



# 2017 Budget and 2018 Financial Plan

Fiscal Sustainability  
Always a Priority



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# Approved 2017 Budget 2018 Plan

## 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 2017 Budget and 2018 Plan is aligned with the term of council priorities and the service excellence strategic initiatives presented in the Service Excellence Strategy Map. 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 term of Council 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, review and improve processes, and look for opportunities for greater collaboration to improve our ability to deliver service excellence cost-effectively. Investments in the projects outlined in this 2017 Budget and 2018 Plan will help achieve department efficiencies 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 2017 Budget and 2018 Plan. The approved tax rate increase for 2017 is 2.9 per cent. A proposed efficiency target has been included in the 2018 Plan to achieve the proposed three per cent tax rate increase. It is anticipated that the investments in technology, process improvement and staff engagement will help generate the needed efficiencies.

**Table 1: 2017 Budget 2018 Plan (\$M)**

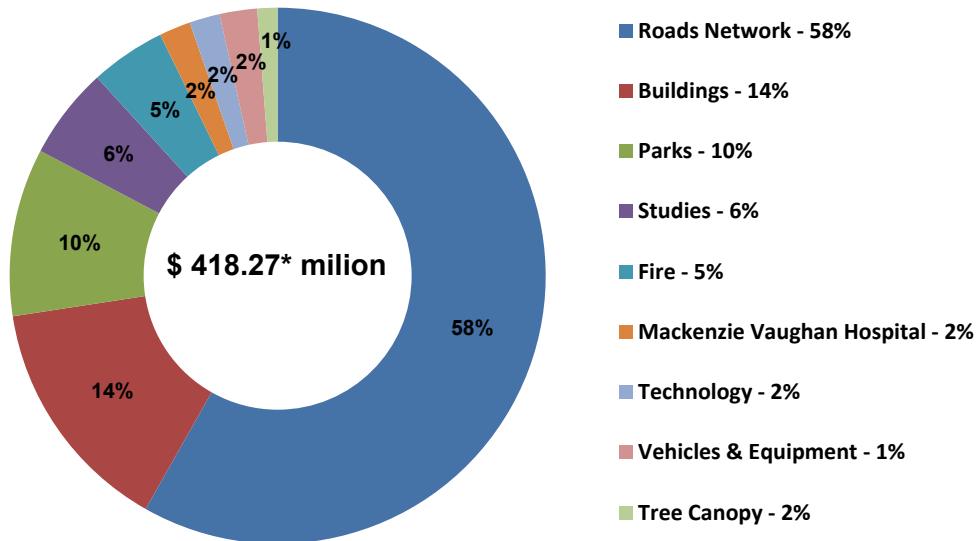
<b>\$M</b>	<b>2016 Approved</b>	<b>2017 Approved</b>	<b>2018 Plan</b>
Gross Operating	265.2	278.4	290.5
Less: Non-Tax Revenue	84.6	89.7	89.8
Net Operating	180.6	188.7	200.6
Less: Assessment Growth	1.9	2.9	4.6
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target			4.8
<b>Net Levy Requirement</b>	<b>174.8</b>	<b>179.9</b>	<b>185.5</b>
<b>Incremental Levy Requirement</b>	<b>4.9</b>	<b>5.1</b>	<b>5.5</b>
<b>Incremental Tax Rate</b>	<b>2.90%</b>	<b>2.90%</b>	<b>3.00%</b>

Note: some numbers may not add due to rounding.

## Approved 2017 Budget 2018 Plan

The 2017-2018 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.

**Figure 1: Capital Plan with Open Projects by Type**



\* Does not include \$47.48 million in Inactive Capital Projects

**Table 2: Capital Plan with Open Projects by Type (\$M)**

Project Type	Open	2017 Approved	2018 Plan	Total
Roads Network	77.34	57.87	108.20	243.41
Buildings: Community Centres, Libraries, Heritage	21.20	29.88	9.06	60.15
Parks	19.68	10.25	12.45	42.38
Studies	15.11	5.29	2.76	23.16
Fire	9.95	3.71	5.33	18.99
Mackenzie Vaughan Hospital	7.93	0.00	0.00	7.93
Technology	4.26	2.00	1.43	7.68
Vehicles & Equipment	2.79	2.86	3.82	9.47
Tree Canopy	0.01	2.54	2.54	5.10
<b>Total Capital Plan with Open Projects</b>	<b>158.26</b>	<b>114.41</b>	<b>145.60</b>	<b>418.26</b>

Note: some numbers may not add due to rounding.

\* Does not include \$47.48 million in Inactive Capital Projects

The 2017 Approved Budget and 2018 Plan and capital project investments are presented in alignment with the Term of Council Service Excellence Strategy Map. The capital investments are the total funds requested in the year of project approval.

### **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.

Stormwater services have been funded from the wastewater rate, Federal Gas Tax Fund and the tax levy. However, in early 2016 a stormwater rate study was presented to Council recommending a 2017 stormwater charge implementation. With the adoption of the new stormwater charge the wastewater and stormwater budgets will be presented separately in 2017 and onward.

The combined City of Vaughan 2017 rate increase for water and wastewater is \$0.0581 per cubic metre or 1.56% over the 2016 combined water and wastewater rate. As noted in the stormwater rate study the impact of the new stormwater charge is to be revenue neutral in the first year. As a result, in setting the 2017 combined water and wastewater rate, \$0.2977 was subtracted from the wastewater rate in order to offset the financial impact of the new stormwater charge to residents and businesses. The stormwater charge together with the 2017 combined water and wastewater rate equates to an overall increase of 9.55%.

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**

On September 30, 2015, Council unanimously approved the Term of Council Service Excellence Strategy Map that provides an update to Vaughan Vision 2020, the City's Strategic Plan. It identifies Council's priorities for 2014-2018 and the supporting strategic initiatives that the City is undertaking to build capacity focus and deliver on the priorities. The Service Excellence Strategy Map was developed to align the City's priorities, people, processes and technology so that we can deliver on our commitments for this term of Council and deliver on service excellence.

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, improve processes and work more collaboratively to improve our capacity to deliver service excellence cost-effectively.

The 2016 Budget and 2017-2018 Financial Plan which aligned the City's three-year budget with the Service Excellence Strategy Map while keeping the tax rate in line with targets set by Council. On April 4, 2016 Council received an update on the Term of Council Service Excellence Strategy Map which introduced the key activities aligned to the Term of Council Priorities and Service Excellence Strategic Initiatives. These activities are the most significant, community-facing initiatives that support the goals on the Strategy Map. They include capital and operating projects with discrete and trackable milestones that will be advanced during this term of Council.

The Approved 2017 and 2018 Plan budget continues this approach by identifying the budget requirements to carry-out the identified activities, strategic commitments and initiatives for the remaining Term of Council.

## 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



### 3 Community Profile: Economy and Demographics

#### About Vaughan

With a population of more than 325,000, 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.



#### 25th Anniversary

Officially incorporated as a city in 1991, Vaughan was the first city in York Region and this year celebrates its 25th anniversary. Vaughan's roots date back to the 1700s when the first townships were created. In the late 18th and 19th centuries, European immigrants began to settle and occupy the land which led to the founding of the historic villages of Maple, Thornhill, Woodbridge and Kleinburg/Nashville. Vaughan has a rich history and strong civic pride, and continues to grow into a world-class city all its residents and businesses can take pride in.

