City Solicitor	City Clerk	CL-2525-16 - Ward Boundary Review		0.11					0.11
	Real Estate	RL-0005-13 - Land Acquisition Fees						0.27	0.27
City Solicitor - 2016 Total				0.11				0.27	0.37
Finance	Financial Planning & Development Finance	BU-0011-16 - Financial Master Plan		0.36					0.36
Finance - 2016 Total				0.36					0.36
Human Resources	Human Resources	HR-9539-16 - E- Performance Application		0.05					0.05
Human Resources - 2016 Total				0.05					0.05
Information Technology Management	Information Technology Management	IT-3016-13 - Personal Computer (PC) Assets Renewal					0.36		0.36
		IT-3017-13 - Enterprise Telephone System Assets Renewal					0.39		0.39
		IT-3019-13 - Central Computing Infrastructure Renewal					0.39		0.39
		IT-3020-14 - Continuous Improvement - City Website (Vaughan Online)		0.15					0.15
		IT-9542-16 - City Hall A.V. Equipment		0.36					0.36
Information Technology Management - 2016 Total				0.52			1.14		1.66
Libraries	Library Services	LI-4504-13 - Library Technology Upgrade		0.14					0.14
		LI-4537-13 - Capital Resource Purchases					1.67		1.67

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		LI-4540-15 - Vellore Village South BL39 - Resource Materials	0.34	0.04					0.38
		LI-4541-16 - Vellore Village South BL 36 - Furniture and Equipment	0.24	0.03					0.26
		LI-4542-16 - Vellore Village South BL39 - Communications and Hardware	0.14	0.02					0.16
		LI-4548-16 - AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton Resource Library		0.12					0.12
		LI-4551-16 - Bathurst Clark Admin Area Renovations					0.30		0.30
		LI-4552-16 - Maple Feasibility Study		0.07					0.07
Libraries - 2016 Total			0.72	0.41			1.97		3.09
Transformation & Strategy	Strategic Planning	SP-0013-16 - 2016 Citizen Survey		0.04					0.04
Transformation & Strategy - 2016 Total				0.04					0.04
2016 Total			29.23	8.42	8.81	8.00	22.94	3.11	80.51
2017 Community Services	Access Vaughan	AV-9543-17 - AV Space Configuration		0.05					0.05
	Access Vaughan - 2017 Total			0.05					0.05
	Emergency Planning	EP-0071-17 - Primary and Alternate Emergency Operations Centres		0.13			0.07		0.20
	Emergency Planning - 2017 Total			0.13			0.07		0.20
	Facility Maintenance Services	BF-8405-17 - Garnet Williams - Renovate Pool Changerooms					0.16		0.16
		BF-8410-17 - Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC		0.07					0.07
		BF-8423-17 - Al Palladini Community Centre New Score Clock for East Arena Centre Ice					0.08		0.08
		BF-8477-16 - CCTV Connection to City's Network (8 out of approx. 25 locations)		0.11					0.11
		BF-8484-17 - North Thornhill C.C. - Modify gym divider		0.07					0.07

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8486-17 - New Sidewalk from Rutherford Rd south along Pierre Berton Resource Library		0.09					0.09
		BF-8487-15 - Building Condition Audits				0.11			0.11
		BF-8510-17 - Ansley Grove Library RTU Replacement					0.05		0.05
		BF-8511-17 - Garnet Williams CC-Exterior Concrete removal & replacement		0.06					0.06
		BF-8512-17 - Al Palladini CC-Exterior Concrete Removal & Replacement					0.06		0.06
		BF-8513-17 - Chancellor CC-Exterior Concrete Removal & Replacement					0.07		0.07
		BF-8514-17 - Maple CC-Exterior Concrete Removal & Replacement					0.09		0.09
		BF-8515-17 - Dufferin Clark CC-Exterior Concrete Removal & Replacement					0.07		0.07
		BF-8519-17 - Chancellor CC-Parking & Drive Way Retrofit					0.36		0.36
		Facility Maintenance Services - 2017 Total		0.39		0.11	0.93		1.43
	Fire & Rescue Services	BF-8502-16 - Fire Station Interior Renovation Program					0.06		0.06
		FR-3508-13 - Breathing Apparatus Replacements					0.05		0.05
		FR-3586-17 - Replace 7972 Pumper					0.85		0.85
		FR-3587-17 - Replace 7955 Aerial 55 FT					1.31		1.31
		FR-3589-17 - Replace 7981 Training Van					0.03		0.03
		FR-3611-17 - Replace 7971 Pumper					0.85		0.85
		FR-3612-14 - Fitness Equipment and Furniture Replacement - All Stations/Divisions					0.03		0.03
		FR-3615-17 - Fire Prevention Vehicle Replacement					0.05		0.05
		FR-3616-17 - Fire Prevention Vehicle Replacement					0.05		0.05
		FR-3618-17 - Station #74 Equipment for Firefighter Purchase	0.13						0.13

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		FR-3619-17 - Engine #74 Equipment Purchase	0.12						0.12
		FR-3626-17 - Station #74 Furniture and Equipment	0.17						0.17
		FR-3631-16 - Fire Rescue Tool Retrofit					0.10		0.10
	Fire & Rescue Services - 2017 Total		0.42				3.39		3.80
	Recreation Services	BF-8378-15 - Carrville Community Centre and District Park	30.80	4.06					34.86
		BF-8476-15 - Building upgrades to meet AODA Requirements					0.31		0.31
		BF-8483-17 - Maple C.C. - Renovations		0.37					0.37
		RE-9503-13 - Fitness Centre Equipment Replacement					0.23		0.23
		RE-9527-17 - Events Strategy		0.05					0.05
		RE-9533-16 - CLASS System Upgrade		0.16					0.16
	Recreation Services - 2017 Total		30.80	4.64			0.54		35.98
	Community Services - 2017 Total		31.22	5.21		0.11	4.92		41.46
Planning & Growth Management	Building Standards	BS-1006-15 - Zoning Bylaw Review	0.38	0.73				0.29	1.40
	Building Standards - 2017 Total		0.38	0.73				0.29	1.40
	Development Engineering and Infrastructure Planning Services	DE-7098-15 - Pedestrian and Bicycle Network Implementation Program	0.25						0.25
		DE-7104-15 - TMP Education, Promotion, Outreach and Monitoring	0.08						0.08
		DE-7108-15 - School Travel Planning Measures	0.05						0.05
		DE-7113-17 - Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.25						0.25
		DE-7123-15 - Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02						2.02
		DE-7124-16 - Block 61 CP Railway Pedestrian Crossing	0.59						0.59
		DE-7138-15 - Block 55 PD- KN Watermain Servicing	2.10						2.10
		DE-7151-15 - Huntington Road Reconstruction, Highway 7 to Langstaff Road	0.73						0.73

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		DE-7170-17 - 2018 Engineering DC Background Study Update	0.18						0.18
		DT-7120-13 - Black Creek Renewal			5.00				5.00
		DT-7121-13 - VMC Edgeley Pond	1.21		4.57				5.78
	Development Engineering and Infrastructure Planning Services - 2017 Total		7.46		9.57				17.03
	Development Planning	DP-9526-17 - Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.16	0.02					0.18
	Development Planning - 2017 Total		0.16	0.02					0.18
	Parks Development	BF-8367-13 - Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		PK-6287-17 - Block 18 District Park Development Design and Construction	0.51	0.06					0.57
		PK-6302-17 - Off Leash Dog Park-Design and Construction		0.14					0.14
		PK-6345-17 - Conley South Park - Tennis Court Reconstruction					0.37		0.37
		PK-6365-17 - Block 40 District Park Construction	3.21	0.36					3.56
		PK-6418-17 - Vaughan Mills Park - Playground Replacement and Safety Surfacing					0.20		0.20
		PK-6420-17 - Fossil Hill Park - Playground Replacement and Safety Surfacing					0.12		0.12
		PK-6424-17 - Block 61W Park Design and Construction-Variou Locations	1.06	0.12					1.17
		PK-6438-17 - Marco Park - Tennis Court Construction					0.22		0.22
		PK-6461-17 - Marco Park - Playground Replacement and Safety Surfacing					0.14		0.14
		PK-6499-17 - CC11-N1(Carrville District Centre) Neighbourhood Park Design and Construction	1.08	0.12					1.20
		PK-6533-17 - West Don Valley-Pedestrian Bridge Replacement				0.11			0.11
		PK-6548-17 - Block 55-New Park Development	2.26	0.25					2.51

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		PK-6551-17 - VMC22-16-Public Square Design and Construction	0.15	0.02					0.16
		PK-6552-17 - VMC-Black Creek Renewal Design-Various Locations	0.71	0.08					0.78
		PK-6557-17 - Alexandra Elisa Park-Playground Replacement and Safety Surfacing					0.20		0.20
		PK-6558-17 - Father E Bulfon Park-Playground Replacement and Safety Surfacing					0.35		0.35
		PK-6562-17 - Basketball Court Improvements-Various Locations					0.16		0.16
		PK-6564-17 - Sportsfield Improvements-Various Locations					0.12		0.12
	Parks Development - 2017 Total		8.97	1.13		0.11	1.95		12.16
Planning & Growth Management - 2017 Total			16.96	1.88	9.57	0.11	1.95	0.29	30.76
Public Works	Environmental Services	EV-2063-15 - ICI Water Meter Replacement Program					0.21		0.21
	Environmental Services - 2017 Total						0.21		0.21
	Fleet Management Services	FL-5215-17 - PKS-Additional 2 ton 4x4 crew cab dump truck		0.07					0.07
		FL-5221-17 - PKS-Additional sand sifters		0.07					0.07
		FL-5278-17 - PKS-Additional dual stream compactor refuse truck		0.13					0.13
		FL-5313-17 - B&F- Replace Unit #1070 with ice resurfacer					0.10		0.10
		FL-5323-17 - PKS-Replace Unit#1371 with 3/4 ton crew cab pickup					0.05		0.05
		FL-5333-17 - PKS-HORT-Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck		0.04			0.04		0.08
		FL-5421-17 - PW-RDS-Replace Unit #1344 with Regenerative street sweeper					0.29		0.29
		FL-5466-17 - PW-WATER--Replace Unit #1665 with 3/4 ton cargo van					0.06		0.06
		FL-5519-16 - Bldg Stds-Purchase 4 vehicles in						0.23	0.23

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		2016 and 8 vehicles in 2017							
		Fleet Management Services - 2017 Total		0.31			0.54	0.23	1.07
	Infrastructure Delivery	BF-8387-17 - City Hall Public Square/Underground Parking Structure/Outdoor Rink			20.97				20.97
		CD-1930-17 - Sidewalk on Keele Street - McNaughton Road to Teston Road	0.04						0.04
		CD-1931-17 - Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	0.02						0.02
		CD-1979-17 - Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	0.06						0.06
		CD-1984-17 - Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.08						0.08
		CD-1991-17 - Traffic Signal Installation - Interchange Way and Interchange Way	0.23						0.23
		CD-1996-17 - Municipal Structure Inspection and Reporting in 2017					0.10		0.10
		CD-2007-17 - Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	1.47						1.47
		CD-2008-17 - Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.24						0.24
		CD-2013-15 - Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive				0.17			0.17
		CD-2014-15 - Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction					0.23		0.23
		CD-2018-15 - 2017 Road Rehabilitation			6.55	2.82			9.37
		CD-2019-15 - 2017 Watermain Replacement					1.59		1.59
		CD-2020-16 - Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue					0.57		0.57

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		CD-2021-17 - Street Lighting on Nashville Road - Whisper Lane to Stevenson Road	0.06						0.06
		CD-2024-17 - Sidewalk and Street Lighting on Regional Road Hwy # 50 - Phase 3	1.19						1.19
		CD-2026-17 - 2019 Road Rehabilitation				0.28			0.28
		CD-2027-17 - 2019 Watermain Replacement					0.57		0.57
		CD-1949-17 - Pedestrian Link Review - Woodbridge Avenue at CP Bridge		0.04					0.04
	Infrastructure Delivery - 2017 Total		3.39	0.04	27.52	3.27	3.05		37.26
	Transportation Services Parks & Forestry Operations	RP-1972-17 - Public Works and Parks Operations Yard Expansion and Upgrade Strategy	10.12		6.09				16.21
		RP-2013-15 - Street Light Pole Replacement Program					0.31		0.31
		RP-2035-15 - Curb and Sidewalk Repair & Replacement				1.90			1.90
		RP-2058-15 - LED Streetlight Conversion				1.50			1.50
		RP-6700-15 - Tree Planting Program-Regular		0.56				0.05	0.61
		RP-6739-15 - Tree Replacement Program-EAB		0.37					0.37
		RP-6741-17 - Maple Community Centre-Landscape & Traffic Safety Improvements		0.18					0.18
		RP-6745-17 - Nashville Cemetery-Road Extension		0.06					0.06
		RP-6746-15 - Fence Repair & Replacement Program					0.11		0.11
		RP-6751-17 - Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex		0.09					0.09
		RP-6753-17 - CTS Mobile Handheld Program		0.16					0.16
		RP-6754-15 - Parks Concrete Walkway Repairs/Replacements					0.22		0.22
		RP-6756-15 - Traffic Signs Reflectivity Inspection and Testing					0.05		0.05

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		RP-6757-15 - Tree Planting - Regular - Additional Costs		0.41					0.41
		RP-6759-17 - Pedestrian Crossing Enhancement Program - Pavement Marking		0.21					0.21
		RP-6762-16 - Supplementary Tree Planting Program		1.65					1.65
		RP-6760-17 - Pedestrian Connectivity Study - Beverley Glen Blvd/Disera Drive Area		0.12					0.12
		Transportation Services Parks & Forestry Operations - 2017 Total	10.12	3.81	6.09	3.40	0.69	0.05	24.16
		Public Works - 2017 Total	13.51	4.15	33.61	6.67	4.48	0.28	62.70
City Manager	City Manager	CM-2526-16 - Service Excellence Strategic Initiatives		0.93					0.93
		City Manager - 2017 Total		0.93					0.93
City Solicitor	Real Estate	RL-0005-13 - Land Acquisition Fees						0.27	0.27
		City Solicitor - 2017 Total						0.27	0.27
Finance	Financial Planning & Development Finance	DI-0075-15 - Development Charges Background Studies - City-Wide Preliminary and New SACs	0.38	0.02					0.40
		Financial Planning & Development Finance - 2017 Total	0.38	0.02					0.40
	Financial Services	FI-0073-17 - New Property Tax System		0.36					0.36
		FI-0087-17 - Point of Sale		0.52					0.52
		Financial Services - 2017 Total		0.88					0.88
		Finance - 2017 Total	0.38	0.90					1.28
Human Resources	Human Resources	HR-9533-14 - Attendance Management Automation		0.10					0.10
		Human Resources - 2017 Total		0.10					0.10
Information Technology Management	Information Technology Management	IT-3016-13 - Personal Computer (PC) Assets Renewal					0.36		0.36
		IT-3017-13 - Enterprise Telephone System Assets Renewal					0.39		0.39
		IT-3019-13 - Central Computing Infrastructure Renewal					0.39		0.39
		IT-3020-14 - Continuous Improvement - City Website (Vaughan Online)		0.15					0.15
		Information Technology Management - 2017 Total		0.15			1.14		1.30
Libraries	Library Services	LI-4504-13 - Library Technology Upgrade		0.14					0.14

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		LI-4512-17 - Maple Library Renovations		0.95					0.95
		LI-4522-15 - Carrville BL11 - Consulting Design/Construction	2.81	0.37					3.18
		LI-4537-13 - Capital Resource Purchases					1.78		1.78
Libraries - 2017 Total			2.81	1.46			1.78		6.05
2017 Total			64.88	14.78	43.18	6.89	14.28	0.84	144.85
2018									
Community Services	Facility Maintenance Services	BF-8271-18 - East District Parks Yard Parking Lot Modifications		0.10					0.10
		BF-8331-18 - Al Palladini Community Centre Construct a Storage Room		0.03					0.03
		BF-8350-18 - Security Camera Installations Various Parks		0.07					0.07
		BF-8419-18 - Installation of Wall Matting at 8 Different Recreation Facilities		0.08					0.08
		BF-8437-18 - Sound Attenuations Partitions in Building Standards and Purchasing Departments		0.06					0.06
		BF-8477-16 - CCTV Connection to City's Network (8 out of approx. 25 locations)		0.11					0.11
		BF-8487-15 - Building Condition Audits				0.11			0.11
	Facility Maintenance Services - 2018 Total			0.45		0.11			0.56
	Fire & Rescue Services	BF-8502-16 - Fire Station Interior Renovation Program					0.06		0.06
		FR-3508-13 - Breathing Apparatus Replacements					0.05		0.05
		FR-3581-18 - Purchase Land for New Station 7-11	1.11						1.11
		FR-3606-18 - Station 76 Aerial Purchase	1.30	0.54					1.84
		FR-3609-18 - Expand Crew Quarters Station 76	0.36						0.36
		FR-3612-14 - Fitness Equipment and Furniture Replacement - All Stations/Divisions					0.03		0.03
		FR-3631-16 - Fire Rescue Tool Retrofit					0.04		0.04
		FR-3637-18 - Replace Aerial 17M -7967					1.31		1.31

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
	Fire & Rescue Services - 2018 Total		2.77	0.54			1.49		4.80
	Recreation Services	BF-8094-18 - Al Palladini Community Centre Pool Change Rooms Redesign and Add Youth Room		1.08					1.08
		BF-8476-15 - Building upgrades to meet AODA Requirements					0.31		0.31
		RE-9503-13 - Fitness Centre Equipment Replacement					0.23		0.23
	Recreation Services - 2018 Total			1.08			0.54		1.62
Community Services - 2018 Total			2.77	2.07		0.11	2.03		6.98
Planning & Growth Management	Building Standards	BS-1006-15 - Zoning Bylaw Review	0.13	0.26				0.10	0.49
	Building Standards - 2018 Total		0.13	0.26				0.10	0.49
	Development Engineering and Infrastructure Planning Services	DE-7098-15 - Pedestrian and Bicycle Network Implementation Program	0.25						0.25
		DE-7104-15 - TMP Education, Promotion, Outreach and Monitoring	0.08						0.08
		DE-7108-15 - School Travel Planning Measures	0.05						0.05
		DE-7123-15 - Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02						2.02
		DE-7124-16 - Block 61 CP Railway Pedestrian Crossing	0.59						0.59
		DE-7138-15 - Block 55 PD-KN Watermain Servicing	2.10						2.10
		DT-7120-13 - Black Creek Renewal	11.76		5.24				17.00
	Development Engineering and Infrastructure Planning Services - 2018 Total		16.86		5.24				22.09
	Parks Development	BF-8367-13 - Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		PK-6380-18 - Sportsfield Improvements-Variou Locations					0.14		0.14
		PK-6416-18 - Memorial Hill - Cultural Landscape Revitalization Study		0.07					0.07
		PK-6426-18 - CC11-P2 - Block 11 Carville District Centre Parkette Design and Construction	0.05	0.01					0.05
		PK-6456-18 - 61W-N4 - Block 61 Neighbourhood	0.73	0.08					0.81

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		Park Design and Construction							
		PK-6459-18 - Maple Lions Park - Playground Replacement and Safety Surfacing					0.13		0.13
		PK-6462-18 - Vellore Heritage Square - Playground Replacement and Safety Surfacing					0.10		0.10
		PK-6472-18 - Rosedale Park North - Tennis Court Reconstruction					0.25		0.25
		PK-6502-18 - Promenade Green Park-Tennis Court Reconstruction					0.38		0.38
		PK-6505-18 - Ramsey Armitage Park-Playground Replacement and Safety Surfacing					0.08		0.08
		PK-6543-18 - Rubber Surface Replacement for Playgrounds-Variou Locations					0.27		0.27
		PK-6547-18 - 61W-G8(B)-Block 61 Greenway Park Design and Construction	0.33	0.04					0.36
		PK-6553-18 - VMC-Black Creek Renewal Construction-Variou Locations	0.97	0.11					1.08
		PK-6554-18 - Block 55-P3 Neighbourhood Park Design and Construction	0.18	0.02					0.20
		PK-6556-18 - VMC22-11 Liberty Maplecrete Public Square Design and Construction	0.22	0.02					0.24
		PK-6559-18 - Parwest Park-Playground Replacement and Safety Surfacing					0.20		0.20
		PK-6560-18 - Giovanni Cabot Park-Playground Replacement and Safety Surfacing					0.52		0.52
		PK-6561-18 - Basketball Court Improvements-Variou Locations					0.15		0.15
		Parks Development - 2018 Total	2.47	0.35			2.27		5.09
		Planning & Growth Management - 2018 Total	19.46	0.60	5.24		2.27	0.10	27.68
Public Works	Environmental Services	EV-2063-15 - ICI Water Meter Replacement					0.21		0.21

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		Program							
		Environmental Services - 2018 Total					0.21		0.21
	Fleet Management Services	FL-5168-18 - Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2 pickup					0.03		0.03
		FL-5192-18 - PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup					0.03		0.03
		FL-5200-18 - BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup					0.03		0.03
		FL-5250-18 - PKS- FORESTRY-Replace Unit #1015 with backhoe loader & attachments		0.03			0.10		0.13
		FL-5274-18 - PKS- Additional loader and fork attachment for Unit #1856		0.02					0.02
		FL-5275-18 - PKS- Additional loader and fork attachment for Unit #1857		0.02					0.02
		FL-5276-18 - PKS- Additional loader and fork attachment for Unit #1858		0.02					0.02
		FL-5285-18 - PKS- FORESTRY- Additional 9" drum chipper		0.04					0.04
		FL-5286-18 - PKS- FORESTRY- Additional 16 ft. log trailer with crane lift		0.02					0.02
		FL-5290-18 - PW-RDS- Additional Small Equipment		0.04					0.04
		FL-5292-18 - PW-RDS- Additional concrete grinder		0.04					0.04
		FL-5293-18 - PW - RDS - 1 New additional Anti-Icing Tank		0.03					0.03
		FL-5295-18 - PW-RDS- Additional steamer/generator		0.05					0.05
		FL-5317-18 - PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup					0.03		0.03
		FL-5409-18 - PKS- FORESTRY-Replace Unit #1633 with H.D. wood- chipper					0.05		0.05
		FL-5411-18 - PKS- FORESTRY-Replace Unit #1519 with Bucket chipper truck					0.23		0.23

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		FL-5426-18 - PW-RDS- Replace Unit #1373 with Regenerative street sweeper					0.29		0.29
		FL-5427-18 - PW-RDS- Replace Unit #1159 with tandem dump truck					0.31		0.31
		FL-5428-18 - PW-RDS- Replace Unit #1289 with tandem dump truck					0.31		0.31
	Fleet Management Services - 2018 Total			0.30			1.40		1.70
	Infrastructure Delivery	CD-1853-18 - Lay-by Parking on Vellore Woods Boulevard		0.15					0.15
		CD-1883-18 - Right Turning Lane - Willis Road and Pine Valley Drive		0.10				0.34	0.44
		CD-1957-18 - Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.12						0.12
		CD-1962-18 - Hydro- Geological Study for Anthony Lane		0.15					0.15
		CD-1978-18 - Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.06						0.06
		CD-1980-18 - Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.05						0.05
		CD-1984-17 - Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.59						0.59
		CD-2001-16 - 2018 Road Rehabilitation			7.00	3.00			10.00
		CD-2002-16 - 2018 Watermain Replacement					6.80		6.80
		CD-2005-16 - Street Lighting on Teston Road - Hwy 400 to Weston Road	0.19						0.19
		CD-2021-17 - Street Lighting on Nashville Road - Whisper Lane to Stevenson Road	0.17						0.17
	Infrastructure Delivery - 2018 Total		1.18	0.41	7.00	3.00	6.80	0.34	18.72
	Transportation Services Parks & Forestry Operations	RP-2013-15 - Street Light Pole Replacement Program					0.31		0.31
		RP-2035-15 - Curb and Sidewalk Repair & Replacement				2.00			2.00

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		RP-2058-15 - LED Streetlight Conversion				1.50			1.50
		RP-6700-15 - Tree Planting Program-Regular		0.56				0.05	0.61
		RP-6739-15 - Tree Replacement Program- EAB		0.37					0.37
		RP-6746-15 - Fence Repair & Replacement Program					0.11		0.11
		RP-6754-15 - Parks Concrete Walkway Repairs/Replacements					0.30		0.30
		RP-6757-15 - Tree Planting - Regular - Additional Costs		0.41					0.41
		RP-6761-18 - Melville Avenue Operational Review		0.03					0.03
		RP-6762-16 - Supplementary Tree Planting Program		1.65					1.65
		Transportation Services Parks & Forestry Operations - 2018 Total		3.03		3.50	0.72	0.05	7.30
		Public Works - 2018 Total	1.18	3.74	7.00	6.50	9.13	0.39	27.93
City Solicitor	City Clerk	CL-2520-18 - City Archives Outreach Equipment		0.02					0.02
	Real Estate	RL-0005-13 - Land Acquisition Fees						0.27	0.27
		City Solicitor - 2018 Total		0.02				0.27	0.29
Information Technology Management	Information Technology Management	IT-2502-14 - Electronic Document Management System		0.66					0.66
		IT-3016-13 - Personal Computer (PC) Assets Renewal					0.36		0.36
		IT-3017-13 - Enterprise Telephone System Assets Renewal					0.39		0.39
		IT-3019-13 - Central Computing Infrastructure Renewal					0.39		0.39
		IT-3020-14 - Continuous Improvement - City Website (Vaughan Online)		0.15					0.15
		Information Technology Management - 2018 Total		0.81			1.14		1.95
Libraries	Library Services	LI-4504-13 - Library Technology Upgrade		0.14					0.14
		LI-4516-18 - Carrville Block 11- Resource Material	0.34	0.04					0.38
		LI-4518-18 - Carrville BL11 - Furniture and Equipment	0.24	0.03					0.26

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Budget Book Portfolio Office	Budget Book Department	Project # & Title (\$M)	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		LI-4524-18 - Carrville Community Library - Communications and Hardware	0.14	0.02					0.16
		LI-4537-13 - Capital Resource Purchases					1.82		1.82
		LI-4550-18 - Library Branch Signage		0.11					0.11
Libraries - 2018 Total			0.72	0.32			1.82		2.86
2018 Total			24.13	7.57	12.23	6.61	16.39	0.76	67.69

11.4.2 Open and 2016-18 Capital Plan – with Link to Term of Council Priorities (\$M)

Following is the listing of the Term of Council Priorities from the Service Strategy Map, listing the open and capital projects that support the initiative.

Note: The figures in the table are in millions.

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Term of Council Priority	Open	2016	2017	2018
Improve municipal road network				
Development Engineering and Infrastructure Planning Services				
1332-0-00 - Bass Pro Mills Interchange	0.86	0.00	0.00	0.00
1584-0-06 - Hwy 427/Fogal Rd. Mid-Block Collector	2.87	0.00	0.00	0.00
DE-7113-17 - Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.00	0.00	0.25	0.00
DE-7125-15 - OPA 620 (Steeles West) East - West Collector Road	0.40	0.10	0.00	0.00
DE-7134-16 - Huntington Road Construction - Langstaff Road to Rutherford Road	0.00	2.43	0.00	0.00
DE-7137-16 - Block 61 Valley Corridor Crossings	0.00	4.24	0.00	0.00
DE-7151-15 - Huntington Road Reconstruction, Highway 7 to Langstaff Road	1.70	0.00	0.73	0.00
DE-7161-15 - Street "A" - Highway 427 Crossing (Block 59)	7.00	0.00	0.00	0.00
DT-7019-09 - Fogal Road Reconstruction	0.28	0.00	0.00	0.00
DT-7023-09 - Signalized Intersection Ducting	0.07	0.00	0.00	0.00
DT-7025-09 - Huntington Road Class EA	0.25	0.00	0.00	0.00
DT-7044-10 - Huntington Road - Hwy 7 to Langstaff Road (19T-03V19)	0.65	0.00	0.00	0.00
DT-7045-11 - Block 11 Valley Road Crossings	1.20	0.00	0.00	0.00
DT-7046-10 - King-Vaughan Road Bridge Widening	1.52	0.00	0.00	0.00
DT-7047-10 - Huntington Road - Hwy 7 to Langstaff Road (DA.06.057)	0.65	0.00	0.00	0.00
DT-7076-11 - Block 12 Valley Crossings	0.03	0.00	0.00	0.00
DT-7089-13 - Stevenson Avenue Construction	0.01	0.00	0.00	0.00
DT-7090-13 - Huntington Rd. - Langstaff to Rutherford / Detailed Design	0.19	0.00	0.00	0.00
DT-7112-14 - Kirby Road Municipal Class EA	0.89	0.00	0.00	0.00
DT-7128-12 - Block 12 Valley Crossings	0.02	0.00	0.00	0.00
DT-7135-14 - Coldspring Road and Stevenson Avenue Construction	0.10	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services Total	18.68	6.77	0.98	0.00
Infrastructure Delivery				
CD-1883-18 - Right Turning Lane - Willis Road and Pine Valley Drive	0.00	0.00	0.00	0.44
CD-1959-15 - Traffic Signal Installation - Chrislea Road and Northview Boulevard	0.21	0.00	0.00	0.00
CD-1991-17 - Traffic Signal Installation - Interchange Way and Interchange Way	0.00	0.00	0.23	0.00
CD-2005-16 - Street Lighting on Teston Road - Hwy 400 to Weston Road	0.00	0.06	0.00	0.19
CD-2009-15 - Traffic Signal Installation - McNaughton Road and Troon Avenue / R	0.23	0.00	0.00	0.00
CD-2010-15 - Traffic Signal Installation - Colossus Drive and Famous Avenue	0.22	0.00	0.00	0.00
CD-2011-15 - Traffic Signal Improvements on Clark Avenue	0.44	0.00	0.00	0.00
CD-2021-17 - Street Lighting on Nashville Road - Whisper Lane to Stevenson Road	0.00	0.00	0.06	0.17
EN-1796-10 - Traffic Calming 2010	0.06	0.00	0.00	0.00
EN-1823-10 - Traffic/Pedestrian Signals - Various Locations	0.06	0.00	0.00	0.00
EN-1843-11 - Traffic Signal Improvements	0.32	0.00	0.00	0.00
EN-1848-11 - Traffic Sign Assessment	0.02	0.00	0.00	0.00
EN-1851-14 - Traffic Data Collection Inventory	0.33	0.00	0.00	0.00
EN-1881-12 - Traffic Signal Installation - Woodbridge Avenue and Market Lane	0.14	0.00	0.00	0.00
EN-1882-12 - Pedestrian Signal - New Westminster Dr. near Westmount Collegiate	0.09	0.00	0.00	0.00
EN-1889-13 - Bridge Replacement/ Rehabilitation Environmental Assessment - King	0.30	0.00	0.00	0.00
EN-1963-13 - North Maple Bridge - north of Major Mackenzie over Hwy 400	1.34	0.00	0.00	0.00
EN-1983-14 - Street Lighting on Teston Road - Hwy 400 to Jane Street	0.16	0.00	0.00	0.00
Infrastructure Delivery Total	3.91	0.06	0.29	0.80
Transportation Services Parks & Forestry Operations				
RP-6761-18 - Melville Avenue Operational Review	0.00	0.00	0.00	0.03
Transportation Services Parks & Forestry Operations Total	0.00	0.00	0.00	0.03

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Term of Council Priority	Open	2016	2017	2018
Improve municipal road network Total	22.59	6.83	1.27	0.83
Continue to develop transit, cycling and pedestrian options to get around the City				
Development Engineering and Infrastructure Planning Services				
1547-0-05 - Sidewalks Streetlights	0.22	0.00	0.00	0.00
1548-0-05 - Swlk Stlights Major Mackenzie	0.24	0.00	0.00	0.00
DE-7098-15 - Pedestrian and Bicycle Network Implementation Program	0.74	0.00	0.00	0.00
DE-7098-15 - Pedestrian and Bicycle Network Implementation Program	0.00	0.00	0.25	0.25
DE-7104-15 - TMP Education, Promotion, Outreach and Monitoring	0.17	0.00	0.08	0.08
DE-7108-15 - School Travel Planning Measures	0.12	0.00	0.05	0.05
DE-7124-16 - Block 61 CP Railway Pedestrian Crossing	0.00	0.59	0.59	0.59
DE-7156-15 - New Community Areas Transportation Study (Block 27 and 41)	0.38	0.00	0.00	0.00
DE-7158-15 - Concord GO Secondary Plan Feasibility Study (Minor Collector Conne	0.10	0.00	0.00	0.00
DE-7166-16 - Sidewalk & Streetlighting - Rutherford Road (Dufferin to Crimson Forest)	0.00	0.26	0.00	0.00
DE-7169-16 - Concord GO Comprehensive Transportation Study	0.00	0.36	0.00	0.00
DT-7034-09 - Sidewalk & Streetlights	1.74	0.00	0.00	0.00
DT-7040-10 - Ped. & Bike Master Plan Implementation Works	0.07	0.00	0.00	0.00
DT-7056-11 - Pedestrian & Bicycle Network Implementation Program	0.20	0.00	0.00	0.00
DT-7066-11 - Steeles West Station Infrastructure - TYSSE	3.09	0.00	0.00	0.00
DT-7068-11 - Highway 7 Bus Rapid Transit Review	0.31	0.00	0.00	0.00
DT-7082-12 - Pedestrian & Bicycle Network Implementation Program	0.01	0.00	0.00	0.00
DT-7086-12 - Blk 61 Pedestrian Crossing Feasibility & Pre-Design Study	0.04	0.00	0.00	0.00
DT-7097-14 - Pedestrian and Cycle Strategy	0.41	0.00	0.00	0.00
DT-7101-13 - Vaughan TDM Policy	0.15	0.00	0.00	0.00
DT-7102-13 - TMP Communications	0.03	0.00	0.00	0.00
DT-7131-14 - Clark Avenue West Cycle Facility Design and Construction	0.29	0.00	0.00	0.00
EN-1721-08 - Sidewalk Construction - Bathurst Street	0.05	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services Total	8.36	1.21	0.97	0.97
Infrastructure Delivery				
CD-1930-17 - Sidewalk on Keele Street - McNaughton Road to Teston Road	0.00	0.00	0.04	0.00
CD-1931-17 - Sidewalk on Keele Street - Kirby Road to Peak Point Blvd	0.00	0.00	0.02	0.00
CD-1949-17 - Pedestrian Link Review - Woodbridge Avenue at CP Bridge	0.00	0.00	0.04	0.00
CD-1957-18 - Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.00	0.00	0.00	0.12
CD-1978-18 - Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.00	0.00	0.00	0.06
CD-1979-17 - Sidewalk on Bathurst Street - North Park Rd to New Westminster Dr	0.00	0.00	0.06	0.00
CD-1980-18 - Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.00	0.00	0.00	0.05
CD-1982-15 - Sidewalk on Old Weston Road - Steeles Avenue West to Weston Road	0.01	0.00	0.00	0.00
CD-1984-17 - Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.00	0.00	0.08	0.59
CD-1986-16 - Sidewalk on Basaltic Road and Planchet Road - Langstaff Rd to Cul-de-sac/ 220 Basaltic Road	0.00	0.23	0.00	0.00
CD-2007-17 - Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	0.00	0.00	1.47	0.00
CD-2008-17 - Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.00	0.00	0.24	0.00
CD-2012-15 - Active Transportation Facility on McNaughton Road - Keele Street t	0.25	0.00	0.00	0.00
CD-2024-17 - Sidewalk and Street Lighting on Regional Road Hwy # 50 - Phase 3	0.00	0.00	1.19	0.00
EN-1662-07 - City-Wide Sidewalk Infill Program	0.09	0.00	0.00	0.00
EN-1754-09 - Multi-use Path - Teston Road	1.28	0.00	0.00	0.00