#### Business Community

Vaughan has a strong and diverse local economy with more than 11,200 businesses that employ more than 200,000 people. From small entrepreneurial enterprises to multinational corporations, 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.



### **Mackenzie Vaughan Hospital**

Infrastructure Ontario and the Ministry of Health and Long-Term Care are working with Mackenzie Health to build the new state-of-the-art hospital in Vaughan. The team that will design, build, finance and maintain the new hospital was announced in August 2016 and construction is scheduled to start in the fall of 2016.

### **Diversity**

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 Metropolitan Centre**

Once fully developed, Vaughan's new downtown, the Vaughan Metropolitan Centre (VMC), will offer residents and visitors a distinct urban atmosphere with multi-use office towers, residences, open green spaces restaurants, and walking and cycling paths. Subway service to the VMC will link Vaughan to downtown Toronto and York University, and is scheduled to begin at the end of 2017.

### **Recreation**

As a wellness-oriented community, 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 that provide opportunities for residents to get outside and get active. Vaughan's 10 community centres offer a wide variety of sports and recreation programs. 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.

## 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 2017–18 budget guidelines were focused on optimizing existing resources to improve service delivery and achieve budget reduction targets.

In order to bring the 2017 proposed tax rate increase in line with Council's target, a \$2.4 million expenditure savings target was set. Departments were not automatically provided with allowable budget increases to deal with 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 \$3.3 million in savings for 2017. 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 term of Council, will help to increase trust and confidence in the City of Vaughan and the programs and services that it provides.

#### **Departments achieved \$3.3 million in savings:**

- \$1.3 million – more closely aligning fees to the costs of providing service
- \$0.8 million – cost recovery from capital program
- \$0.7 million – alignment of department budgets with historical spend
- \$0.3 million – better planning of maintenance activities
- \$0.2 million – efficiencies achieved through contract negotiations

### 4.2 Overall Budget Impact

The table below summarizes the tax levy requirement for the 2017 Budget and 2018 Plan. The approved tax rate increase for 2017 is 2.9%. A proposed efficiency target of \$4.8 million has been included in the 2018 Plan to achieve the proposed three per cent tax rate increase for that year. It is anticipated that investments to leverage technology, improve processes and work more collaboratively to improve our capacity to deliver service excellence cost-effectively, will generate some of the needed efficiencies.

## Approved 2017 Budget 2018 Plan

**Table 3: 2017 Budget 2018 Plan (\$M)**

<b>\$M</b>	<b>2016 Approved</b>	<b>2017 Approved</b>	<b>2018 Plan</b>
Gross Operating	265.2	278.4	290.5
Less: Non-Tax Revenue	84.6	89.7	89.8
<b>Net Operating</b>	<b>180.6</b>	<b>188.7</b>	<b>200.6</b>
Less: Assessment Growth	1.9	2.9	4.6
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target			4.8
<b>Net Levy Requirement</b>	<b>174.8</b>	<b>179.9</b>	<b>185.5</b>
<b>Incremental Levy Requirement</b>	<b>4.9</b>	<b>5.1</b>	<b>5.5</b>
<b>Incremental Tax Rate</b>	<b>2.90%</b>	<b>2.90%</b>	<b>3.00%</b>

The following table presents the net operating budget, expenditures less revenues, by Portfolio/Office and Department.

**Table 4: Net Operating Expenditures by Portfolio/Office**

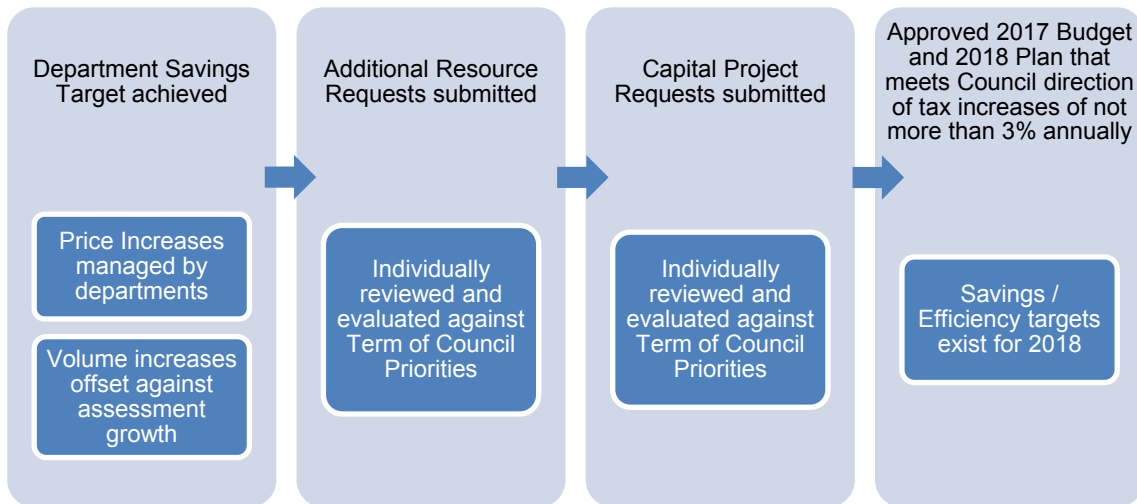
	<b>2016 Approved</b>	<b>2017 Approved</b>	<b>2018 Plan</b>
Council	1.6	1.7	1.7
Integrity Commissioner	0.2	0.3	0.3
Internal Audit	0.5	0.6	0.6
City Manager	0.8	0.6	0.6
Corporate Initiatives and Intergovernmental Relations	0.4	0.5	0.5
Transformation and Strategy	0.5	0.7	0.7
Corporate Communications	1.3	1.3	1.4
Information Technology Management	9.6	10.9	11.4
City Clerk	11.4	11.6	12.1
Finance	8.3	8.5	8.5
Corporate	-0.5	1.2	1.9
Deputy City Manager Legal and Human Resources	0.2	0.3	0.3
Legal	2.3	2.3	2.4
Human Resources	4.1	4.5	4.5
Legal and Human Resources Portfolio	6.7	7.1	7.3
Deputy City Manager Community Services	0.5	0.6	0.6
Community Grants and Advisory Committees	0.1	0.1	0.1
Access Vaughan	1.2	1.3	1.3
Recreation Services	0.7	0.4	0.9
Community Development and Events	1.0	1.0	1.0
Facility Maintenance Services	21.1	21.6	22.2
Fire and Rescue Service	44.7	47.4	49.6
Emergency Planning	0.2	0.2	0.2
By-Law and Compliance, Licensing and Permits	3.1	3.4	3.4
Community Services Portfolio	72.6	75.9	79.4

## Approved 2017 Budget 2018 Plan

	2016 Approved	2017 Approved	2018 Plan
Deputy City Manager Planning and Growth Management	0.4	0.6	0.6
Development Planning	-1.2	-1.3	-1.3
Development Engineering and Infrastructure Planning	-1.3	-1.5	-1.5
Economic Development and Culture Services	2.0	2.1	2.1
Policy Planning and Environmental Sustainability	1.7	1.8	1.8
Parks Development	0.8	0.7	0.8
Building Standards	-3.9	-4.8	-5.1
Planning and Growth Management Portfolio	-1.4	-2.3	-2.6
Deputy City Manager Public Works	0.5	0.5	0.5
Corporate Asset Management	0.4	0.4	0.5
Fleet Management	2.7	2.8	2.8
Infrastructure Delivery	3.0	3.0	3.1
Environmental Services	9.3	9.7	10.3
Transportation Services, Parks and Forestry	35.7	36.3	37.3
Public Works Portfolio	51.5	52.8	54.5
Vaughan Public Libraries	17.0	17.3	17.6
<b>Total Net Expenditures</b>	<b>180.6</b>	<b>188.6</b>	<b>195.8</b>

Note: some numbers may not add due to rounding.

### 4.3 Budget Process



The table below shows the changes that occurred in the budget that takes the City from the Recognized 2016-18 Plan to the 2017 Approved Budget 2018 Plan.

## Approved 2017 Budget 2018 Plan

Table 5: Steps from Recognized 2016-18 to 2017 Approved Budget 2018 Plan

\$M	2016 Approved	2017 Approved	2018 Plan
<b>Levy Requirement from 2016 Budget</b>		<b>174.8</b>	<b>179.9</b>
Adjustments:			
Non-Growth Pressures Identified in the Base Budget		7.9	10.4
Department and Corporate Savings		-3.3	0.0
Growth Pressures in the Base Budget		0.5	1.0
Additional Resource Requests - Growth		1.1	1.1
Additional Resource Requests - New		1.8	2.5
<b>Total Adjustments</b>		<b>8.0</b>	<b>15.0</b>
Less: Assessment Growth		-2.9	-4.6
Less: Efficiency Target			-4.8
<b>Net Levy Requirement</b>	<b>174.8</b>	<b>179.9</b>	<b>185.5</b>

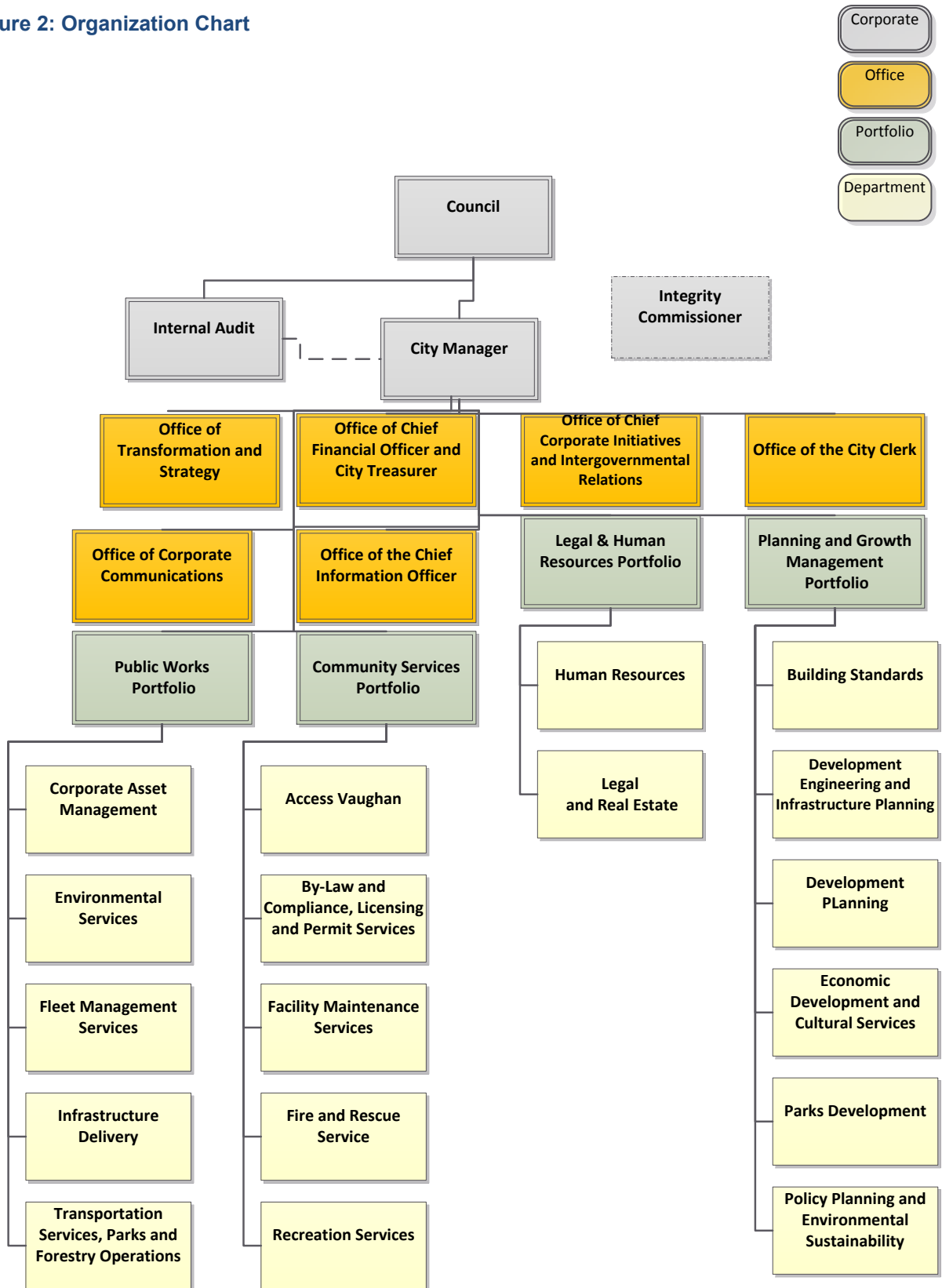
Note: some numbers may not add due to rounding.

### 4.4 The Organization

The organization is comprised of four Portfolios and a group of Offices, all reporting directly to the City Manager. Four Deputy City Managers head each Portfolio and the Offices are headed by a combination of Chief Officers and Directors. The following organizational chart illustrates this structure, as well as provides the detail of the departments that make up each portfolio. Section 9 provides more detailed department information.

# Approved 2017 Budget 2018 Plan

Figure 2: Organization Chart



## Approved 2017 Budget 2018 Plan

### 4.4.1 Staffing summary

**Table 6: Full Time Equivalent (FTE) Summary**

	2016 Approved	2017 Approved	2018 Plan
<b>FTE Count – Opening</b>		<b>1,745.80</b>	<b>1,789.87</b>
Approved ARR's:			
Growth		34.69	20.01
New		9.38	
<b>Net Change</b>		<b>44.07</b>	<b>20.01</b>
<b>FTE Count – Closing</b>	<b>1,745.80</b>	<b>1,789.87</b>	<b>1,809.88</b>

Note: some numbers may not add due to rounding.

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 2017 will result in an FTE increase of 44.07. The 2018 proposed ARR's are for resources associated with staffing new infrastructure being constructed or purchased.

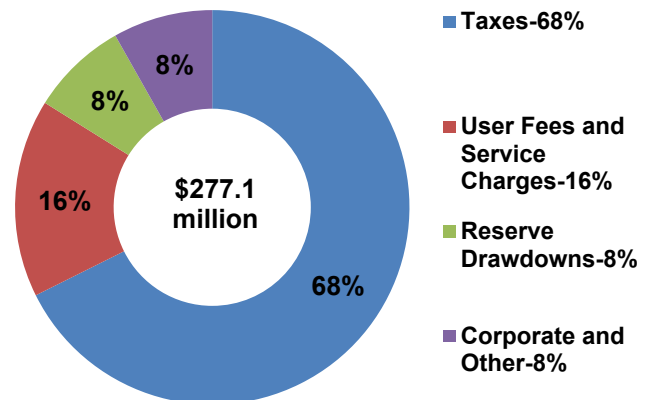
An overview of department ARR's are included in each department overview of Section 8. Additionally, a complete list and details for each ARR can be found in Section 9.