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Term of Council Priority	Open	2016	2017	2018
EN-1780-09 - Sidewalk and Streetlight Infill Program in Older Areas	0.03	0.00	0.00	0.00
EN-1859-11 - Sidewalk and Streetlight Construction on Rutherford Road	1.93	0.00	0.00	0.00
EN-1865-11 - Highway 407 Station Jane St. Sidewalk & Streetlighting	0.64	0.00	0.00	0.00
EN-1880-12 - Sidewalk - Major Mackenzie	0.95	0.00	0.00	0.00
EN-1960-13 - Sidewalk on Weston Road - Steeles Avenue West to Rutherford Road	0.04	0.83	0.00	0.00
EN-1961-13 - Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.04	0.00	0.00	0.00
EN-1965-14 - Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 1	0.92	0.00	0.00	0.00
EN-1969-13 - Sidewalk on Steeles Avenue West Missing Link	0.03	0.00	0.00	0.00
EN-1970-13 - Sidewalk and Street/ Walkway Lighting Infill Program in Older Areas	0.23	0.00	0.00	0.00
EN-1972-13 - Active Transportation Facility and Streetlighting on Dufferin Stre	0.14	0.00	0.00	0.00
EN-1981-14 - Sidewalk & Street Lighting on Bathurst Street - Teston Rd to Woodland Acres Cres	0.11	0.00	0.00	0.00
Infrastructure Delivery Total	6.69	1.06	3.14	0.82
Parks Development				
PK-6094-08 - Don River/Bartley Smith Open Space-Design and Construction	0.08	0.00	0.00	0.00
PK-6094-13 - Don River / Bartley Smith Open Space Trail Development	0.17	0.00	0.00	0.00
PK-6306-11 - Pedestrian & Bicycle Masterplan (Off Road System)	0.61	0.00	0.00	0.00
PK-6372-12 - Pedestrian & Bicycle Masterplan(Off Road System)-Design	0.09	0.00	0.00	0.00
PK-6392-13 - Don River System Trail Signage (Grant) Bartley Smith Greenway	0.08	0.00	0.00	0.00
Parks Development Total	1.03	0.00	0.00	0.00
Policy Planning & Environmental Sustainability				
PL-9551-16 - Concord GO Centre Secondary Plan Mobility Hub Study	0.00	0.77	0.00	0.00
Policy Planning & Environmental Sustainability Total	0.00	0.77	0.00	0.00
Transportation Services Parks & Forestry Operations				
RP-6760-17 - Pedestrian Connectivity Study - Beverley Glen Blvd/Disera Drive Area	0.00	0.00	0.12	0.00
Transportation Services Parks & Forestry Operations Total	0.00	0.00	0.12	0.00
Continue to develop transit, cycling and pedestrian options to get around the City Total	16.09	3.04	4.22	1.79
Facilitate the development of the VMC				
Corporate				
CO-0082-15 - VMC Development Implementation Project	0.03	0.00	0.00	0.00
Corporate Total	0.03	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services				
DE-7114-16 - Portage Parkway - Applewood to Jane/ Detailed Design	0.00	0.43	0.00	0.00
DE-7146-15 - VMC Maplecrete Road Watermain	0.16	0.00	0.00	0.00
DE-7160-15 - Vaughan Metropolitan Centre (VMC) - Utility Servicing Master Plan	0.15	0.00	0.00	0.00
DE-7162-16 - Apple Mill Road - Edgeley Blvd to Millway	0.00	0.36	0.00	0.00
DT-7027-09 - Millway Ave. / Apple Mill Rd. Realignment Class EA	0.37	0.00	0.00	0.00
DT-7058-11 - Black Creek Regional Storm Improvements Class EA Study	0.07	0.00	0.00	0.00
DT-7065-11 - Millway Avenue Widening & Realignment	6.47	0.00	0.00	0.00
DT-7070-11 - VMC & Regional Centre Transportation Analysis	0.13	0.00	0.00	0.00
DT-7071-11 - Portage Parkway Extension Class EA Study	0.16	0.00	0.00	0.00
DT-7072-13 - Colossus Dr Hwy 400 Flyover - Interchange Connection EA	0.40	0.00	0.00	0.00
DT-7073-11 - Portage Parkway Widening Class EA Study	0.13	0.00	0.00	0.00
DT-7085-13 - Parking Management Strategy Study	0.10	0.00	0.00	0.00
DT-7095-12 - VMC Underground Pathway System Strategy Study	0.10	0.00	0.00	0.00
DT-7120-13 - Black Creek Renewal	1.79	4.00	5.00	17.00

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Term of Council Priority	Open	2016	2017	2018
DT-7121-13 - Vaughan Metropolitan Centre NE Storm Water Management Pond	0.60	0.00	0.00	0.00
DT-7121-13 - VMC Edgeley Pond	0.00	0.50	5.78	0.00
Development Engineering and Infrastructure Planning Services Total	10.64	5.28	10.78	17.00
Development Planning				
DP-9028-12 - Vaughan Metropolitan Centre Physical Master Plan Base Model	0.07	0.00	0.00	0.00
DP-9030-12 - Vaughan Metropolitan Centre Computer 3D Modeling System	0.08	0.00	0.00	0.00
DP-9524-13 - Highway 7 VMC Streetscape	1.96	0.00	0.00	0.00
DP-9527-13 - VMC Black Creek Detailed Design Concept for Public Spaces and Amenities	0.15	0.00	0.00	0.00
Development Planning Total	2.26	0.00	0.00	0.00
Parks Development				
PK-6319-12 - Vaughan Metropolitan Centre (V.M.C.)-Millway/Applewood Park Design	0.16	0.00	0.00	0.00
PK-6397-13 - VMC23-2 - Vaughan Corporate Center Black Creek Park Design and Construction	0.11	0.00	0.00	0.00
PK-6536-16 - VMC-Parks Development Plan and Implementation Strategy	0.00	0.26	0.00	0.00
PK-6537-16 - VMC23-2-Edgeley Pond and Park-Design	0.00	0.23	0.00	0.00
PK-6551-17 - VMC22-16-Public Square Design and Construction	0.00	0.00	0.16	0.00
PK-6552-17 - VMC-Black Creek Renewal Design-Various Locations	0.00	0.00	0.78	0.00
PK-6553-18 - VMC-Black Creek Renewal Construction-Various Locations	0.00	0.00	0.00	1.08
PK-6556-18 - VMC22-11 Liberty Maplecrete Public Square Design and Construction	0.00	0.00	0.00	0.24
Parks Development Total	0.27	0.49	0.95	1.32
Facilitate the development of the VMC Total	13.20	5.78	11.73	18.32
Support the development of the hospital				
City Manager				
CO-0054-09 Vaughan Hospital Precinct Development	7.13	0.00	0.00	0.00
City Manager Total	7.13	0.00	0.00	0.00
Development Planning				
DP-9545-15 - Vaughan Healthcare Centre Precinct Streetscape Phase 1	1.63	0.00	0.00	0.00
Development Planning Total	1.63	0.00	0.00	0.00
Support the development of the hospital Total	8.75	0.00	0.00	0.00
Re-establish the urban tree canopy				
Transportation Services Parks & Forestry Operations				
RP-6700-15 - Tree Planting Program-Regular	0.00	0.61	0.61	0.61
RP-6700-15 - Tree Planting Program-Regular	0.30	0.00	0.00	0.00
RP-6739-15 - Tree Replacement Program-EAB	0.00	0.37	0.37	0.37
RP-6739-15 - Tree Replacement Program-EAB	0.19	0.00	0.00	0.00
RP-6757-15 - Tree Planting - Regular - Additional Costs	0.00	0.41	0.41	0.41
RP-6762-16 - Supplementary Tree Planting Program	0.00	1.65	1.65	1.65
Transportation Services Parks & Forestry Operations Total	0.50	3.04	3.04	3.04
Re-establish the urban tree canopy Total	0.50	3.04	3.04	3.04
Invest, renew and manage infrastructure and assets				
Access Vaughan				
AV-9532-15 Access Vaughan Phase II - Step E	0.05	0.00	0.00	0.00
AV-9543-17 - AV Space Configuration	0.00	0.00	0.05	0.00
Access Vaughan Total	0.05	0.00	0.05	0.00

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Term of Council Priority	Open	2016	2017	2018
Building Standards				
BS-1003-11 - Building Department Computer System Upgrades	0.68	0.00	0.00	0.00
Building Standards Total	0.68	0.00	0.00	0.00
By-Law & Compliance, Licencing & Permit Services				
BY-2508-10 - Animal Shelter Lease Hold Improvements	0.02	0.00	0.00	0.00
BY-9538-16 - By-Law & Compliance Group Techna System Upgrade	0.00	0.04	0.00	0.00
By-Law & Compliance, Licencing & Permit Services Total	0.02	0.04	0.00	0.00
Corporate Asset Management				
BF-8470-15 - All Facilities - Designated Substance Audits (approx. 85 facilities)	0.34	0.00	0.00	0.00
BF-8487-15 - Building Condition Audits	0.09	0.00	0.00	0.00
EN-1958-13 - Corporate Asset Management	2.61	0.00	0.00	0.00
Corporate Asset Management Total	3.04	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services				
1231-0-04 - Major Mackenzie PD6 West Watermain	0.12	0.00	0.00	0.00
1489-0-03 - Teston Rd. - Cityview to Weston PD7 W/M	0.58	0.00	0.00	0.00
1589-0-06 - Rutherford Rd PD 6 East Watermain	1.51	0.00	0.00	0.00
DE-7123-15 - Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02	2.02	2.02	2.02
DE-7138-15 - Block 55 PD-KN Watermain Servicing	2.00	2.10	2.10	2.10
DE-7144-15 - Woodbridge Core Area - Functional Servicing Strategy	0.06	0.00	0.00	0.00
DE-7145-15 - Huntington Road Watermain (Rutherford Rd. to Trade Valley Dr.)	1.25	0.00	0.00	0.00
DE-7150-15 - Zenway / Fogul Sanitary Sub-Trunk	4.39	0.00	0.00	0.00
DE-7157-15 - Huntington Road Trade Valley to Rutherford - Sanitary Sub-Trunk	4.51	0.00	0.00	0.00
DE-7163-16 - Northdale Sanitary Pumping Station Decommissioning	0.00	0.05	0.00	0.00
DE-7165-16 - Jackson Street Storm Sewer	0.00	0.46	0.00	0.00
DE-7167-16 - Pine Grove Sanitary Pump Station Improvements	0.00	0.12	0.00	0.00
DT-7012-07 - PD 5 West Woodbridge Watermain	2.85	0.00	0.00	0.00
DT-7013-08 - PD 9 Watermain Interconnection	0.07	0.00	0.00	0.00
DT-7018-09 - Zenway / Fogal Sanitary Sub-Trunk	0.01	0.00	0.00	0.00
DT-7024-11 - Bass Pro Mills Dr / Locke St WM	0.36	0.00	0.00	0.00
DT-7028-09 - OPA 620 Infrastructure Design	0.31	0.00	0.00	0.00
DT-7039-10 - Napa Valley / Avdell SWM Pond Improvements	0.04	0.00	0.00	0.00
DT-7049-10 - Storm Water Management Pond Monitoring Program	0.15	0.00	0.00	0.00
DT-7050-10 - Road Pavement Acceptance Protocol	0.06	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services Total	20.30	4.76	4.13	4.13
Development Planning				
DP-9004-07 - Vellore Village District Centre Streetscape Master Plan Study	0.11	0.00	0.00	0.00
DP-9029-12 - Woodbridge Heritage District Urban Design/Streetscape Plan Study	0.21	0.00	0.00	0.00
DP-9525-15 - Vaughan Mills Urban Design Streetscape & Open Space Master Plan	0.13	0.00	0.00	0.00
DP-9526-17 - Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.00	0.00	0.18	0.00
DP-9537-14 - Islington Avenue Streetscape Tree Planting Partnership with KARA and KBIA	0.03	0.00	0.00	0.00
DP-9542-15 - Islington Avenue Streetscape Phase 1	0.54	0.00	0.00	0.00
DP-9543-15 - Centre Street Design and Construction Phase 1	0.48	0.00	0.00	0.00
DP-9544-15 - Streetscape for Concord West by York Region - Highway 7 and Keele	0.81	0.00	0.00	0.00
Development Planning Total	2.31	0.00	0.18	0.00
Environmental Services				
1361-2-04 - Water Filling System	0.03	0.00	0.00	0.00
1363-0-05 - Servicing-Dufferin Winter Works Yard	0.16	0.00	0.00	0.00