### 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 2017 Budget.

**Figure 3: 2017 Operating Budget Revenue Sources**



**Table 7: 2017 Approved Budget and 2018 Plan Operating Revenues**

\$M	2016 Approved	2017 Budget	2018 Plan
Tax Levy	174.8	174.8	174.8
Levy Increase		5.1	10.6
Assessment Growth		2.9	4.5

## Approved 2017 Budget 2018 Plan

\$M	2016 Approved	2017 Budget	2018 Plan
Payment in Lieu (PIL)	2.6	2.6	2.6
Supplemental Taxation	3.2	3.2	3.2
<b>Sub-total: Taxation</b>	<b>180.6</b>	<b>188.6</b>	<b>195.8</b>
Growth Related Fees	14.2	15.4	16.0
Recreation Fees	19.4	20.3	20.6
Other Fees	11.9	11.5	11.9
<b>Sub-total: User Fees</b>	<b>45.5</b>	<b>47.2</b>	<b>48.5</b>
<b>Reserve Drawdowns</b>	20.2	22.0	19.8
Investment Income	13.1	14.6	15.7
Fines and Penalties	5.2	5.2	5.2
Other Revenues	0.6	0.6	0.6
<b>Sub-total: Corporate &amp; Other</b>	<b>18.9</b>	<b>20.5</b>	<b>21.5</b>
<b>Total Operating Revenues</b>	<b>265.2</b>	<b>278.3</b>	<b>285.6</b>

\*Note: Forecast total revenues include the application of a budget reduction target of \$4.8 million in 2018. The budget reduction target 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.

### 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.

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 each year's budget process departments are asked to consider the following measures when developing their budget submissions:



## Approved 2017 Budget 2018 Plan

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- 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
- Phased elimination of planned draws from discretionary reserves. These will be fully eliminated in 2018
- Draw from the debenture reserve draws to smooth out cyclical funding requirements
- Recoveries from Water and Wastewater for shared resources between the City's Property Tax supported budget and its Water and Wastewater budget

### **Corporate and Other**

These revenues are mainly made up of investment revenues and fines and penalties. Investment 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 29 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, 71 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

## Approved 2017 Budget 2018 Plan

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

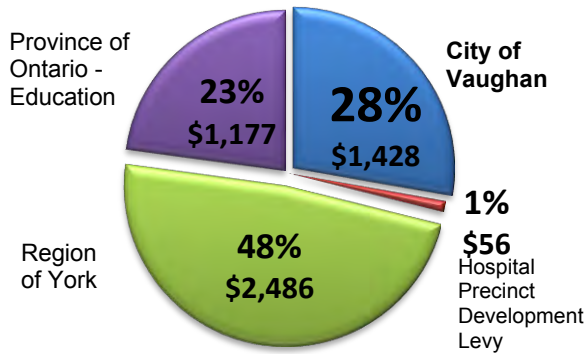
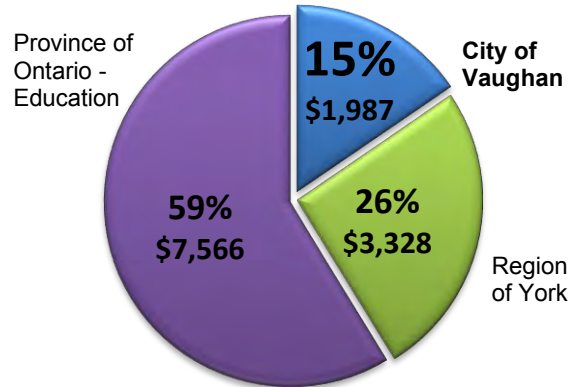


Chart: Average Commercial Tax Bill



\*Based on York Region's 2016 Budget

### 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 8: Historical Tax Rate Increase Comparison**

	5 Year Total	2017	2016	2015	2014	2013	5 Year Average
Mississauga	27.68%	5.70%	4.88%	4.00%	6.10%	7.00%	5.54%
Caledon	24.45%	4.67%	4.28%	4.82%	4.98%	5.70%	4.89%
Brampton	21.79%	3.30%	4.90%	5.79%	2.90%	4.90%	4.36%
Burlington	19.17%	4.42%	3.14%	3.65%	3.50%	4.46%	3.83%
Richmond Hill	17.33%	4.39%	4.20%	4.20%	2.04%	2.50%	3.47%
Milton	16.99%	5.30%	2.00%	3.06%	3.63%	3.00%	3.40%
Aurora	15.98%	3.10%	1.80%	3.91%	3.75%	3.42%	3.20%
Newmarket	15.94%	2.99%	2.99%	3.50%	2.72%	3.74%	3.19%
King	14.91%	2.98%	2.95%	2.97%	2.59%	3.42%	2.98%
Barrie	14.52%	3.09%	2.91%	3.19%	2.03%	3.30%	2.90%
<b>Vaughan</b>	<b>13.69%</b>	<b>2.90%</b>	<b>2.90%</b>	<b>2.70%</b>	<b>2.50%</b>	<b>2.69%</b>	<b>2.74%</b>

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	5 Year Total	2017	2016	2015	2014	2013	5 Year Average
Oakville	13.52%	3.21%	2.40%	2.79%	2.11%	3.01%	2.70%
Markham	12.39%	3.46%	2.44%	2.50%	2.49%	1.50%	2.48%

### 4.7 Transparency and Accountability

One of the main purposes of this 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.

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 (PSAB). 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

In the 2017 budget, departments have identified key commitments that are aligned to the Term of Council Priorities or the Service Excellence Strategic Initiatives. These commitments are the most significant, community-facing initiatives that support the goals of the Strategy Map. These are projects with discrete and trackable milestones that will be advanced during this term of Council.

### 5.1 Improve the 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.

City staff work closely with stakeholders and other levels of government including the Province and the Regional Municipality of York in the planning and delivery of the roads network, leveraging synergies where appropriate.

In 2017 and 2018, the City will continue to advance key activities related to improving the municipal road network, including supporting environmental assessments as required, facilitating road extensions, supporting studies to improve the routing of municipal roads and the greater GTA transportation corridor.

#### **Quick Facts**

*The City maintains 985 km of roads*

*81% of citizens are satisfied with our road conditions and maintenance*

**Capital Investment includes:**  
*13 Active Projects - \$13.49 million*

*21 New Projects - \$7.23 million*

**Ongoing Activities include:**  
*Road and sidewalk winter activities, streetlights and traffic signals, traffic engineering - \$20.4 million*

#### **Activities currently funded and underway that support this priority include:**

- Advancing the Bass Pro Mills Drive Extension and Connections
- Monitoring the Kirby Road Extension Environmental Assessment
- Facilitating the Highway 427 Extension
- Supporting the Teston Road Extension
- Completing the Huntington Road Environmental Assessment
- Facilitating the GTA West Transportation Corridor Route Planning Study
- Facilitating the John Lawrie / Highway 427 Crossing

#### **The approved new 2017 key activities include:**

- Develop a Traffic Signal Control System Management Plan
- Expand Speed Compliance Program through the replacement and purchase of new radar message boards
- Develop a Road Safety Strategy and Transportation Data Management Program

### 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 strategies for both new and existing communities.

In 2017 and 2018, the City will continue to focus on off-road trail development. This will include the development and implementation of the Pedestrian and Cycling Strategy that will create new and safer options to get around the City. The City will also continue to focus on the development of transit options, including the GO Station and subway extension.