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DT-7091-12 - Non-Revenue Water Volume Analysis	0.07	0.00	0.00	0.00
EV-2063-15 - ICI Water Meter Replacement Program	0.00	0.00	0.21	0.21
EV-2063-15 - ICI Water Meter Replacement Program	0.62	0.00	0.00	0.00
EV-2076-15 - Sample Stations	0.15	0.00	0.00	0.00
EV-2081-15 - Overhaul of Vaughan Landfill Methane Station	0.07	0.00	0.00	0.00
EV-2087-16 - Pump/Booster Stations – Condition Assessment	0.00	0.26	0.00	0.00
EV-2088-16 - Force main – Condition Assessment	0.00	0.07	0.00	0.00
EV-2089-16 - Storm Pond Cleaning - Larissa Pond (Pond 45A)	0.00	0.13	0.00	0.00
EV-2090-16 - Storm Pond Cleaning - Pond 8	0.00	0.18	0.00	0.00
EV-2091-16 - Storm Pond Cleaning - Audia Pond (Pond 21 A&B)	0.00	0.20	0.00	0.00
PW-2068-14 - Weston/400 & Industrial Park (Dry) Pond	0.11	0.00	0.00	0.00
PW-2070-14 - English Daisy Court (Dry) Pond. Storm Water Management Pond	0.02	0.00	0.00	0.00
#114	0.02	0.00	0.00	0.00
Environmental Services Total	1.23	0.84	0.21	0.21
Facility Maintenance Services				
7914-0-01 - Baker Sugar Bush Cottage 2001	0.01	0.00	0.00	0.00
BF-8097-12 - Al Palladini CC-Pool/Fitness Locker Replacements	0.02	0.00	0.00	0.00
BF-8237-14 - Garnet A Williams Community Centre Remove Wall Covering in Pool area	0.05	0.00	0.00	0.00
BF-8271-18 - East District Parks Yard Parking Lot Modifications	0.00	0.00	0.00	0.10
BF-8278-16 - Chancellor Community Centre - Gym Locker Replacements	0.00	0.05	0.00	0.00
BF-8279-12 - Woodbridge Pool & Memorial Arena-Replace Diving Boards, Stands	0.03	0.00	0.00	0.00
BF-8295-11 - Dufferin Clark C.C. Replace the Fire Protection Sprinklers - Pool	0.12	0.00	0.00	0.00
BF-8318-14 - Woodbridge College Park - Electrical Cabinet Replacement	0.02	0.04	0.00	0.00
BF-8329-16 - Al Palladini Community Centre Arena Benches Capping	0.00	0.07	0.00	0.00
BF-8331-18 - Al Palladini Community Centre Construct a Storage Room	0.00	0.00	0.00	0.03
BF-8332-11 - Garnet A. Williams C.C. Exterior Siding Replacement	0.15	0.00	0.00	0.00
BF-8334-11 - Woodbridge Pool & Arena C.C. Replace Arena Lobby Flooring	0.02	0.00	0.00	0.00
BF-8336-11 - Woodbridge Pool & Arena Wall & Floor Tile Replacement	0.02	0.00	0.00	0.00
BF-8339-12 - Maple C.C. Insulate & Install Siding on Arena Walls	0.07	0.00	0.00	0.00
BF-8356-14 - Woodbridge College Park - Electrical Cabinet Replacement (Baseball)	0.02	0.04	0.00	0.00
BF-8357-16 - Rainbow Creek Park - Electrical Cabinet Replacement	0.00	0.05	0.00	0.00
BF-8358-16 - Promenade Park - Electrical Cabinet Replacement	0.00	0.05	0.00	0.00
BF-8359-14 - Chancellor District Park - Walkway Lighting Replacement	0.05	0.03	0.00	0.00
BF-8366-12 - Garnet A Williams CC-Pool/Fitness Locker Replacement	0.02	0.00	0.00	0.00
BF-8374-12 - Maple Community Centre-Skate Flooring Replacement	0.04	0.00	0.00	0.00
BF-8384-12 - Al Palladini CC-Arena Skate Flooring Replacement	0.03	0.00	0.00	0.00
BF-8397-14 - Dufferin Clark Community Centre - Water Slide Refurbishment	0.03	0.00	0.00	0.00
BF-8398-14 - Garnet A Williams CC - Whirlpool Replacement	0.11	0.00	0.00	0.00
BF-8404-16 - Woodbridge Arena - Replace Arena Boards	0.00	0.12	0.00	0.00
BF-8405-17 - Garnet Williams - Renovate Pool Changerooms	0.00	0.00	0.16	0.00
BF-8410-17 - Installation of Fencing to the Indoor Bocce Courts at MCC, FEBCC, DCCC, CCC	0.00	0.00	0.07	0.00
BF-8412-13 - Father Ermanno Bulfon Community Centre - Interlocking Brick Replacement	0.03	0.00	0.00	0.00
BF-8416-13 - Pool Ramp Entrance Tile Replacement	0.03	0.00	0.00	0.00
BF-8419-18 - Installation of Wall Matting at 8 Different Recreation Facilities	0.00	0.00	0.00	0.08
BF-8420-14 - Al Palladini Community Centre - Arena Dressing Room Showers East and West	0.00	0.04	0.00	0.00
BF-8423-17 - Al Palladini Community Centre New Score Clock for East Arena Centre Ice	0.00	0.00	0.08	0.00

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BF-8425-15 - Al Palladini Community Centre Painting East and West Arenas	0.07	0.00	0.00	0.00
BF-8428-15 - JOC - Rooftop Replacements	0.05	0.00	0.00	0.00
BF-8429-15 - Dufferin Clark Community Centre - Boiler Replacements	0.05	0.00	0.00	0.00
BF-8430-15 - Garnet A Williams Community Centre - Boiler Replacements	0.07	0.00	0.00	0.00
BF-8431-16 - Michael Cranny House - HVAC Upgrades	0.00	0.03	0.00	0.00
BF-8432-15 - Rosemount Community Centre - Boiler System Upgrades	0.07	0.00	0.00	0.00
BF-8433-15 - Al Palladini Community Centre - Boiler Replacements	0.07	0.00	0.00	0.00
BF-8434-15 - Maple Community Centre - Boiler Replacements	0.07	0.00	0.00	0.00
BF-8435-15 - Woodbridge Pool & Arena - Rooftop Replacements	0.04	0.00	0.00	0.00
BF-8436-13 - Security Camera & Equipment Replacements	0.18	0.00	0.00	0.00
BF-8437-18 - Sound Attenuations Partitions in Building Standards and Purchasing Departments	0.00	0.00	0.00	0.06
BF-8440-14 - Dufferin Clark C.C.-Additional Heat Pump Replacements	0.05	0.00	0.00	0.00
BF-8444-14 - Vellore Hall/School-Interior Floor Resurfacing	0.02	0.00	0.00	0.00
BF-8445-14 - Consulting Services-Roofing	0.02	0.00	0.00	0.00
BF-8453-14 - Maple CC-Heat Pump Replacement	0.08	0.00	0.00	0.00
BF-8458-14 - Parks Building-Un-Manned-Eight Facilities in Total	0.08	0.00	0.00	0.00
BF-8462-15 - Father Ermano Bulfon CC Outdoor Rink-Refrigeration Plant Equipment	0.14	0.00	0.00	0.00
BF-8463-15 - Al Palladini CC Refrigeration Plant Equipment Replacement	0.33	0.00	0.00	0.00
BF-8473-15 - Bathurst Clark Library - Parking Lot Redesign & Resurface	0.40	0.00	0.00	0.00
BF-8474-15 - Dufferin Clark C.C. - Replace roof shingles	0.06	0.06	0.00	0.00
BF-8475-15 - Father Ermano Bulfon CC Outdoor Rink - Replace Doors, Modify Concr	0.06	0.00	0.00	0.00
BF-8478-16 - Garnet A. Williams C.C. - Building Automation System Replacement	0.00	0.14	0.00	0.00
BF-8484-17 - North Thornhill C.C. - Modify gym divider	0.00	0.00	0.07	0.00
BF-8487-15 - Building Condition Audits	0.00	0.11	0.11	0.11
BF-8496-16 - Maple Community Center Arena Header Replacement	0.00	0.05	0.00	0.00
BF-8503-16 - JOC-Records Centre Climate Control Retrofit	0.00	0.14	0.00	0.00
BF-8504-16 - Al Palladini CC-Replace Lock Cylinders	0.00	0.04	0.00	0.00
BF-8505-16 - Dufferin Clark CC-Kitchen Renovation	0.00	0.05	0.00	0.00
BF-8506-16 - Vellore Village CC-Skate Change Room Flooring Replacement & Painting	0.00	0.02	0.00	0.00
BF-8507-16 - Chancellor CC-Change Room Tiling Replacement	0.00	0.09	0.00	0.00
BF-8508-16 - Fire Hall 7-6 New Generator	0.00	0.12	0.00	0.00
BF-8510-17 - Ansley Grove Library RTU Replacement	0.00	0.00	0.05	0.00
BF-8511-17 - Garnet Williams CC-Exterior Concrete removal & replacement	0.00	0.00	0.06	0.00
BF-8512-17 - Al Palladini CC-Exterior Concrete Removal & Replacement	0.00	0.00	0.06	0.00
BF-8513-17 - Chancellor CC-Exterior Concrete Removal & Replacement	0.00	0.00	0.07	0.00
BF-8514-17 - Maple CC-Exterior Concrete Removal & Replacement	0.00	0.00	0.09	0.00
BF-8515-17 - Dufferin Clark CC-Exterior Concrete Removal & Replacement	0.00	0.00	0.07	0.00
BF-8518-16 - JOC Greenhouse Concrete, Mechancial & Electrical Work	0.00	0.07	0.00	0.00
BF-8519-17 - Chancellor CC-Parking & Drive Way Retrofit	0.00	0.00	0.36	0.00
BF-8520-16 - Woodbridge Pool & Arena - Pool Liner Replacement	0.00	0.41	0.00	0.00
LI-4547-13 - Bathurst Clark Resource Library - Main Bathroom Renovations	0.15	0.00	0.00	0.00
Facility Maintenance Services Total	2.92	1.81	1.24	0.38
Financial Planning & Development Finance				
BU-0002-11 - Questica Budget Software site license for City depts.	0.01	0.00	0.00	0.00
BU-0006-13 - Citywide Capital Planning and Analysis Module	0.03	0.00	0.00	0.00
RI-0056-10 - Implementation of Corporate Asset Management	0.06	0.00	0.00	0.00

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Financial Planning & Development Finance Total	0.09	0.00	0.00	0.00
Financial Services				
FI-0073-17 - New Property Tax System	0.00	0.00	0.36	0.00
FI-0087-17 - Point of Sale	0.00	0.00	0.52	0.00
Financial Services Total	0.00	0.00	0.88	0.00
Fire & Rescue Services				
BF-8502-16 - Fire Station Interior Renovation Program	0.00	0.06	0.06	0.06
FR-3508-13 - Breathing Apparatus Replacements	0.00	0.05	0.05	0.05
FR-3565-13 - Station #73 Equipment	0.14	0.00	0.00	0.00
FR-3586-17 - Replace 7972 Pumper	0.00	0.00	0.85	0.00
FR-3587-17 - Replace 7955 Aerial 55 FT	0.00	0.00	1.31	0.00
FR-3589-17 - Replace 7981 Training Van	0.00	0.00	0.03	0.00
FR-3590-16 - Replace 7988 Training Vehicle	0.00	0.04	0.00	0.00
FR-3592-16 - Smeal Aerial 17M(7983) Refurbishment	0.00	0.26	0.00	0.00
FR-3593-16 - Replace HAZ MAT 7942	0.00	0.85	0.00	0.00
FR-3595-15 - Tech Rescue (7978) Refurbishment	0.11	0.00	0.00	0.00
FR-3606-18 - Station 76 Aerial Purchase	0.00	0.00	0.00	1.84
FR-3609-18 - Expand Crew Quarters Station 76	0.00	0.00	0.00	0.36
FR-3610-16 - Replace Aerial 7968 - Smeal 32m	0.00	1.54	0.00	0.00
FR-3611-17 - Replace 7971 Pumper	0.00	0.00	0.85	0.00
FR-3612-14 - Fitness Equipment and Furniture Replacement - All Stations/Divisions	0.00	0.03	0.03	0.03
FR-3615-17 - Fire Prevention Vehicle Replacement	0.00	0.00	0.05	0.00
FR-3616-17 - Fire Prevention Vehicle Replacement	0.00	0.00	0.05	0.00
FR-3617-16 - Station #74 Engine Purchase	0.00	0.85	0.00	0.00
FR-3618-17 - Station #74 Equipment for Firefighter Purchase	0.00	0.00	0.13	0.00
FR-3619-17 - Engine #74 Equipment Purchase	0.00	0.00	0.12	0.00
FR-3626-17 - Station #74 Furniture and Equipment	0.00	0.00	0.17	0.00
FR-3628-15 - Fire Training Tower	1.14	0.00	0.00	0.00
FR-3631-16 - Fire Rescue Tool Retrofit	0.00	0.10	0.10	0.04
FR-3633-16 - Stn 7-2 - Gear Grid	0.00	0.02	0.00	0.00
FR-3637-18 - Replace Aerial 17M -7967	0.00	0.00	0.00	1.31
Fire & Rescue Services Total	1.39	3.81	3.80	3.69
Fleet Management Services				
FL-5132-14 - ENG SERVICES-Replace 1086 with 3/4 ton Cargo Van	0.04	0.00	0.00	0.00
FL-5136-14 - B & F - Replace 1155 with 3/4 ton Cargo Van	0.04	0.00	0.00	0.00
FL-5141-10 - Fleet - Equipment Replacement	0.06	0.00	0.00	0.00
FL-5150-14 - PW-RDS-Replace 1151 with 2 ton dump truck	0.07	0.00	0.00	0.00
FL-5152-14 - PKS-Replace 1141 with 3/4 ton pickup	0.04	0.00	0.00	0.00
FL-5156-14 - B&F-Replace 1241 with 3/4 ton cargo van	0.04	0.00	0.00	0.00
FL-5157-15 - BYLAW- Replace Unit #1160 with Quad Cab 4x4 Pickup	0.03	0.00	0.00	0.00
FL-5158-15 - BLDG STNDARDS-Replace Unit #1332 with 1/2 ton Quad Cab 4x2 pickup	0.03	0.00	0.00	0.00
FL-5160-14 - ENG SERVICES-Replace 1088 with 1/2 ton crew cab 4x2 pickup	0.03	0.00	0.00	0.00
FL-5168-18 - Building Standards - Replace Unit #1333 with 1/2 ton Quad Cab 4x2 pickup	0.00	0.00	0.00	0.03
FL-5169-15 - BYLAW-Replace Unit #1207 with 1/2 Quad Cab 4x4 pickup	0.03	0.00	0.00	0.00
FL-5170-14 - Bylaw Enforcement - Replace 1161 with 1/2 ton ext cab 4x4 Pickup	0.03	0.00	0.00	0.00
FL-5171-14 - ENG SERVICES-Replace 1268 with 1/2 ton ext cab 4x2 pickup	0.03	0.00	0.00	0.00
FL-5192-18 - PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	0.00	0.00	0.00	0.03

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FL-5200-18 - BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.00	0.00	0.03
FL-5201-15 - BYLAW-Replace Unit #1276 with 1/2 ton Quad Cab 4x4 pickup	0.03	0.00	0.00	0.00
FL-5205-15 - ENG DEV TRANSP-Replace Unit #1270 with 1/2 ton Quad Cab pickup	0.03	0.00	0.00	0.00
FL-5211-16 - PW-RDS-Replace Unit #1370 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.03	0.00	0.00
FL-5212-14 - PW-RDS-Replace 1523 with 1/2 ton ext cab 4x4 pickup	0.03	0.00	0.00	0.00
FL-5215-17 - PKS-Additional 2 ton 4x4 crew cab dump truck	0.00	0.00	0.07	0.00
FL-5221-17 - PKS- Additional sand sifters	0.00	0.00	0.07	0.00
FL-5225-14 - PKS-4 new sand and salt conveyor loaders	0.03	0.00	0.00	0.00
FL-5226-14 - PKS-Replace 1278 with narrow sidewalk tractor with plow/salter	0.06	0.00	0.00	0.00
FL-5227-14 - PKS-Replace 1281 with narrow sidewalk tractor with plow/salter	0.06	0.00	0.00	0.00
FL-5228-14 - PKS-Replace 1145 with 3/4 crew cab pickup	0.04	0.00	0.00	0.00
FL-5229-14 - PKS-Replace 1140 with 3/4 crew cab pickup	0.04	0.00	0.00	0.00
FL-5232-15 - ENG SERVICES-Replace Unit #1366 with 1/2 ton Quad Cab 4x2 pickup	0.03	0.00	0.00	0.00
FL-5242-16 - PW-WATER-Replace Unit #1554 with 3/4 ton cargo van	0.00	0.05	0.00	0.00
FL-5243-16 - PW-WATER-Replace Unit#1562 with a 3/4 ton cargo van	0.00	0.05	0.00	0.00
FL-5245-14 - PKS-FORESTRY-1 new 1/2 ton ext cab 4x2 pickup	0.03	0.00	0.00	0.00
FL-5246-14 - PKS-FORESTRY- 1 new 3/4 ton heavy duty 4x4 pickup	0.05	0.00	0.00	0.00
FL-5249-15 - PKS-FORESTRY-Replace Unit #1346 with 1/2 ton Quad Cab 4x4 pickup	0.03	0.00	0.00	0.00
FL-5250-18 - PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	0.00	0.00	0.00	0.13
FL-5274-18 - PKS- Additional loader and fork attachment for Unit #1856	0.00	0.00	0.00	0.02
FL-5275-18 - PKS- Additional loader and fork attachment for Unit #1857	0.00	0.00	0.00	0.02
FL-5276-18 - PKS- Additional loader and fork attachment for Unit #1858	0.00	0.00	0.00	0.02
FL-5278-17 - PKS- Additional dual stream compactor refuse truck	0.00	0.00	0.13	0.00
FL-5285-18 - PKS-FORESTRY- Additional 9" drum chipper	0.00	0.00	0.00	0.04
FL-5286-18 - PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	0.00	0.00	0.00	0.02
FL-5290-18 - PW-RDS-Additional Small Equipment	0.00	0.00	0.00	0.04
FL-5292-18 - PW-RDS- Additional concrete grinder	0.00	0.00	0.00	0.04
FL-5293-18 - PW - RDS - 1 New additional Anti-Icing Tank	0.00	0.00	0.00	0.03
FL-5295-18 - PW-RDS- Additional steamer/generator	0.00	0.00	0.00	0.05
FL-5300-16 - ENG DEV TRANSP-Replace Unit #1364 with 1/2 ton Quad Cab 4x2 pickup	0.00	0.03	0.00	0.00
FL-5303-15 - B&F-Replace Unit#1320 with 3/4 ton cargo van	0.06	0.00	0.00	0.00
FL-5306-16 - B&F- Replace Unit #974 with ice resurfacer	0.00	0.10	0.00	0.00
FL-5311-16 - B&F- Replace Unit #1055 with ice resurfacer	0.00	0.10	0.00	0.00
FL-5312-14 - PKS-Replace 1059 with a 1/2 ton ext cab 4x2 pickup	0.03	0.00	0.00	0.00
FL-5313-17 - B&F- Replace Unit #1070 with ice resurfacer	0.00	0.00	0.10	0.00
FL-5317-18 - PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.00	0.00	0.03
FL-5320-15 - PKS- Replace Unit #1146 with a 3/4 ton crew cab pickup	0.04	0.00	0.00	0.00
FL-5323-17 - PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	0.00	0.00	0.05	0.00
FL-5332-14 - PKS- Replace 1439 with a 3/4 ton ext cab 4x4 pickup w/plow	0.04	0.00	0.00	0.00
FL-5333-17 - PKS-HORT- Replace Unit#1352 with 1 ton reg. cab 4x4 dump truck	0.00	0.00	0.08	0.00
FL-5334-14 - PKS - Replace 1144 with 3/4 ton crew cab pickup	0.04	0.00	0.00	0.00
FL-5335-15 - PKS - Replace Unit #1287 with 3/4 ton crew cab pickup	0.04	0.00	0.00	0.00
FL-5337-14 - PKS-Replace 1279 with narrow sidewalk tractor with plow/salter	0.06	0.00	0.00	0.00
FL-5338-14 - PKS-Replace 1338 with narrow sidewalk tractor with plow/salter	0.06	0.00	0.00	0.00
FL-5339-14 - PKS-Replace 1438 with 3/4 ton ext cab 4x4 pickup w/plow	0.04	0.00	0.00	0.00

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FL-5340-14 - PKS-Replace 1471 with narrow sidewalk tractor with plow/salter	0.06	0.00	0.00	0.00
FL-5341-14 - PKS-Replace 1472 with narrow sidewalk tractor with plow/salter	0.06	0.00	0.00	0.00
FL-5353-16 - PKS-Replace Unit #1608 with 16' large area mower	0.00	0.09	0.00	0.00
FL-5361-16 - PKS-Replace Unit #1565,1566 with 16' large area mower	0.00	0.09	0.00	0.00
FL-5396-15 - PKS-Replace Unit #1656 with 3/4 ton crew cab pickup	0.04	0.00	0.00	0.00
FL-5409-18 - PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	0.00	0.00	0.00	0.05
FL-5411-18 - PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	0.00	0.00	0.00	0.23
FL-5412-14 - PKS-Replace 1291,1469,1470 with sweeper attachments	0.03	0.00	0.00	0.00
FL-5421-17 - PW-RDS-Replace Unit #1344 with Regenerative street sweeper	0.00	0.00	0.29	0.00
FL-5422-15 - PW-RDS-Replace Unit #1209 with tandem roll off dump truck	0.28	0.00	0.00	0.00
FL-5426-18 - PW-RDS-Replace Unit #1373 with Regenerative street sweeper	0.00	0.00	0.00	0.29
FL-5427-18 - PW-RDS-Replace Unit #1159 with tandem dump truck	0.00	0.00	0.00	0.31
FL-5428-18 - PW-RDS-Replace Unit #1289 with tandem dump truck	0.00	0.00	0.00	0.31
FL-5438-14 - PKS- 1 new 3/4 ton crew cab pickup	0.04	0.00	0.00	0.00
FL-5439-14 - PKS-new 3/4 ton crew cab pickup	0.04	0.00	0.00	0.00
FL-5441-14 - PKS-8 new snow blower attachments	0.08	0.00	0.00	0.00
FL-5451-14 - PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	0.08	0.00	0.00	0.00
FL-5463-14 - PW-RDS-1 new 2 ton 4x4 dump truck	0.07	0.00	0.00	0.00
FL-5464-14 - PW-RDS-1 new 3/4 ton 4x4 ext cab pickup with plow/arrow board/salt spreader	0.06	0.00	0.00	0.00
FL-5466-17 - PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	0.00	0.00	0.06	0.00
FL-5467-14 - PW-WATER--Replace 1639 with 3/4 ton cargo van	0.04	0.00	0.00	0.00
FL-5468-16 - PW-WATER--Replace Unit #1563 with 3/4 ton cargo van	0.00	0.06	0.00	0.00
FL-5469-14 - PW-WASTEWATER--Replace 1580 with 1 ton unicell van	0.04	0.00	0.00	0.00
FL-5478-16 - PW-WASTEWATER-Replace Unit #1731 with 3/4 ton 4x4 Quad Cab pickup with plow	0.00	0.05	0.00	0.00
FL-5487-15 - BYLAW-Replace Unit #1509 with compact sedan	0.03	0.00	0.00	0.00
FL-5488-16 - BYLAW-Replace Unit #1684 with compact sedan	0.00	0.03	0.00	0.00
FL-5489-16 - BYLAW-Replace Unit #1685 with compact sedan	0.00	0.03	0.00	0.00
FL-5499-14 - PKS- 1 new narrow sidewalk tractor with plow/salter/ blower/sweeper attachments	0.08	0.00	0.00	0.00
FL-5500-16 - PW-RDS- Additional tandem roll off dump truck with plow/wing .	0.00	0.28	0.00	0.00
FL-5510-15 - DEV/TRANS/ENG - Additional Quad Cab pickup	0.03	0.00	0.00	0.00
FL-5511-15 - DEV/TRANS/ENG - Additional Quad Cab pickup	0.03	0.00	0.00	0.00
FL-5513-15 - PW-WATER - Additional Quad cab pickup	0.05	0.00	0.00	0.00
FL-5514-15 - PW - WATER - Additional Quad Cab Pickup	0.05	0.00	0.00	0.00
FL-5515-15 - BYLAW - Replace Unit #2049 with 1/2 ton Quad cab pickup	0.03	0.00	0.00	0.00
FL-5517-16 - PW-WASTEWATER-Additional Hydrovac Excavator Truck	0.00	0.57	0.00	0.00
FL-5519-16 - Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017	0.00	0.11	0.23	0.00
FL-552016 - Bldg Stds- Replace 4 vehicles in 2016	0.00	0.11	0.00	0.00
Fleet Management Services Total	2.55	1.79	1.07	1.70
Information Technology Management				
IT-2502-14 - Electronic Document Management System	0.00	0.00	0.00	0.66
IT-3011-10 - Central Computing Infrastructure Renewal	0.30	0.00	0.00	0.00
IT-3012-10 - Enterprise Telephone System Assets Renewal	1.69	0.00	0.00	0.00
IT-3013-09 - Personal Computer (PC) Assets Renewal	0.35	0.00	0.00	0.00
IT-3016-13 - Personal Computer (PC) Assets Renewal	0.00	0.36	0.36	0.36
IT-3017-13 - Enterprise Telephone System Assets Renewal	0.00	0.39	0.39	0.39
IT-3019-13 - Central Computing Infrastructure Renewal	0.00	0.39	0.39	0.39

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IT-9542-16 - City Hall A.V. Equipment	0.00	0.36	0.00	0.00
Information Technology Management Total	2.35	1.50	1.14	1.80
Infrastructure Delivery				
BF-8346-13 - JOC - Works Yards Dumping Ramps	0.04	0.00	0.00	0.00
BF-8363-14 - East District Park - Works Yard Dumping Ramp	0.04	0.00	0.00	0.00
BF-8364-14 - Woodbridge Yard - Works Yard Dumping Ramp	0.04	0.00	0.00	0.00
BF-8388-12 - Civic Centre-Demolition, Parking and Storm Drainage	1.10	0.00	0.00	0.00
BF-8469-14 - City Hall Department Renovations	0.05	0.00	0.00	0.00
BF-8479-15 - Kleinburg United Church Renovation	0.98	0.00	0.00	0.00
BF-8480-15 - City Hall & JOC - Master Plan Study for Internal Space Utilization	0.25	0.00	0.00	0.00
CD-1853-18 - Lay-by Parking on Vellore Woods Boulevard	0.00	0.00	0.00	0.15
CD-1920-15 - 2015 Road Rehabilitation and Watermain Replacement - Phase 3	3.48	0.00	0.00	0.00
CD-1923-15 - Municipal Structure Inspection and Reporting in 2015	0.10	0.00	0.00	0.00
CD-1962-18 - Hydro-Geological Study for Anthony Lane	0.00	0.00	0.00	0.15
CD-1996-17 - Municipal Structure Inspection and Reporting in 2017	0.00	0.00	0.10	0.00
CD-2001-16 - 2018 Road Rehabilitation	0.00	0.35	0.00	10.00
CD-2002-16 - 2018 Watermain Replacement	0.00	0.57	0.00	6.80
CD-2003-15 - Culvert Replacement on King-Vaughan Road	0.22	0.41	0.00	0.00
CD-2004-15 - Guide Rail Replacement on Albion Vaughan Road	0.10	0.00	0.00	0.00
CD-2013-15 - Sidewalk (walkway) Replacement between Islington Avenue & Dorengat	0.06	0.00	0.00	0.00
CD-2013-15 - Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	0.00	0.00	0.17	0.00
CD-2014-15 - Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and	0.11	0.00	0.00	0.00
CD-2014-15 - Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	0.00	0.00	0.23	0.00
CD-2015-15 - 2016 Road Rehabilitation	0.24	10.11	0.00	0.00
CD-2016-15 - 2016 Watermain Replacement	0.32	2.67	0.00	0.00
CD-2017-15 - Sanitary Installation in the Coldspring Road Putting Green Crescen	0.08	0.00	0.00	0.00
CD-2018-15 - 2017 Road Rehabilitation	0.33	0.00	9.37	0.00
CD-2019-15 - 2017 Watermain Replacement	0.63	0.00	1.59	0.00
CD-2020-16 - Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue	0.00	0.11	0.57	0.00
CD-2022-16 - Culvert Replacement/ Rehabilitation on Major Mackenzie Drive at Hwy 400	0.00	0.57	0.00	0.00
CD-2025-16 - Retaining Wall Rehabilitation at 30 Intersite Place	0.00	0.68	0.00	0.00
CD-2026-17 - 2019 Road Rehabilitation	0.00	0.00	0.28	0.00
CD-2027-17 - 2019 Watermain Replacement	0.00	0.00	0.57	0.00
DT-7048-10 - Ashbridge Cirle Storm Water Management Pond Improvements	0.37	0.00	0.00	0.00
EN-1671-07 - Cross Asset Optimization	0.05	0.00	0.00	0.00
EN-1719-08 - Class Environmental Assessment - Bowstring Arch Bridges	0.01	0.00	0.00	0.00
EN-1731-09 - Pre-Engineering Pavmt. Mgmt. Program and Other Projects	0.26	0.00	0.00	0.00
EN-1739-09 - Keele Street Watermain Relocation - Design	2.11	0.00	0.00	0.00
EN-1750-09 - Geodetic Control Survey Monumentation	0.05	0.00	0.00	0.00
EN-1778-10 - Water Sewer Management System	0.08	0.00	0.00	0.00
EN-1854-11 - Pine Valley Dr. Culvert Headwall and Spillway Repair	0.15	0.00	0.00	0.00
EN-1854-13 - Storm Water Management Facility - Pine Valley Drive at Club House	1.39	0.00	0.00	0.00
EN-1862-13 - Municipal Structure Inspection and Reporting	0.08	0.00	0.00	0.00
EN-1871-13 - 2013 Pavement Management Program - Phase 1	1.55	0.00	0.00	0.00
EN-1879-12 - Storm Water Management Facility Gallanough Park	1.52	0.00	0.00	0.00

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EN-1886-12 - Bridge Rehabilitation - Humber Bridge Trail	1.51	0.00	0.00	0.00
EN-1888-13 - Bridge Rehabilitation - Glen Shields Avenue	1.44	0.61	0.00	0.00
EN-1896-12 - Traffic Signs Reflectivity Testing/Inspection	0.04	0.00	0.00	0.00
EN-1908-12 - Watermain Replacement - McKenzie Street and Wallace Street	0.10	0.00	0.00	0.00
EN-1912-14 - 2015 Pavement Management Program - Phase 1	1.72	0.00	0.00	0.00
EN-1913-14 - 2015 Pavement Management Program - Phase 2	1.74	0.00	0.00	0.00
EN-1914-14 - 2015 Road Rehabilitation and Watermain Replacement - Phase 1	0.77	0.00	0.00	0.00
EN-1942-13 - 2014 Road Rehabilitation and Watermain Replacement - Phase 1	0.66	0.00	0.00	0.00
EN-1944-13 - 2014 Road Rehabilitation and Watermain Replacement - Phase 3	0.63	0.00	0.00	0.00
EN-1950-13 - Clarence Street Slope Stabilization - Phase 2	0.60	0.00	0.00	0.00
EN-1971-13 - Sanitary Sewer Rehabilitation on Rivermede Road - Keele St to Bowes Road	0.02	0.00	0.00	0.00
EN-1990-14 - Railway Crossing Safety Assessment - City Wide	0.19	0.00	0.00	0.00
EN-1993-14 - Bridge Rehabilitation - Willis Road	0.15	1.70	0.00	0.00
EN-1994-14 - Bridge Rehabilitation - Nort Johnson District Park	0.06	0.00	0.00	0.00
EN-1994-14 - Bridge Rehabilitation - Nort Johnston District Park	0.00	0.74	0.00	0.00
EN-1995-14 - Storm Water Management Improvements for Franklin Avenue	0.60	0.00	0.00	0.00
EN-1997-13 - Implementation of Corporate Asset Management	0.15	0.00	0.00	0.00
EN-1998-14 - Watermain and Sanitary Installation in the Millwood Estates Community	0.39	0.00	0.00	0.00
EN-1999-14 - Watermain Replac. on Centre Street	3.60	0.00	0.00	0.00
PW-2054-14 - Environmental Assessment for a new works yard - west portion of the City	0.18	0.00	0.00	0.00
Infrastructure Delivery Total	30.34	18.51	12.86	17.10
Library Services				
LI-4503-14 - Bathurst Clark Resource Library Renovations-Phase 2	0.25	0.00	0.00	0.00
LI-4504-13 - Library Technology Upgrade	0.00	0.14	0.14	0.14
LI-4512-17 - Maple Library Renovations	0.00	0.00	0.95	0.00
LI-4537-13 - Capital Resource Purchases	0.17	1.67	1.78	1.82
LI-4548-16 - AODA Compliant Circulation Desk & Sorting Machine- Pierre Berton Resource Library	0.00	0.12	0.00	0.00
LI-4550-18 - Library Branch Signage	0.00	0.00	0.00	0.11
LI-4551-16 - Bathurst Clark Admin Area Renovations	0.00	0.30	0.00	0.00
LI-4552-16 - Maple Feasibility Study	0.00	0.07	0.00	0.00
Library Services Total	0.42	2.30	2.87	2.06
Parks Development				
BF-8367-13 - Uplands Golf & Ski Centre, Buildings General Capital	0.00	0.07	0.07	0.07
PK-6226-11 - 911 Emergency Signage Program	0.06	0.00	0.00	0.00
PK-6267-11 - Maple Nature Reserve-Valley Rd Bridge Redevelopment	0.10	0.00	0.00	0.00
PK-6285-10 - Sports Field Fencing	0.10	0.00	0.00	0.00
PK-6317-12 - Riviera Park Retaining Wall Construction	0.03	0.00	0.00	0.00
PK-6322-14 - Rose Mandarino Park - Basketball Court Reconstruction	0.07	0.00	0.00	0.00
PK-6330-11 - Marita Payne Park-Bridge Replacement	0.15	0.00	0.00	0.00
PK-6335-12 - Woodbridge College Park-Playground Replacement & Safety Surfacing	0.08	0.00	0.00	0.00
PK-6345-17 - Conley South Park - Tennis Court Reconstruction	0.00	0.00	0.37	0.00
PK-6359-14 - Maxey Park - Parking Lot Expansion	0.08	0.00	0.00	0.00
PK-6361-14 - Bindertwine Park - Soccer Backstop and Sideline Fence	0.13	0.00	0.00	0.00
PK-6363-13 - Vellore Heritage Square - Parking Lot Drainage	0.08	0.00	0.00	0.00
PK-6376-13 - Bridge ID# MS29: Pedestrian Bridge Replacement	0.06	0.00	0.00	0.00