#### **Quick Facts**

*The City has 1,149 KMs of walkways and cycling paths*

#### **Capital Investment includes:**

*32 Active Projects - \$14.88 million*

*19 New Projects - \$11.08 million*

#### **Initiatives Include:**

*Concord Go Mobility Hub*

*Sidewalk repair and infill program*

#### **Activities currently funded and underway that support this priority include:**

- Developing Off-Road Trail for Don River/Bartley Smith Greenway
- Developing a new city-wide Pedestrian and Cycling Strategy
- Completing the New Communities Transportation Master Plan
- Rapid Transit Options
  - Completing the Concord GO Road Network Feasibility Study
  - Concord GO Secondary Plan Mobility Hub Study
  - Facilitating the Hwy 7 Bus Rapid Way
  - Facilitating the Toronto-York Spadina Subway Extension
- Transit Oriented Development
  - Thornhill Centre Street Study
  - Dufferin Centre Intersection
  - Yonge-Steeles Corridor Secondary Plan
- Facilitating and implementing the Metrolinx GO (Regional Express Rail)

#### **The approved new 2017 key activities include:**

- Rapid Transit Options
  - Complete Kirby GO Station Sub-Study / Block 27 Secondary Plan
  - Facilitate planning for the Yonge Subway Extension

### 5.3 Facilitate the Development of the VMC

Facilitating the development of the Vaughan Metropolitan Centre (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.

The VMC 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.

In 2017 and 2018, the City will continue to invest in the development of the VMC, including community engagement opportunities, marketing strategies for economic development, improvements for parking and the connecting road network.

**Some activities currently funded and underway that support this priority include:**

- Completing the implementation of VMC 3D Digital Model
- Undertaking Community Engagement and Marketing Plan for the VMC
- Undertaking and supporting a robust office attraction program to support the Community Improvement Plan
- Implementing the Cultural and Public Art Framework for the VMC
- Coordinating Millway Avenue reconstruction and associated VMC mobility hub
- Preparing the VMC Parking Strategy
- Initiating the VMC Parks Development Plan and Implementation Strategy
- Completing Portage Parkway Environmental Assessment
- Continuing development of VMC Mobility Hub - Transit Square and TTC Plaza Development
- Facilitating and supporting the development of the VMC including the Mobility Hub – YMCA, Vaughan Library, Community Centre Partnership
- Completing the Black Creek Environmental Assessment and advancement of the Edegely Pond and Park Development
- Preparing the VMC Utility Master Plan
- Approval of the VMC Secondary Plan by the Ontario Municipal Board
- Implement the Council approved Black Creek Financial Strategy
- Implement the Community Improvement Plan

**The approved new 2017 key activities include:**

- Facilitate VMC Highway 7 Streetscape

#### **Quick Facts**

*The VMC is made up of 179 hectares of commercial, retail, residential, cultural and educational space.*

*The Subway is expected to open in 2017*

**Capital Investment includes:**  
*19 Active Projects - \$17.46 million*

*6 New Projects - \$76.18 million*

**Initiatives include:**  
*Edgeley Pond and Black Creek Channel Renewal design and construction*

### 5.4 Support the Development of the Hospital

The Vaughan Healthcare Precinct located at the northwest corner of Jane St. and Major Mackenzie is the site of the future Mackenzie Health - Vaughan Hospital. Development of the Healthcare Precinct and the Mackenzie Vaughan Hospital site are dependent on municipal road connections and municipal servicing solutions.

In 2017 and 2018, the City will continue to move 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, 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 conferences facilities related to healthcare, and other uses that promote health and wellness.

#### **Quick Facts**

*First hospital to be built in southwest York Region in more than 50 years.*

**Capital Investment Includes:**  
*City Contribution - \$86.6 million (70% for land purchase)*

**August 2016** – announced  
*Plenary Health will design, build, finance and maintain the new Mackenzie Vaughan Hospital*

#### **Activities currently funded and underway that support this priority include:**

- Completing Roads and Servicing Infrastructure Development
- Facilitating Final Site Plan Approval for Mackenzie Vaughan hospital
- Facilitating Zoning and Building Permits Approval

#### **The approved new 2017 key activities include:**

- Construction of all streetscaping within the Healthcare Centre Precinct

### 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.

Council has indicated re-establishing the urban tree canopy as a priority; in order to accomplish this, residential streets have been given priority in comparison to other streets within the City.

Transportation Services, Parks & Forestry staff have developed a strategy that is focused on a fair and equitable consideration of all residents regardless of

#### **Quick Facts**

*Vaughan urban tree canopy includes more than 150,000 trees*

*Vaughan has 1400 flower baskets and planters*

*Vaughan is planting 7,500 new trees being planted in 2016*



location or tree loss severity. The streets are selected representing the mortality distribution across the City. Small streets, such as courts, are being considered equally to boulevards, crescents or any other road types.

In 2017 and 2018, the City will continue to replant trees lost in residential areas. The plan includes replacement trees and removal of stumps which will also help to minimize disruption within a neighbourhood.

**Activities currently funded and underway that support this priority include:**

- Continuing to deliver the Tree Replacement Plan

**The approved 2017 new key activities include:**

- Develop a Tree Maintenance Strategy (Block pruning)

### 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. Ongoing maintenance and repairs to community facilities will ensure that they continue to meet the needs of a growing population into the future.

In 2017 and 2018, the City will continue to invest, renew and manage infrastructure and assets by implementing an asset management program that 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.

The City will continue facility renovations in 2017 and 2018 to improve our community centres and libraries. A Parks Development Strategy is being carried out that includes public consultation, research and planning to guide renewal of existing park and open space assets

#### Quick Facts

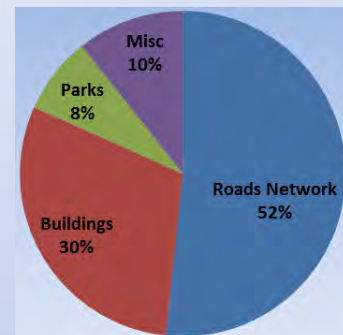
**Capital Investment:**  
\$5.09 million

*Pruning, fertilizing, trimming, watering - \$1.8 million*

**Vaughan B'Leaves Program:**

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

#### Quick Facts



*73% of citizens support the City's spending on infrastructure renewal and construction*

**Capital Investment includes:**  
182 Active Projects - \$54.96 million

242 New Projects - \$111.04 million



### Activities currently funded and underway that support this priority include:

- Continuing to develop the City's Corporate Asset Management program
- Supporting Wastewater Data Condition Assessments
- Undertaking renovations at Dufferin Clark Community Centre and Library and Vellore Village Community Centre
- Undertaking Facility Repair and Maintenance at Al Palladini Community Centre, Bathurst Clark Library, Chancellor Community Centre, Dufferin Clark Community Centre, Father Ermanno Bulfon Community Centre, Garnet A Williams Community Centre, Maple Community Centre, Rosemount Community Centre and Woodbridge Pool and Memorial Arena
- Developing a Parks Redevelopment Strategy
- Securing Land for the New Public Works Yard
- Developing and implementing a Sustainable Fleet Financing Policy

### The approved 2017 new key activities include:

- Undertake renovations at Garnett A Williams Community Centre, Kleinburg United Church and Bathurst Clark Library
- Undertake facility repair and maintenance at Vellore Village Community Centre, North Thornhill Community Centre, the Joint Operations Centre and various Heritage Buildings

## 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.

In 2017 and 2018, the City continues with its commitment to providing every individual with full and equal access to all facilities, services, programs and activities. The Accessibility Plan confirms the dedication to inclusiveness so that individuals with disabilities will receive the same level of service as all residents. Improving accessibility is an ongoing, concerted effort to identify, remove and prevent barriers to service delivery.