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PK-6377-14 - Mapes Park- Playground Replacement & Safety Surfacing	0.01	0.00	0.00	0.00
PK-6381-14 - Al Palladini Community Centre - Landscape and Pedestrian Improvements	0.04	0.00	0.00	0.00
PK-6382-14 - Torii Park - Tennis Court Reconstruction	0.26	0.00	0.00	0.00
PK-6383-13 - Uplands Golf and Ski Centre: Bridge Replacement	0.00	0.00	0.00	0.00
PK-6384-13 - Uplands Golf and Ski Centre - Hiking Trail/Pathways Improvements	0.17	0.00	0.00	0.00
PK-6388-14 - Pedestrian Bridge Repairs and Replacement	0.06	0.00	0.00	0.00
PK-6393-16 - West Maple Creek Park - Playground Replacement and Safety Surfacing	0.00	0.21	0.00	0.00
PK-6396-14 - Yorkhill District Park - Playground Redevelopment	0.41	0.00	0.00	0.00
PK-6407-14 - Crieff Parkette - Playground Replacement & Safety Surfacing	0.05	0.00	0.00	0.00
PK-6408-16 - Concord Thornhill Regional Park - Playground Rubber Surface Replacement	0.00	0.19	0.00	0.00
PK-6410-14 - Joey Panetta Park - Tennis Court Reconstruction	0.14	0.00	0.00	0.00
PK-6418-17 - Vaughan Mills Park - Playground Replacement and Safety Surfacing	0.00	0.00	0.20	0.00
PK-6420-17 - Fossil Hill Park - Playground Replacement and Safety Surfacing	0.00	0.00	0.12	0.00
PK-6421-16 - Princeton Gate Park - Playground Replacement and Safety Surfacing	0.00	0.17	0.00	0.00
PK-6436-14 - Velmar Downs Park - Tennis Court Reconstruction	0.17	0.00	0.00	0.00
PK-6438-17 - Marco Park - Tennis Court Construction	0.00	0.00	0.22	0.00
PK-6459-18 - Maple Lions Park - Playground Replacement and Safety Surfacing	0.00	0.00	0.00	0.13
PK-6461-17 - Marco Park - Playground Replacement and Safety Surfacing	0.00	0.00	0.14	0.00
PK-6462-18 - Vellore Heritage Square - Playground Replacement and Safety Surfacing	0.00	0.00	0.00	0.10
PK-6472-18 - Rosedale Park North - Tennis Court Reconstruction	0.00	0.00	0.00	0.25
PK-6473-14 - Vaughan Sports Village - Bocce Court Resurfacing	0.07	0.00	0.00	0.00
PK-6474-15 - Keffer Marsh - Bridge Replacement	0.08	0.00	0.00	0.00
PK-6480-14 - Pinegrove Pedestrian Bridge Replacement	0.05	0.00	0.00	0.00
PK-6481-14 - Soccer Field Fence	0.01	0.00	0.00	0.00
PK-6487-14 - Bob O Link Parkette - Walkway Lighting	0.10	0.00	0.00	0.00
PK-6488-14 - King High Park - Pathway Lighting	0.11	0.00	0.00	0.00
PK-6489-14 - Oak Bank Pond - Boardwalk Reconstruction	0.02	0.00	0.00	0.00
PK-6489-16 - Oak Bank Pond - Boardwalk Reconstruction	0.00	0.25	0.00	0.00
PK-6501-16 - Vaughan Crest Park-Tennis Court Reconstruction	0.00	0.36	0.00	0.00
PK-6502-18 - Promenade Green Park-Tennis Court Reconstruction	0.00	0.00	0.00	0.38
PK-6504-15 - Hefhill Pk-Tennis Court Redevelopment	0.15	0.00	0.00	0.00
PK-6505-18 - Ramsey Armitage Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.00	0.08
PK-6525-15 - City Hall-Tennis Courts Redevelopment	0.25	0.00	0.00	0.00
PK-6530-16 - Bathurst Estates Park-Tennis Court Construction	0.00	0.27	0.00	0.00
PK-6533-17 - West Don Valley-Pedestrian Bridge Replacement	0.00	0.00	0.11	0.00
PK-6534-16 - King High Park-Pedestrian Bridge Replacement	0.00	0.14	0.00	0.00
PK-6535-16 - Basketball Court Improvements-Various Locations	0.00	0.28	0.00	0.00
PK-6539-16 - Marita Payne Park-Slope Erosion	0.00	0.20	0.00	0.00
PK-6540-16 - Chancellor District Park-Playground Replacement and Safety Surfacing	0.00	0.55	0.00	0.00
PK-6543-18 - Rubber Surface Replacement for Playgrounds-Various Locations	0.00	0.00	0.00	0.27
PK-6557-17 - Alexandra Elisa Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.20	0.00
PK-6558-17 - Father E Bulfon Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.35	0.00
PK-6559-18 - Parwest Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.00	0.20
PK-6560-18 - Giovanni Cabot Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.00	0.52
PK-6561-18 - Basketball Court Improvements-Various Locations	0.00	0.00	0.00	0.15

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PK-6562-17 - Basketball Court Improvements-Various Locations	0.00	0.00	0.16	0.00
Parks Development Total	3.06	2.67	1.94	2.14
Real Estate				
RL-0005-12 - Land Acquisition Fees	0.47	0.00	0.00	0.00
RL-0005-13 - Land Acquisition Fees	0.00	0.27	0.27	0.27
RL-0008-13 - MNR Tablelands	0.01	0.00	0.00	0.00
RL-0009-13 - Real Estate Acquisition Strate	0.10	0.00	0.00	0.00
Real Estate Total	0.57	0.27	0.27	0.27
Recreation Services				
BF-8094-18 - Al Palladini Community Centre Pool Change Rooms Redesign and Add Youth Room	0.00	0.00	0.00	1.08
BF-8353-14 - Splash Pad Controls Automation	0.05	0.00	0.00	0.00
BF-8408-15 - Al Palladini Community Centre - Patio Deck Concrete Replacement	0.03	0.00	0.00	0.00
BF-8413-13 - Garnet A Williams Community Centre - East and West - Concrete Curb/Walkway Replacement	0.02	0.00	0.00	0.00
BF-8417-13 - Thornhill Outdoor Pool Walkway Replacement	0.03	0.00	0.00	0.00
BF-8418-13 - Vellore Village Community Centre Concrete Replacement Northwest of Main Entrance	0.09	0.00	0.00	0.00
BF-8420-14 - Al Palladini Community Centre - Arena Dressing Room Showers East and West	0.05	0.00	0.00	0.00
BF-8439-14 - Michael Cranny House Basement Water-Proofing	0.06	0.00	0.00	0.00
BF-8451-14 - Al Palladini CC-Roof Replacement	0.12	0.00	0.00	0.00
BF-8471-16 - Merino Centennial Centre - Parking Lot Expansion	0.00	0.09	0.00	0.00
BF-8476-15 - Building upgrades to meet AODA Requirements	0.31	0.31	0.31	0.31
BF-8482-16 - Vellore Village C.C. - Renovations	0.00	0.50	0.00	0.00
BF-8483-17 - Maple C.C. - Renovations	0.00	0.00	0.37	0.00
BF-8485-16 - Dufferin Clark C.C. - Renovations	0.00	0.37	0.00	0.00
BF-8517-16 - Al Palladini CC-Parking & Drive Way Retrofit	0.00	0.36	0.00	0.00
RE-9503-13 - Fitness Centre Equipment Replacement	0.00	0.23	0.23	0.23
RE-9522-14 - Public Display Units for City Hall and MCC	0.07	0.00	0.00	0.00
RE-9529-16 - City Playhouse Theatre Lobby Carpet Replacement	0.00	0.05	0.00	0.00
RE-9533-16 - CLASS System Upgrade	0.00	0.00	0.16	0.00
Recreation Services Total	0.82	1.90	1.07	1.62
Transportation Services Parks & Forestry Operations				
PO-6717-14 - Soccer Field Redevelopment at York Catholic District School Board Locations	0.20	0.00	0.00	0.00
PO-6740-14 - Irrigation Central Control System Additions-Various Locations	0.13	0.00	0.00	0.00
PO-6750-14 - Park and Walkway Fencing	0.04	0.00	0.00	0.00
PO-6753-14 - CTS Mobile Handheld Program	0.03	0.00	0.00	0.00
PW-2066-14 - Yard Weigh Scale	0.13	0.00	0.00	0.00
RP-1972-17 - Public Works and Parks Operations Yard Expansion and Upgrade Strategy	0.00	0.00	16.21	0.00
RP-2013-15 - Street Light Pole Replacement Program	0.00	0.31	0.31	0.31
RP-2013-15 - Street Light Pole Replacement Program	0.27	0.00	0.00	0.00
RP-2035-15 - Curb and Sidewalk Repair & Replacement	0.00	1.80	1.90	2.00
RP-6741-17 - Maple Community Centre-Landscape & Traffic Safety Improvements	0.00	0.00	0.18	0.00
RP-6742-15 - Park Benches-Various Locations	0.07	0.00	0.00	0.00
RP-6743-15 - Park Picnic Table-Various Locations	0.07	0.00	0.00	0.00
RP-6745-17 - Nashville Cemetery-Road Extension	0.00	0.00	0.06	0.00
RP-6746-15 - Fence Repair & Replacement Program	0.00	0.14	0.11	0.11
RP-6746-15 - Fence Repair & Replacement Program	0.63	0.00	0.00	0.00

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Term of Council Priority	Open	2016	2017	2018
RP-6747-15 - Relocation of Gazebo (Dr.Mcleans to Rainbow Creek)	0.06	0.00	0.00	0.00
RP-6751-17 - Sports Field Safety Fencing for Spectators at Vaughan Grove Sports Complex	0.00	0.00	0.09	0.00
RP-6753-17 - CTS Mobile Handheld Program	0.00	0.00	0.16	0.00
RP-6754-15 - Parks Concrete Walkway Repairs/Replacements	0.00	0.22	0.22	0.30
RP-6754-15 - Parks Concrete Walkway Repairs/Replacements	0.29	0.00	0.00	0.00
Transportation Services Parks & Forestry Operations Total	1.93	2.47	19.24	2.72
Invest, renew and manage infrastructure and assets Total	74.07	42.65	50.94	37.81
Continue to ensure the safety and well-being of citizens				
Development Planning				
DP-9536-15 - Building Pedestrian Level Wind Study Impact-Software	0.05	0.00	0.00	0.00
Development Planning Total	0.05	0.00	0.00	0.00
Emergency Planning				
EP-0071-17 - Primary and Alternate Emergency Operations Centres	0.00	0.00	0.20	0.00
EP-0080-15 - EOC Common Operating Dashboard	0.03	0.00	0.00	0.00
EP-0084-16 - Communications System for Alternate EOC	0.00	0.04	0.00	0.00
Emergency Planning Total	0.03	0.04	0.20	0.00
Facility Maintenance Services				
BF-8350-12 - Security Camera Installations Various Parks	0.08	0.00	0.00	0.00
BF-8350-18 - Security Camera Installations Various Parks	0.00	0.00	0.00	0.07
BF-8456-14 - Vaughan Mills Park-Security Camera Installation	0.04	0.00	0.00	0.00
BF-8457-14 - Bindertwine Park-Security Camera Installation	0.04	0.00	0.00	0.00
BF-8477-16 - CCTV Connection to City's Network (8 out of approx. 25 locations)	0.00	0.11	0.11	0.11
Facility Maintenance Services Total	0.16	0.11	0.11	0.18
Fire & Rescue Services				
FR-3563-12 - Station #73 Design	0.10	0.00	0.00	0.00
FR-3564-13 - Station #73 Construction	3.98	0.00	0.00	0.00
FR-3581-18 - Purchase Land for New Station 7-11	0.00	0.00	0.00	1.11
FR-3582-16 - Reposition Stn 74 Kleinburg Build and Design	0.00	4.91	0.00	0.00
FR-3583-15 - Reposition Stn 74 Kleinburg Land	1.11	0.00	0.00	0.00
FR-3630-16 - Fire Master Plan - 2016 Update	0.00	0.16	0.00	0.00
Fire & Rescue Services Total	5.18	5.07	0.00	1.11
Recreation Services				
RE-9528-16 - Aquatic Safety Audit	0.00	0.03	0.00	0.00
Recreation Services Total	0.00	0.03	0.00	0.00
Transportation Services Parks & Forestry Operations				
PO-6749-14 - No Smoking By-Law Signs	0.05	0.00	0.00	0.00
RP-6756-15 - Traffic Signs Reflectivity Inspection and Testing	0.00	0.05	0.05	0.00
RP-6759-17 - Pedestrian Crossing Enhancement Program – Pavement Marking	0.00	0.00	0.21	0.00
Transportation Services Parks & Forestry Operations Total	0.05	0.05	0.26	0.00
Continue to ensure the safety and well-being of citizens Total	5.48	5.29	0.56	1.29
Meet Council tax rate targets (no greater than 3%)				
Development Engineering and Infrastructure Planning Services				
DT-7122-13 - Engineering Fee Review Study	0.03	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services Total	0.03	0.00	0.00	0.00
Financial Planning & Development Finance				

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BU-0011-16 - Financial Master Plan	0.00	0.36	0.00	0.00
Financial Planning & Development Finance Total	0.00	0.36	0.00	0.00
Meet Council tax rate targets (no greater than 3%) Total	0.03	0.36	0.00	0.00
Update the Official Plan and supporting studies				
Building Standards				
BS-1006-15 - Zoning Bylaw Review	0.52	1.45	1.40	0.49
Building Standards Total	0.52	1.45	1.40	0.49
Development Engineering and Infrastructure Planning Services				
DE-7139-16 - Storm Drainage and Storm Water Management Master Plan Update	0.00	0.30	0.00	0.00
DE-7141-16 - Transportation Master Plan Update	0.00	0.47	0.00	0.00
DE-7142-16 - Water Master Plan Update	0.00	0.15	0.00	0.00
DE-7168-16 - Wastewater Master Plan Update	0.00	0.15	0.00	0.00
DE-7170-17 - 2018 Engineering DC Background Study Update	0.00	0.00	0.18	0.00
DT-7052-11 - Engineering DC Background Update Study	0.02	0.00	0.00	0.00
Development Engineering and Infrastructure Planning Services Total	0.02	1.07	0.18	0.00
Financial Planning & Development Finance				
DI-0075-15 - Development Charges Background Studies - City-Wide Preliminary and New SACs	0.07	0.00	0.00	0.00
DI-0075-15 - Development Charges Background Studies - City-Wide Preliminary and New SACs	0.00	0.00	0.40	0.00
Financial Planning & Development Finance Total	0.07	0.00	0.40	0.00
Policy Planning & Environmental Sustainability				
PL-9003-07 - Vaughan Official Plan-Planning	0.09	0.00	0.00	0.00
PL-9023-11 - Weston Road and Highway 7 Secondary Plan	0.25	0.00	0.00	0.00
PL-9024-11 - Concord Centre Secondary Plan	0.03	0.00	0.00	0.00
PL-9025-11 - Natural Heritage Network (NHN) Inventory and Improvements	0.00	0.00	0.00	0.00
PL-9026-11 - Vaughan Mills Centre Secondary Plan	0.05	0.00	0.00	0.00
PL-9027-12 - Centre Street (West) Gateway Secondary Plan	0.01	0.00	0.00	0.00
PL-9533-13 - New Community Areas Secondary Plan - Block 41	0.25	0.00	0.00	0.00
PL-9535-13 - New Community Areas Secondary Plan - Block 27	0.24	0.00	0.00	0.00
PL-9547-14 - Land Use Study-Kipling/HWY7	0.03	0.00	0.00	0.00
PL-9550-16 - Municipal Comprehensive (Official Plan) Review	0.00	1.62	0.00	0.00
Policy Planning & Environmental Sustainability Total	0.97	1.62	0.00	0.00
Update the Official Plan and supporting studies Total	1.58	4.14	1.97	0.49
Attract investment and create jobs				
Infrastructure Delivery				
CD-2006-15 - Major Mackenzie Drive Streetscape - Phase 1b City Hall Campus	0.32	0.00	0.00	0.00
DP-9017-10 - Major Mackenzie Drive Streetscape Construction Keele Street to Hill Street	0.37	0.00	0.00	0.00
EN-1906-12 - Islington Avenue Streetscape - Gateway Features	0.10	0.00	0.00	0.00
Infrastructure Delivery Total	0.78	0.00	0.00	0.00
Attract investment and create jobs Total	0.78	0.00	0.00	0.00
Create and manage affordable housing options (secondary suites)				
Policy Planning & Environmental Sustainability				
PL-9539-13 - CW Secondary Suites Study	0.01	0.00	0.00	0.00
Policy Planning & Environmental Sustainability Total	0.01	0.00	0.00	0.00

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Create and manage affordable housing options (secondary suites) Total	0.01	0.00	0.00	0.00
Continue to cultivate an environmentally sustainable city				
Development Planning				
DP-9528-14 - City of Vaughan City-Wide Urban Design Study	0.20	0.00	0.00	0.00
Development Planning Total	0.20	0.00	0.00	0.00
Environmental Services				
DT-7054-11 - Water Loss Control System Feasibility / Implementation Study	0.26	0.00	0.00	0.00
DT-7079-11 - Inflow & Infiltration Reduction Study	0.26	0.00	0.00	0.00
DT-7094-12 - Water Loss Control System Feasibility / Implementation Study	0.13	0.00	0.00	0.00
EV-2078-15 - SCADA System Implementation	0.41	0.00	0.00	0.00
EV-2086-16 - Solid Waste Management Program Study	0.00	0.04	0.00	0.00
Environmental Services Total	1.06	0.04	0.00	0.00
Facility Maintenance Services				
BF-8101-08 - Energy Conservations Improvements-Implementation	0.60	0.00	0.00	0.00
BF-8376-14 - Giovanni Caboto Park - Walkway Lighting Replacement	0.03	0.03	0.00	0.00
BF-8386-14 - Reeves Park - Walkway Lighting Replacement	0.03	0.02	0.00	0.00
BF-8441-14 - Father Bulfon CC-Outdoor Lighting	0.11	0.00	0.00	0.00
Facility Maintenance Services Total	0.77	0.04	0.00	0.00
Fire & Rescue Services				
BF-8481-16 - Fire Station 7-3 - Ex. Fuel Tank Removal	0.00	0.08	0.00	0.00
Fire & Rescue Services Total	0.00	0.08	0.00	0.00
Infrastructure Delivery				
EN-1909-12 - PD8 Pump Station Decommissioning - Detailed Design	0.18	0.00	0.00	0.00
Infrastructure Delivery Total	0.18	0.00	0.00	0.00
Policy Planning & Environmental Sustainability				
ES-2521-15 - Community Sustainability and Environmental Master Plan Renewal	0.05	0.00	0.00	0.00
Policy Planning & Environmental Sustainability Total	0.05	0.00	0.00	0.00
Recreation Services				
BF-8509-16 - Roof Replacement for PowerStream Solar Panel Program	0.00	2.78	0.00	0.00
RE-9521-14 - Retrofit to Energy-Efficient Lighting at Gallery space at MCC	0.03	0.00	0.00	0.00
Recreation Services Total	0.03	2.78	0.00	0.00
Transportation Services Parks & Forestry Operations				
RP-2058-15 - LED Streetlight Conversion	0.00	1.50	1.50	1.50
RP-2058-15 - LED Streetlight Conversion	1.65	0.00	0.00	0.00
Transportation Services Parks & Forestry Operations Total	1.65	1.50	1.50	1.50
Continue to cultivate an environmentally sustainable city Total	3.93	4.45	1.50	1.50
Support and promote arts, culture, heritage and sports in the community				
City Clerk				
CL-2520-18 - City Archives Outreach Equipment	0.00	0.00	0.00	0.02
City Clerk Total	0.00	0.00	0.00	0.02
Facility Maintenance Services				
37-2-04 - New Civic Centre	0.16	0.00	0.00	0.00
BF-8399-16 - Maple Community Centre - Outdoor Courtyard Refurbishment	0.00	0.09	0.00	0.00
BF-8402-13 - Maple Community Centre - Waterslide Refurbishment	0.03	0.00	0.00	0.00
BF-8486-17 - New Sidewalk from Rutherford Rd south along Pierre Berton Resource Library	0.00	0.00	0.09	0.00

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Term of Council Priority	Open	2016	2017	2018
BF-8501-16 - Father Ermanno Community Centre Outdoor Rink	0.00	0.99	0.00	0.00
Facility Maintenance Services Total	0.19	1.08	0.09	0.00
Infrastructure Delivery				
BF-8387-17 - City Hall Public Square/Underground Parking Structure/Outdoor Rink	0.00	0.00	20.97	0.00
Infrastructure Delivery Total	0.00	0.00	20.97	0.00
Library Services				
LI-4508-09 - Civic Centre Resource Library-Resource Material	1.31	0.00	0.00	0.00
LI-4511-14 - Civic Centre Library-Communications & Hardware	0.11	0.00	0.00	0.00
LI-4516-18 - Carrville Block 11- Resource Material	0.00	0.00	0.00	0.38
LI-4518-18 - Carrville BL11 - Furniture and Equipment	0.00	0.00	0.00	0.26
LI-4519-09 - Civic Centre Resource Library-Construction	1.62	0.00	0.00	0.00
LI-4521-15 - Carrville BL 11 Land	0.39	0.00	0.00	0.00
LI-4522-15 - Carrville BL11 - Consulting Design/Construction	0.35	0.00	3.18	0.00
LI-4524-18 - Carrville Community Library - Communications and Hardware	0.00	0.00	0.00	0.16
LI-4530-14 - Civic Centre Resource Library	0.25	0.00	0.00	0.00
LI-4539-14 - Vellore Village South BL 39 - Consulting/Design/Construction	3.10	0.00	0.00	0.00
LI-4540-15 - Vellore Village South BL39 - Resource Materials	0.38	0.38	0.00	0.00
LI-4541-16 - Vellore Village South BL 36 - Furniture and Equipment	0.00	0.26	0.00	0.00
LI-4542-16 - Vellore Village South BL39 - Communications and Hardware	0.00	0.16	0.00	0.00
LI-4543-13 - Vellore Village South BL 39 - Land	0.39	0.00	0.00	0.00
Library Services Total	7.90	0.80	3.18	0.80
Parks Development				
5961-2-03 - Maple Valley Plan 2003	1.79	0.00	0.00	0.00
5987-0-04 - Maple Artificial Turf	0.73	0.00	0.00	0.00
PK-6084-08 - 19T-01V04 (Humberplex)-Kleinburg	0.42	0.00	0.00	0.00
PK-6265-14 - Maple Reservoir Park - Senior Soccer Field Lighting	0.00	0.00	0.00	0.00
PK-6269-10 - UV1-N2 (Construction Only)	0.06	0.00	0.00	0.00
PK-6270-10 - UV2-N5 (Forest View Pk) Lady Nadia Dr./Lady Delores Ave. (Bl 12)- Construction	0.08	0.00	0.00	0.00
PK-6272-10 - UV1-N5	0.01	0.00	0.00	0.00
PK-6273-10 - UV2-N13	0.10	0.00	0.00	0.00
PK-6287-17 - Block 18 District Park Development Design and Construction	0.00	0.00	0.57	0.00
PK-6302-17 - Off Leash Dog Park-Design and Construction	0.00	0.00	0.14	0.00
PK-6304-11 - Lady Fenytrose Greenway (LP-N10)	0.07	0.00	0.00	0.00
PK-6305-15 - North Maple Regional Park Phase I Construction	5.43	0.00	0.00	0.00
PK-6312-11 - UV2-N15 (Pioneer Park -Block 11)	0.10	0.00	0.00	0.00
PK-6313-11 - UV2-N18 (Heritage Park -Block 11)	0.03	0.00	0.00	0.00
PK-6347-16 - LP-N6 Block 12 Linear Park- Design and Construction	0.00	0.15	0.00	0.00
PK-6357-15 - Agostino Park - Expansion Design & Construction	0.50	0.00	0.00	0.00
PK-6358-12 - UV1-N26(Lawford Rd/Wardlaw Place)-Block 40	0.07	0.00	0.00	0.00
PK-6365-14 - UV1-D4 - Block 40 District Park Development	0.38	0.00	0.00	0.00
PK-6365-17 - Block 40 District Park Construction	0.00	0.00	3.56	0.00
PK-6371-16 - North Thornhill Community District Park - Shade Structure	0.00	0.21	0.00	0.00
PK-6380-18 - Sportsfield Improvements-Various Locations	0.00	0.00	0.00	0.14
PK-6385-14 - Agostino Park - Multi-Use Field Development	0.00	0.00	0.00	0.00
PK-6386-14 - Calvary Church Sports Fields - Soccer Field Redevelopment	0.24	0.00	0.00	0.00
PK-6391-14 - Torii Park - Bocce Court Development	0.09	0.00	0.00	0.00
PK-6395-13 - UV1-N27 Neighborhood Park Design and Construction	1.47	0.00	0.00	0.00

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PK-6401-16 - 61W-N2 - Block 61 Neighbourhood Park Design and Construction	0.00	0.52	0.00	0.00
PK-6415-14 - 61W-N1 - Block 61 Neighbourhood Park Design and Construction	1.00	0.00	0.00	0.00
PK-6416-18 - Memorial Hill - Cultural Landscape Revitalization Study	0.00	0.00	0.00	0.07
PK-6424-17 - Block 61W Park Design and Construction-Various Locations	0.00	0.00	1.17	0.00
PK-6426-18 - CC11-P2 - Block 11 Carville District Centre Parkette Design and Construction	0.00	0.00	0.00	0.05
PK-6431-14 - 61E-N1 - Block 61 Neighbourhood Park Design and Construction	0.88	0.00	0.00	0.00
PK-6432-16 - 61E-P4 - Block 61 Parkette Design and Construction	0.00	0.15	0.00	0.00
PK-6433-16 - Active Together Master Plan Update	0.00	0.14	0.00	0.00
PK-6452-14 - UV1-LP1 - Block 40 Greenway Design and Construction	0.51	0.00	0.00	0.00
PK-6455-15 - UV2-N19 - Block 12 Neighbourhood Park Design and Construction	0.04	0.00	0.00	0.00
PK-6456-18 - 61W-N4 - Block 61 Neighbourhood Park Design and Construction	0.00	0.00	0.00	0.81
PK-6479-14 - Parks Redevelopment Strategy	0.11	0.00	0.00	0.00
PK-6497-15 - KA-S5 Block 51- Public Square- Design and Construction	0.29	0.00	0.00	0.00
PK-6499-17 - CC11-N1(Carville District Centre) Neighbourhood Park Design and Construction	0.00	0.00	1.20	0.00
PK-6500-15 - WP13 Block 52 Neighbour Park-Design and Construction	0.24	0.00	0.00	0.00
PK-6521-15 - MS1 Block 19 Neighbourhood Park Design and Construction	0.40	0.00	0.00	0.00
PK-6522-15 - MS2 Block 19 Neighbourhood Park Design and Construction	0.23	0.00	0.00	0.00
PK-6523-15 - Off Leash Dog Park-Community Consultation	0.03	0.00	0.00	0.00
PK-6538-16 - Thornhill Green Park-Section 37 Improvements	0.00	0.35	0.00	0.00
PK-6541-16 - Sportsfield Improvements-Various Locations	0.00	0.11	0.00	0.00
PK-6547-18 - 61W-G8(B)-Block 61 Greenway Park Design and Construction	0.00	0.00	0.00	0.36
PK-6548-17 - Block 55-New Park Development	0.00	0.00	2.51	0.00
PK-6554-18 - Block 55-P3 Neighbourhood Park Design and Construction	0.00	0.00	0.00	0.20
PK-6564-17 - Sportsfield Improvements-Various Locations	0.00	0.00	0.12	0.00
Parks Development Total	15.30	1.64	9.27	1.63
Recreation Services				
BF-8114-07 - North Thornhill CC - Construction	0.55	0.00	0.00	0.00
BF-8378-15 - Carrville Community Centre and District Park	3.80	0.00	34.86	0.00
BF-8472-15 - Garnet A. Williams C.C. - Upgrade option study	0.03	0.00	0.00	0.00
RE-9504-08 - Pierre Berton Discovery Centre	0.60	0.00	0.00	0.00
RE-9525-14 - REC User Fee & Pricing Model Update	0.01	0.00	0.00	0.00
RE-9527-17 - Events Strategy	0.00	0.00	0.05	0.00
RE-9530-16 - Recreation and Culture Service Plan	0.00	0.09	0.00	0.00
RE-9531-16 - Recreation and Culture Customer Service Review and Plan	0.00	0.04	0.00	0.00
RE-9532-16 - City Playhouse Theatre Programs Review	0.00	0.02	0.00	0.00
Recreation Services Total	4.99	0.15	34.92	0.00
Support and promote arts, culture, heritage and sports in the community Total	28.38	3.66	68.43	2.45
Continue to advance a culture of excellence in governance				
City Clerk				
CL-2517-12 - Claims Management System	0.05	0.00	0.00	0.00
CL-2525-16 - Ward Boundary Review	0.00	0.11	0.00	0.00
City Clerk Total	0.05	0.11	0.00	0.00
City Manager				
CM-2526-16 - Service Excellence Strategic Initiatives	0.00	0.93	0.93	0.00
City Manager Total	0.00	0.93	0.93	0.00
Development Planning				

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DP-9529-13 - Design Review Panel Administration	0.02	0.00	0.00	0.00
Development Planning Total	0.02	0.00	0.00	0.00
Human Resources				
HR-9533-14 - Attendance Management Automation	0.06	0.00	0.10	0.00
HR-9536-14 - Procure Learning Management System (LMS)	0.05	0.00	0.00	0.00
HR-9537-13 - HR Integration Project	0.03	0.00	0.00	0.00
HR-9539-16 - E-Performance Application	0.00	0.05	0.00	0.00
Human Resources Total	0.14	0.05	0.10	0.00
Information Technology Management				
IT-3009-09 - eMail Journaling and Archiving Solution	0.10	0.00	0.00	0.00
Information Technology Management Total	0.10	0.00	0.00	0.00
Purchasing Services				
Dr PU-2524-15 - E-Procurement (E-Tender, E-Submission & E-Prequal Software, Bid	0.33	0.00	0.00	0.00
Purchasing Services Total	0.33	0.00	0.00	0.00
Strategic Planning				
SP-0010-15 - Update to Vaughan Vision Strategic Plan	0.09	0.00	0.00	0.00
SP-0013-16 - 2016 Citizen Survey	0.00	0.04	0.00	0.00
Strategic Planning Total	0.09	0.04	0.00	0.00
Continue to advance a culture of excellence in governance Total	0.73	1.12	1.03	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement				
Information Technology Management				
IT-3010-08 - City Web Site- Final Phase	0.08	0.00	0.00	0.00
IT-3020-14 - Continuous Improvement - City Website (Vaughan Online)	0.27	0.15	0.15	0.15
Information Technology Management Total	0.35	0.15	0.15	0.15
Enhance civic pride through a consistent city-wide approach to citizen engagement Total	0.35	0.15	0.15	0.15
Grand Total	176.48	80.51	144.85	67.69

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11.4.3 Reserves Forecasts (\$M)