This priority also includes the development of Fire Stations that will be designed to provide state-of-the-art emergency services to the surrounding communities.

#### **Quick Facts**

*VFRS responded to 11,430 calls in 2015*

*99% of citizens are satisfied with Vaughan's fire services*

*By-Law and Compliance responded to 8,514 calls in 2015*

*81% of Vaughan citizens are satisfied with By-law and Compliance services*

### Activities currently funded and underway that support this priority include:

- Improving accessibility through initiatives identified in the Accessibility Assessments
- Continuing development and implementation of erosion mitigation plans
- Initiating the Fire Master Plan Update
- Completing construction of Fire Station 7-3
- Completing detail design of Fire Station 7-4
- Continuing progress and modernization of regulatory by-laws to improve application, relevance and greater public understanding (By-law Strategy)
- Starting Specialized Fire Services Training for Toronto-York Spadina Subway Extension

#### Quick Facts

##### **Capital Investment includes:**

11 Active Projects - \$7.09 million

9 New Projects - \$4.17 million

Investment in Public Awareness Programs - \$70,000

### The approved 2017 new key activities include:

- Deliver public outreach programs to educate the public on the benefits of licensed businesses and continue with Operation Safe Trails and Parks

### 5.8 Meet Council tax rate target (no greater than 3%)

The Mayor and Council have committed to a tax increase of no higher than three percent per year during this term of Council (2014-2018).

The 2017 Budget includes an incremental levy requirement that results in a tax rate increase of three percent. 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 percent target is met or exceeded while continuing to provide a standard of service excellence.

#### Quick Facts

72% of residents believe they receive good value for their tax dollars

##### **Meeting the Target:**

For 2017, \$3.3 million in department and corporate savings were identified

##### **Efficiency Target Going Forward:**

Preliminary estimate for 2018 is \$4.8 million

Investments in technology and use of digital improvements should help generate the needed efficiencies

**Activities currently funded and underway that support this priority include:**

- Completing a Development Planning Applications Fee Review
- Advancing the work plan and strategy of the Office of Municipal Partnerships

**The approved new 2017 key activities include:**

- Initiation of additional inter-municipal collections agreements

### 5.9 Update the Official Plan and Supporting Documents

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 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 stay responsive to current issues and conditions.

In 2017 and 2018, the City will continue to facilitate the development of supporting studies. As part of the City's overall Growth Management Strategy Update to 2041 (from 2031) the Municipal Comprehensive Review will provide for an update of the Vaughan Official Plan 2010 to provide for growth and development of the City to 2041. This exercise will function as the City's 5-Year Official Plan Review and the compliance exercise for conformity with the Provincial Growth Plan 2006.

#### **Quick Facts**

*70% of residents are satisfied with future planning for City expansion*

*166 development applications were reviewed and approved*

*24 development applications were created*

*4,733 building permits were reviewed and approved*

**Investment includes:**  
*\$8.59 million to support effective, sustainable and successful city-building to 2041*

**Activities currently funded and underway that support this priority include:**

- Initiating the update of the Development Charge Background Study
- Initiating the update of the Growth Management Strategy
- Initiating the Municipal Comprehensive Review
- Continuing updates to the Storm Drainage and Stormwater Management Master Plan, Transportation Master Plan and the Water and Wastewater Master Plan
- Initiating a comprehensive review and updating the Zoning By-law

- Continue to represent the City through the OMB approval process of the Vaughan Official Plan 2010

### 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 and Culture Services Department is dedicated to promoting economic growth in the community.

In 2017 and 2018, investments in enhanced streetscapes in the City's intensification areas alongside ongoing communications with businesses and stakeholders will continue to encourage job growth in Vaughan.

The implementation of the Vaughan International Commercialization Centre (VICC) Pilot Programs will continue to reinforce the City as a world-class employment centre, and encourage new global business partnerships.

#### **Quick Facts**

**Vaughan's 3.4% employment growth outpaces the nation, greater Toronto Area and regional averages.**

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

**Developing Local Investment:** Vaughan Business Enterprise Centre, and VMC Community Improvement Plan

#### **Activities currently funded and underway that support this priority include:**

- Completing the City-wide Urban Design Study
- Design and Construction of enhanced streetscapes in intensification areas:
  - Islington Avenue
  - Vaughan Mills
  - Woodbridge Heritage District
- Completing an operational feasibility study and evaluation of the VICC Pilot Program
- Review and approval of new employment area Block Plans (Block 59)

#### **The approved new 2017 key activities include:**

- Review and approval of new employment area Block Plans (Block 34 East)
- Initiate Centre Street Design and Construction in partnership with Vivanext and York Region
- Support design and construction of Concord West Streetscape (Hwy 7 to Keele St), in partnership with Vivanext and York Region

### 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.

In 2017 and 2018, the City will continue to create a “made-in-Vaughan” approach that 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 the City and the Region.

### **Quick Facts**

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

### **Activities currently funded and underway that support this priority include:**

- Establishing and implementing Regulatory Protocol and Education Program
- Finalizing approval of Official Plan and Zoning Amendments

### **The approved new 2017 key activities include:**

- Develop Affordable Housing Study Requirements

## **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.

Vaughan commits to continue to cultivate an environmentally and sustainable city in 2017 and 2018. This will be completed by updating the Community Sustainability and Environmental Master Plan. This will include new actions and indicators to further measure the progress towards achieving a sustainable environment, vibrant community and strong economy.

The City will continue the implementation of energy conservation improvements, such as LED streetlight and walkway lighting conversion, asset (e.g. heat pump, roof) replacement and retrofits to energy-efficient lighting at city facilities. This also includes a commitment to retrofitting our buildings with low wattage LED lighting and installing refrigeration operating systems in all are indoor ice rinks to better manage energy consumption.

### **Quick Facts**

*Collected 297 kilograms of waste per capita – one of the lowest in York Region.*

*Saved over 1.8 million kWh by upgrading city facilities and infrastructure with sustainable technology such as LEDs.*

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**Activities currently funded and underway that support this priority include:**

- Continuing to strengthen the City's commitment to environmental stewardship by completing energy initiatives to reduce consumption and control demand
- Leading the Green Directions Vaughan Review
- Completing the procurement phase and initiating implementation of the LED Street Light Retrofit Project
- Developing and implementing a Wastewater Program Efficiency Improvement Strategy
- Developing and implementing a Water Program Efficiency Improvement Strategy

### Quick Facts

**Capital Investment includes:**  
12 Active Projects - \$7.85 million

2 New Projects - \$16.86 million

**Initiatives include:** \$19.5 million  
for citywide LED Streetlight Conversion

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

**The approved new 2017 key activities include:**

- Implement elements of the City-wide Municipal Energy Plan
- Implement the Sustainability Metrics checklist for development review

### 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 Playhouse Theatre, the heritage conservation districts of Kleinburg-Nashville, Maple, Woodbridge and Thornhill and the Toronto FC II soccer team.

In 2017 and 2018, new facilities are being built or retrofitted to provide residents with new options for community engagement and cultural enrichment. 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.

**The 2016 key activities supporting this priority included:**

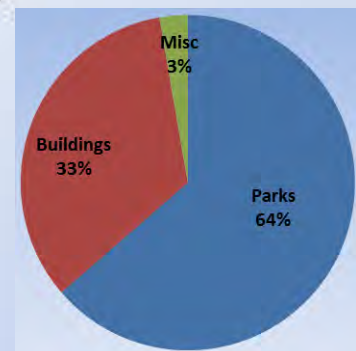
- Initiating an update to the Active Together Master Plan
- Advancing construction of the Block 40 District Park
- Continuing to plan for the Block 11 Community Centre, Library and District Park Implementation Strategy and initiate

### Quick Facts

**92% of residents are satisfied with recreation and fitness services, including Vaughan's many programs and facilities**

Over 250 Community Service Organization and Sports Groups Partnerships

Citywide Public Art Strategy underway



**Capital Investment:**  
37 Active Projects - \$24.68 million  
23 New Projects - \$20.89 million



the design phase

- Implementing the City-wide Public Art Program
- Continuing to advance the development of the North Maple Regional Park
- Advancing development of a new Off Leash Dog Park (west of Hwy 400)
- Facilitating the development of the Pierre Berton Discovery Centre
- Initiating construction of the Vellore Village Community Centre Library
- Execute a series of community programs in celebration of Canada and Ontario 150<sup>th</sup> anniversary

### 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.

During 2017 and 2018, the City has committed to completing a thorough Ward Boundary Review in advance of the 2018 municipal election. Other commitments include technology advancements, and the engagement of Council, citizens and staff in the development of a revised Term of Council Strategy Map for the new Council after the 2018 election.

#### **Quick Facts**

**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.

#### **Activities currently funded and underway that support this priority include:**

- Initiating an Intergovernmental Relations Strategic Framework and Action Plan
- Executing Internal Audit Assurance and Consulting Engagements
- Implementing the results of the Ward Boundary Review

#### **The approved new 2017 key activities include:**

- Implementing the results of the Ward Boundary Review
- Initiating preparations for the 2018 Municipal Elections
- Conducting the Internal Audit Internal Governance and Accountability Survey

### 5.15 Establish a lobbyist registry

Lobbying conducted by interested parties are 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.

In 2017 and 2018, the City will continue to manage the lobbyist registry.

**Activities currently funded and underway that support this priority include:**

- Implementing the Voluntary Lobbyist Registry

### 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 discussions. 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.

We will continue to coordinate a consistent approach for citizen engagement in 2017 and 2018 by engaging citizens in a consistent manner with clear communication and ample opportunities for engagement. The City has also committed to conducting another Citizen Survey in 2018 to determine the overall impressions and identify top-of-mind issues toward the quality of life in the City of Vaughan and the level of satisfaction with the services provided.

#### **Quick Facts**

*1.4 million website hits*

*More than 77,000 engagements on social media*

*More than 80 committee, council and public meetings*

#### **Ways to Stay Informed:**

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

**Activities currently funded and underway that support this priority include:**

- Facilitating the 2016 Citizen Survey
- Organizing and implementing the Vaughan25 Anniversary Celebrations

**The approved new 2017 key activities include:**

- Initiate development of a corporate citizen engagement framework

### 5.17 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 citizens' 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 services.



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In 2017 and 2018 the city will continue to improve citizen experience by reviewing and improving the delivery of digital services through technology enhancements and customer service experience.

A Digital Strategy is being developed that defines how Vaughan will interact with citizens digitally, including social media, access to data and content, public connectivity, eServices and mobile applications, internal digital transformation and external trends.

We will continue with the development of a Service Vaughan strategy and implementation plan that will include consultation with our community and staff to identify and implement service improvements for key components of processes, technology and people, in order to deliver consistent citizen service experience.

**Some activities currently funded and underway that support this initiative include:**

- Initiating the Service Vaughan Program
- Developing a Recreation Service Plan and Customer Service Strategy for Recreation Services
- Integrating Access Vaughan services across more City departments to deliver a more comprehensive inquiry response for citizens
- Developing a Digital Strategy
- Upgrading AMANDA (Case Management and Compliance System)
- Branding of City Vehicles update

**The approved new 2017 key activities include:**

- Improve the website experience
- Create a pilot project for Open Data

### 5.18 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. Procurement process and workforce management have been identified as the opportunities for continuous improvement initiatives.

In 2017 and 2018, the City will continue with the development of a sound financial framework, supported by updated Fiscal related policies and a Development Charge Background Study. The City of Vaughan will also continue to refine the performance measures and benchmark for service delivery.

#### **Quick Facts**

*90% of citizens are satisfied with the services provided by the City*

*86% of calls answered are on-target*

#### **Citizen Experience and Service Delivery:**

- *Citizens engaged in decision making*
- *Consistent Service Delivery*

#### **End-to-End Citizen-Centred Services:**

- *Improvement through Technology*

**Some activities currently funded and underway that support this initiative include:**

- Initiating the 2018 Development Charge Background Study and By-law review
- Completing a new conceptual fiscal framework and initiating an update to fiscal policies
- Creating Sustainable Development Performance Measures
- Continuing the implementation of the Procurement Modernization Plan
- Developing a Workforce Management Business Case
- Provide Effective Service Delivery for winter maintenance through a performance based contract
- Initiating procurement of a new Solid Waste Collection Contract (2018 Start)

### **Quick Facts**

*84% of residents are satisfied with road snow removal*

### **Financial Sustainability:**

- Sustainable Fiscal Framework
- Demonstrate Value for Money

### **Service Delivery Options:**

- Effective service delivery and continuous improvement

**The approved new 2017 key activities include:**

- Support fleet management effectiveness through development of fleet reporting
- Complete a review of current Facilities Maintenance Services Policies, Standard Operating procedures and Operations
- Implementation of Microsoft Office 365 Productivity suite
- Undertake a replacement of the recreation program registration system (CLASS)
- Undertake a feasibility study for a Permanent Animal Shelter (MNR Lands)
- Implement Phase 2 of the Corporate Agenda Management System

### **5.19 Staff Engagement**

Having a highly engaged workforce leads to a more innovative and productive workforce, less turnover and increased customer satisfaction.

In 2017 and 2018, the city will continue to implement initiatives to increase staff engagement. Key activities to support this initiative include updating job descriptions, clarifying roles and responsibilities, and establishing an Awards and Recognition program that will be built and designed by Staff. Technology advancements in a Time Management System, a Learning Management System and an ePerformance System will improve staff efficiencies that will lead to more engagement staff.