Reserve Number	Description	2015 Closing Balance (after Commitments)	Revenues	Capital Projects	Expenses	2016 Closing Balance	Revenues	Capital Projects	Expenses	2017 Closing Balance	Revenues	Capital Projects	Expenses	2018 Closing Balance
Obligatory Reserves														
60172	Bldg Standards Continuity	12.12	0.11	0.53	2.35	9.34	0.08	0.52	2.30	6.60	0.06	0.10	2.02	4.53
61009	Subdiv. Contrib. Royal Palm	0.12	0.00	0.00	0.00	0.12	0.00	0.00	0.00	0.12	0.00	0.00	0.00	0.12
61010	Subdivider Contributions	4.61	0.05	0.05	0.00	4.60	0.05	0.00	0.00	4.65	0.05	0.00	0.00	4.70
61011	Geodetic Bench	0.99	0.00	0.00	0.00	0.99	0.00	0.00	0.00	0.99	0.00	0.00	0.00	0.99
61012	Tree Replacement Fee	0.48	0.00	0.05	0.00	0.43	0.00	0.05	0.00	0.38	0.00	0.05	0.00	0.34
61013	Greenways - WEA	0.53	0.00	0.00	0.00	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	0.00	0.00	0.00	0.02
61015	Sewer Camera Inspection	1.51	0.00	0.00	0.00	1.51	0.00	0.00	0.00	1.51	0.00	0.00	0.00	1.51
61016	Catch Basin Repairs	0.08	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.08
61020	Recreation Land	57.30	0.57	0.27	0.92	56.68	0.56	0.27	0.95	56.03	0.55	0.27	0.95	55.37
61025	Gas Tax Reserve	1.02	8.78	8.00	0.00	1.79	8.79	6.89	0.00	6.32	9.23	6.61	0.00	6.32
61050	Entry Feature 427 / Hwy 7	0.14	0.00	0.00	0.00	0.14	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.15
61051	Municipal Rds & Infra Grant	0.49	0.00	0.19	0.00	0.30	0.00	0.00	0.00	0.30	0.00	0.34	-0.04	0.00
61052	Investing in Ontario Grant	1.10	0.00	0.89	0.00	0.21	0.00	0.00	0.00	0.21	0.00	0.00	0.00	0.21
62001	CWDC - Engineering	36.14	24.65	19.34	0.00	41.45	27.61	11.21	0.00	57.64	30.82	18.04	0.00	70.62
62020	CWDC - Fire	-2.91	1.17	4.92	0.00	-6.65	1.30	0.42	0.00	-5.77	1.45	0.72	0.00	-7.09
62040	CWDC - Library Buildings	1.12	1.91	0.72	0.00	2.31	2.13	2.81	0.00	1.63	2.37	0.72	0.00	3.29
62060	CWDC - General Government	-4.18	0.58	3.05	0.17	-6.82	0.64	0.56	0.06	-6.80	0.72	0.13	0.00	-6.21
62080	CWDC - Parks Development	15.69	7.04	0.95	0.05	21.73	7.86	11.32	0.05	18.21	8.74	2.47	0.00	24.48
62090	CWDC - Public Works	7.26	1.31	0.25	0.00	8.31	1.32	9.08	0.00	7.85	1.34	0.00	0.00	1.89
62100	CWDC - Recreation	43.12	9.47	0.00	0.00	52.59	10.48	29.59	0.00	33.49	11.58	0.05	0.00	45.02
63070	D8-Rainbow Creek Drainage	3.28	0.03	0.00	0.00	3.31	0.03	0.00	0.00	3.35	0.03	0.00	0.00	3.38
63120	D13-Woodlot Acquisition	0.09	0.00	0.00	0.00	0.09	0.00	0.00	0.00	0.09	0.00	0.00	0.00	0.10
63150	D15-PD#5 W. Wdbridge Water	-2.16	-0.02	0.00	0.00	-2.18	-0.02	0.00	0.00	-2.21	-0.02	0.00	0.00	-2.23
63153	D18-PD#6 W. Major Mac. Water	-0.58	-0.01	0.00	0.00	-0.59	-0.01	0.00	0.00	-0.59	-0.01	0.00	0.00	-0.60
63154	D19-PD#6 E. Rutherford Water	-1.53	-0.02	0.00	0.00	-1.54	-0.02	0.00	0.00	-1.56	-0.02	0.00	0.00	-1.57
63155	D20-PD#7 Watermain West	1.15	0.01	0.00	0.00	1.16	0.01	0.00	0.00	1.17	0.01	0.00	0.00	1.18
63158	D23-Dufferin/Teston Sanitary	0.07	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.08
63159	D24-Ansley Grove Sanitary	0.21	0.00	0.00	0.00	0.22	0.00	0.00	0.00	0.22	0.00	0.00	0.00	0.22
63160	D25-Zenway/Fogal Sub-Trunk	-4.11	-0.04	0.00	0.00	-4.15	-0.04	0.00	0.00	-4.19	-0.04	0.00	0.00	-4.24
63162	D27 Huntingdon Road Sewer	-4.13	-0.04	0.00	0.00	-4.17	-0.04	0.00	0.00	-4.21	-0.04	0.00	0.00	-4.25
Obligatory Reserves Total		169.04	55.56	39.21	3.49	181.89	60.74	72.71	3.36	166.56	66.84	31.55	2.93	198.93
Discretionary Reserves														
60020	Vehicle Replacement	2.78	0.41	0.71	0.00	2.48	0.48	0.54	0.00	2.43	0.44	1.40	0.00	1.46
60030	Fire Equipment Replacement	3.65	1.37	2.90	0.00	2.12	1.48	3.39	0.00	0.21	1.92	1.43	0.00	0.70
60100	City Playhouse	0.05	0.02	0.00	0.00	0.07	0.02	0.00	0.00	0.08	0.02	0.00	0.00	0.10
60150	Heritage Fund	2.46	0.24	0.03	0.00	2.68	0.25	0.00	0.00	2.93	0.25	0.00	0.00	3.18
60170	Pre 99-Bldgs. & Facil.	11.55	2.85	6.78	0.00	7.62	3.47	1.60	0.00	9.49	4.54	0.60	0.00	13.43
60180	Roads Infrastructure	6.13	0.49	1.04	0.00	5.58	0.49	0.46	0.00	5.61	0.50	0.31	0.00	5.80
60186	Streetscapes	1.64	0.49	0.00	0.00	2.13	0.50	0.00	0.00	2.63	0.60	0.00	0.00	3.23
60188	Parks Infrastructure	4.05	0.86	2.80	0.00	2.10	1.12	2.22	0.00	1.00	1.88	2.62	0.00	0.26
60189	Artificial Soccer Turf Reser	0.56	0.14	0.00	0.00	0.69	0.14	0.00	0.00	0.83	0.14	0.00	0.00	0.98
60211	ITM Reserve	0.03	1.12	1.14	0.00	0.01	1.15	1.14	0.00	0.02	1.27	1.14	0.00	0.15
60212	Library Material Reserve	0.02	1.67	1.67	0.00	0.02	1.78	1.78	0.00	0.02	1.82	1.82	0.00	0.02
60195	Uplands Capital Improv. Res.	-0.27	0.15	0.07	0.00	-0.19	0.15	0.07	0.00	-0.11	0.15	0.07	0.00	-0.02
60040	Insurance	3.88	0.00	0.00	0.00	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	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	0.00	0.00	0.00	0.10
60130	Election Reserve	0.94	0.46	0.00	0.15	1.25	0.46	0.00	0.15	1.57	0.46	0.00	1.20	0.63
60140	Employer Benefit Contributio	22.49	0.22	0.00	0.70	22.02	0.22	0.00	0.02	22.22	0.22	0.00	0.00	22.44
60145	WSIB Claims	0.90	0.01	0.00	0.00	0.91	0.01	0.00	0.00	0.92	0.01	0.00	0.00	0.93
60210	Innovation Reserve	0.99	0.18	1.24	0.00	-0.07	0.28	0.00	0.00	0.21	0.28	0.00	0.00	0.49
60070	Cemetery	0.01	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.01
60080	Industrial Development	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.03
60120	Sale of Public Lands	-7.48	-0.07	0.00	0.00	-7.56	-0.08	0.00	0.00	-7.63	-0.08	0.00	0.00	-7.71
60125	Kleinburg Parking Reserve	0.06	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.06
60190	Keele Valley Landfill	0.15	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.16
60192	City Hall Reserve	0.02	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.02	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	0.00	0.00	0.00	0.22
60000	General Working Capital	20.42	0.18	0.00	3.89	16.72	0.16	0.00	2.41	14.47	0.14	0.00	0.27	14.34
60010	Tax Rate Stabilization Fund	0.05	0.00	0.00	0.00	0.05	0.00	0.00	0.00	0.05	0.00	0.00	0.00	0.06
60110	Engineering Reserve	1.17	-0.02	0.00	6.29	-5.14	-0.08	0.00	6.47	-11.70	-0.15	0.00	6.40	-18.25
60122	Winterization Reserve	0.68	0.01	0.00	0.00	0.68	0.01	0.00	0.00	0.69	0.01	0.00	0.00	0.70
60175	Planning Reserve	0.99	0.01	0.00	0.00	1.00	0.01	0.00	0.00	1.01	0.01	0.00	0.00	1.02
60200	Year End Expend. Reserve	3.33	0.00	0.00	0.00	3.33	0.00	0.00	0.00	3.33	0.00	0.00	0.00	3.33
61030	Debt Service Payments	5.91	0.05	0.00	2.50	3.46	0.03	0.00	0.00	3.49	0.65	0.00	0.00	4.15
60050	Water	26.96	6.40	3.55	0.00	29.82	7.62	2.36	0.00	35.08	8.59	7.00	0.00	36.66
60060	Waste Water (Sewer)	36.82	11.46	2.26	0.00	46.03	16.25	0.79	0.00	61.48	21.61	0.00	0.00	83.10
Discretionary Reserves Total		151.32	28.70	24.18	13.52	142.32	35.92	14.35	9.05	154.85	45.30	16.39	10.80	175.88
Grand Total		320.36	84.26	63.39	17.02	324.21	96.66	87.06	12.40	321.40	112.14	47.94	10.80	374.81

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11.5 Tax Rate Tables

2016 TAX RATES					
ASSESSMENT CATEGORY	TAX CODES	TAX RATES			
		Municipal	Regional	Education	TOTAL
Residential					
Taxable Full	RT	0.00230698	0.00397157	0.00188000	0.00815855
Taxable: Shared Payment-In-Lieu	RH	0.00230698	0.00397157	0.00188000	0.00815855
Multi Residential					
Taxable Full	MT	0.00230698	0.00397157	0.00188000	0.00815855
Commercial					
Commercial Taxable Full	CT,DT,ST	0.00257735	0.00443704	0.01008874	0.01710313
Commercial: Taxable Shared Payment-In-Lieu	CH	0.00257735	0.00443704	0.01008874	0.01710313
Commercial: Taxable Excess Land	CU,DU,SU	0.00180415	0.00310593	0.00706212	0.01197220
Commercial: Taxable Vacant Land	CX	0.00180415	0.00310593	0.00706212	0.01197220
Commercial: Taxable Farmland I	C1	0.00057674	0.00099289	0.00047000	0.00203963
Commercial New Construction: Taxable Full	XT	0.00257735	0.00443704	0.01008874	0.01710313
Commercial New Construction: Taxable Excess Land	XU	0.00180415	0.00310593	0.00706212	0.01197220
Office Building New Construction: Taxable Full	YT	0.00257735	0.00443704	0.01008874	0.01710313
Office Building New Construction: Taxable Excess Land	YU	0.00180415	0.00310593	0.00706212	0.01197220
Shopping Centre New Construction: Taxable Full	ZT	0.00257735	0.00443704	0.01008874	0.01710313
Shopping Centre New Construction: Taxable Excess Land	ZU	0.00180415	0.00310593	0.00706212	0.01197220
Parking Lot: Taxable Full	GT	0.00257735	0.00443704	0.01008874	0.01710313
Industrial					
Industrial: Taxable Full	IT,LT	0.00302767	0.00521229	0.01180000	0.02003996
Industrial: Taxable Shared Payment-In-Lieu	IH	0.00302767	0.00521229	0.01180000	0.02003996
Industrial: Taxable Excess Land	IU,LU	0.00196799	0.00338799	0.00767000	0.01302598
Industrial: Taxable Excess Land Shared Payment-In-Lieu	IK	0.00196799	0.00338799	0.00767000	0.01302598
Industrial: Taxable Vacant Land	IX	0.00196799	0.00338799	0.00767000	0.01302598
Industrial: Taxable Farmland I	I1	0.00057674	0.00099289	0.00047000	0.00203963
Industrial New Construction: Taxable Full	JT	0.00302767	0.00521229	0.01180000	0.02003996
Industrial New Construction: Taxable Excess Land	JU	0.00196799	0.00338799	0.00767000	0.01302598
Large Industrial New Construction: Taxable Full	KT	0.00302767	0.00521229	0.01180000	0.02003996
Pipeline Taxable Full	PT	0.00212010	0.00364987	0.01434072	0.02011069
Farm					
Taxable Full	FT	0.00057674	0.00099289	0.00047000	0.00203963
Managed Forest Taxable Full	TT	0.00057674	0.00099289	0.00047000	0.00203963

** pending City of Vaughan council approval June 7 2016

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11.6 Glossary

Accrual Basis Accounting	An accounting method that identifies revenues and expenditures as they are earned and incurred
Additional Resource Request (ARR)	Special or unique requirements not accommodated within existing budget guidelines requiring Senior Management Team (SMT) and Council approval
Amortization	Expensing the cost of an asset over a period of time
Appropriation	Assigning of funds by government for a specific project/program
Annualization	Calculating expenses for a full year of operation
Approved Budget	The final budget passed by Council
Assets	All properties, both tangible and intangible, owned by an entity
Balanced Budget	Total expenses equal total revenues in an operating year
Base Budget	Budget including only very specific changes that are permitted in the annual budget guidelines, typically related to predetermined agreements, contracts or Council approvals
Benchmarking	A standard by which something (e.g. one's practices) can be gauged or evaluated
Best Practice	A tactic, strategy or action used by an organization that other organizations identify to be the most effective approach to dealing with a particular matter
Budget	A financial plan including estimates of projected revenues and expenditures for a given period of time
Budget Guidelines	An outline of budgetary requirements that focus on achieving a specific goal
Budget Monitoring	Budget performance that is observed on a periodic basis for specified variances
Business Unit	An organizational unit with a particular focus
Capital Budget (Plan)	A financial plan for capital expenditures
Capital Expenditure	A component of a capital project that includes all costs incurred to get the asset ready for use
Capital Funding Source	A component of a capital project that indicates all funding sources for a capital project
Capital Projects	Projects whereby an expenditure is incurred to acquire or improve land, buildings, engineering services, machinery and equipment used in providing municipal services, or to deliver a study related to the growth of the City. The expenditure has a lasting benefit beyond one year,

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	extends the life of a fixed asset or has a gross cost exceeding \$20,000
Collective Agreement	A legally binding agreement between an employer and a union, detailing the terms and conditions of employment
Conceptual Budget Framework	An analytical tool to organize the budget into three components: Status Quo, Growth, and New
Consumer Price Index (CPI)	An indicator obtained by comparing through time, the cost of goods and services to a typical consumer, but does not include volume
Contingency	Funds available to cover unforeseen or anticipated events
Council	City of Vaughan Council, composed of the Mayor, Regional Councillors and Local Councillors
Debenture	A form of borrowing funds whereby principal and interest payments are made over time
Deficit	Excess of expenditures over revenues at year-end
Development Charges	Fees collected by the municipality from developers to assist in financing capital costs associated with infrastructure and municipal services to support growth.
Discretionary Reserves	Allocations of accumulated net revenue established by Council for a particular purpose
Expenditure	An outflow of funds to acquire goods or services
Finance, Administration and Audit Committee	The committee comprised of the Mayor, three regional Councillors and five local Councillors that reviews budget issues and provide recommendations to Council
Financial Planning	The consolidation of the City's strategic initiatives, master plans, and general operational and capital requirements in a single process to provide clarity on future pressures and funding requirements
Fiscal Policy	Actions adopted to achieve a financial outcome
Full-Time Equivalent (FTE)	The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year
Fund	Accounts that are interrelated and are used to record revenues and expenditures with a specific purpose
Generally Accepted Accounting Principles (GAAP)	Uniform minimum requirements intended to define adequate accounting principles
Gapping	The difference between the annual impact and a partial year impact
Grants	A monetary contribution from the government or agency, serving as a means to support a particular program, service or function

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Inflation	A rise in price levels caused by economic activity
Infrastructure	Facilities and installations necessary for the development of the City (e.g. schools, roads, transportation)
Infrastructure Gap	The difference between infrastructure needs and available funding
Investment Income	Interest and dividend income received from investments and cash balances
Labour Costs	Salary and wages in respect to full-time, part-time, permanent part-time, contract, temporary or overtime including other benefits
Levy	An imposed amount of property taxes to support municipal activities
Long-Term Debt	A debt greater than one year where principal and interest is paid
Municipal Price Index (MPI)	The application of relevant indicators to the weighting of major expense categories. The use of the internal MPI provides a more relevant and accurate rate than the use of CPI
Obligatory Reserves	Contributions and expenditures required under provincial statute or legal agreement that are regulated by the particular provincial statute or legal agreement
One-Time Only	An item approved for the current budget year only.
Ontario Municipal Board (OMB)	An independent provincial board that hears applications and appeals on municipal and planning disputes under the <i>Municipal Act</i> , <i>Planning Act</i> , <i>Expropriation Act</i> , <i>Heritage Act</i> and other legislation
Operating Budget	A budget designed to provide financial support to departments for annual operating costs
Operating Costs	The day-to-day costs of maintaining operations
Per Capita	Determined by dividing any figure (e.g. income) by the total current population
Performance Measure	A determination of the degree of effectiveness, efficiency and quality of an action or objective
Property Assessment	Valuation of property as a basis for taxation
Property Tax	A tax levied according to the property's assessed value and tax rate
Reserve/Reserve Funds	Funds collected or set aside from specific Council approved sources for a specific Council approved purpose. Reserve is established by Council and Reserve Fund is restricted to a specific purpose
Service Excellence Strategy Map	Plan that outlines Vaughan's vision, mission and values, term of Council priorities, strategic initiatives related to service excellence and department business plans
Stakeholder	A user with an interest or concern in the topic

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Strategic Initiatives	Initiatives that are large in scale, which represent a shift in the nature and manner in which the city functions
Status Quo	Represents pressures in the budget related to providing existing levels of service to existing residents
Subsidy	Financial assistance to a specific project
Surplus	Quantity or amount in excess of what is required, typically total revenue greater than total expense
Tangible Capital Assets (TCA)	Non financial asset with a gross cost exceeding \$20,000, useful life beyond one year and required for the purpose of constructing, acquiring or improving lands, buildings, engineering services or machinery and equipment
Tax Rate	A percentage rate that is used to determine a property tax
Taxation	The process of which governments collect from businesses and residents to finance public services and activities.
Term of Council Service Excellence Strategy Map (2014-2018)	Vaughan's strategic plan that sets the overall City strategic direction and initiatives for the term of Council
Vaughan Business Enterprise Centre (VBEC)	VBEC encourages entrepreneurship by creating alliances between the public and private sectors to support entrepreneurial programs and services from local, provincial and federal governments, numerous private sector individuals and companies, community groups and academic organizations
User Fees/Service Charges	Payments for the use of specific municipal services and activities
Variance	The difference between actual and budgeted expenses or revenues
Working Capital	Cashflow required to fund operational requirements

11.6.1 Acronyms

AMO	Association of Municipalities of Ontario
ARR	Additional Resource Request
AWWA	American Water Works Association
BU	Business Unit
CICA	Canadian Institute of Chartered Accountants
COLA	Cost of Living Adjustment
COA	Committee of Adjustment
CPI	Consumer Price Index

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DTA	Development Tracking Application
EA	Economic Adjustment
EAB	Emerald Ash Borer
EDMS	Electronic Document Management System
EI	Employment Insurance
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GFOA	Government Financial Officers Association
GTA	Greater Toronto Area
ISF	Infrastructure Stimulus Fund
IWA	International Water Association
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integration Network
LTD	Long-Term Debt
MPI	Municipal Price Index
MTO	The Ontario Ministry of Transport
OFM	Ontario Fire Marshall
OMB	Ontario Municipal Board
OMERS	Ontario Municipal Employees Retirement System
POA	Provincial Offences Act
PSAB	Public Sector Accounting Board
RiNC	Recreation Infrastructure Canada
SMT	Senior Management Team
TCA	Tangible Capital Assets
VBEC	Vaughan Business Enterprise Centre
VFRS	Vaughan Fire and Rescue Services
VHCC	Vaughan Health Campus of Care

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VMC	Vaughan Metropolitan Centre
VPL	Vaughan Public Libraries
WSIB	Workplace Safety Insurance Board
YRT	York Region Transit