### **Quick Facts**

### **Employee Engagement:**

- Invest in our people
- Communication Strategy

### **Corporate Governance and Accountability Framework:**

- Leadership alignment
- Governance and Accountability

**Some activities currently funded and underway that support this initiative include:**

- Undertaking Job Description and Evaluation Process Improvements
- Delivering the Leadership Alignment Program

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- Managing and implementing various initiatives under the Accessibility Plan
- Implementing an integrated Talent Management System in support of staff excellence
- Delivering the Rewards and Recognition Program for Service Excellence
- Completing Service Excellence Communications and Engagement initiatives
- Managing the launch of the Service Excellence Master's Program for Manager and Supervisors

**The approved new 2017 key activities include:**

- Develop a Workplace Mental Health and Wellness Strategy
- Develop and implement a Leadership Development Program including a Succession Planning framework

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## 6 Operating Budget Overview

### 6.1 Introduction

For 2017, Departments were asked to incorporate a \$2.4 million 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 2017 Budget is comprised of operating expenditures, before Additional Resource Requests, totaling \$272.6 million, compared to the \$273.5 million that had been forecast; a total reduction of \$0.9 million.

The table below provides a summary of the 2017 Budget and 2018 Plan. For the 2018 Plan, a proposed efficiency target of \$4.8 million in 2018 has 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 2017 Budget and will provide commentary on the 2018 Plan where appropriate.

**Table 9: 2017 Budget and 2018 Plan**

<b>\$M</b>	<b>2016 Approved</b>	<b>2017 Budget</b>	<b>2018 Plan</b>
Gross Operating	265.2	278.4	290.5
Less: Non-Tax Revenue	84.6	89.7	89.8
Net Operating	180.6	188.7	200.6
Less: Assessment Growth	1.9	2.9	4.6
Less: Supplemental Taxation & PIL	5.8	5.8	5.8
Less: Efficiency Target			4.8
<b>Net Levy Requirement</b>	<b>174.8</b>	<b>179.9</b>	<b>185.5</b>
<b>Incremental Levy Requirement</b>	<b>4.9</b>	<b>5.1</b>	<b>5.5</b>
<b>Incremental Tax Rate</b>	<b>2.90%</b>	<b>2.90%</b>	<b>3.00%</b>

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 Finance, 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 was presented and approved by Council in January. 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.

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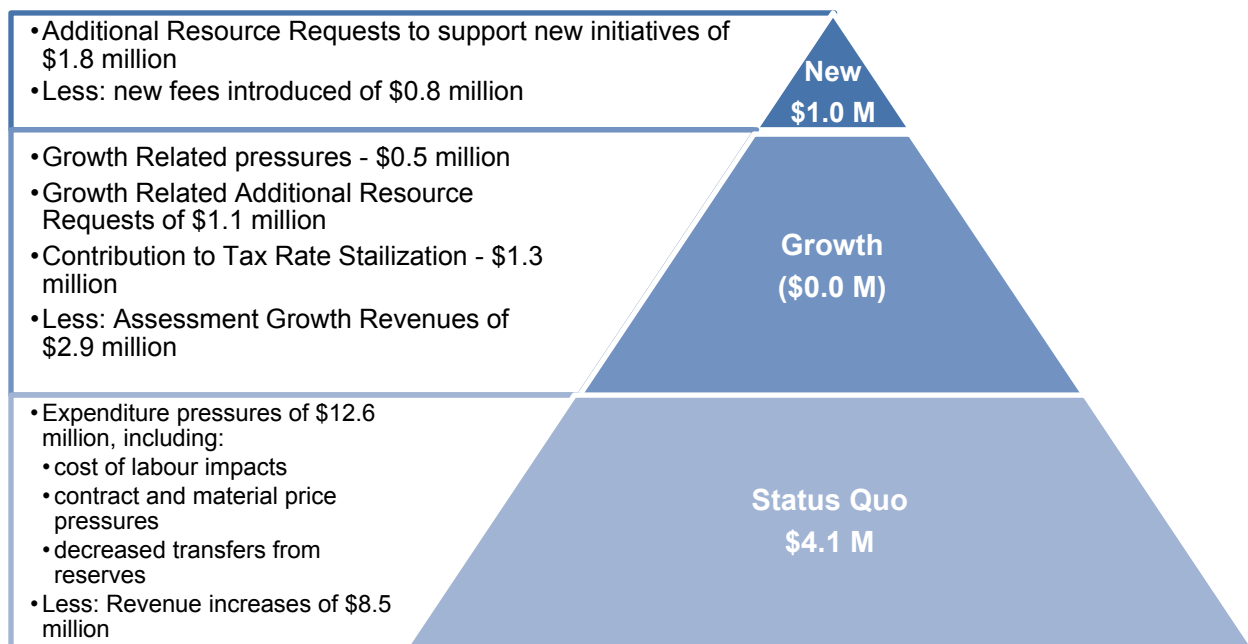
### 6.1.1 Incremental Changes

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

- Status Quo: increases or decreases associated with fluctuating revenues and costs to provide current services to the community.
- Growth-related: increases or decreases associated with user fee volume and assessment growth and the operating costs associated with developer paid infrastructure (i.e. new community centres, libraries, roads, parks).
- New: increases or decreases associated with strategic, transformational or new initiatives

The following illustration summarizes the incremental changes for the 2017 Net Operating Budget.

**Illustration 1: Conceptual Framework for 2017 Net Operating Expenditures**



The following sections breakdown revenues and expenditures into this conceptual framework, providing additional comments on what is contributing to the changes in the budget. Section 9 illustrates how this conceptual framework applies to each department.

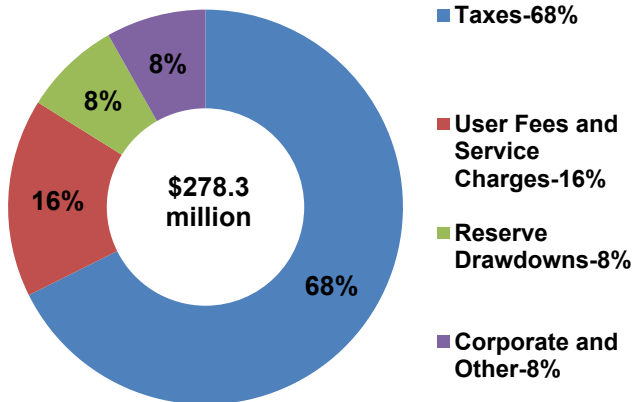
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### 6.2 Revenue

#### 6.2.1 Total Revenue

Of the 2017 Budget of \$278.4 million, 68% or \$188.7 million is funded from taxation. This includes the proposed levy increase of \$5.1 million. The remaining 32% or \$89.7 million of the City's revenues consist of user fees, reserve transfers, investments, grants and other sources.

**Figure 4: 2017 Operating Budget Revenue Sources**



Since 2014, the portion of the operating budget funded from taxation has increased slightly, from 63% to 68%, an average of 1.5% per year. This includes assessment growth revenues, which has seen a decline from a high of 3.2 million in 2015 to the current 2017 assessment amount of \$2.9 million. The portion of the budget funding from user fees and services charges has also seen a slight increase over the same time period of 0.2%.

The table below illustrates the funding sources for the operating budget.

**Table 10: APPROVED 2017 Budget and 2018 Plan Revenues**

\$M	2016 Approved	2017 Budget	2018 Plan
Taxation	185.7	188.7	195.8
User Fees and Service Charges	40.0	45.0	46.3
Reserve Transfers	21.5	22.0	19.8
Corporate and Other	17.9	22.7	23.7
<b>Total Revenues</b>	<b>265.2</b>	<b>278.4</b>	<b>285.6</b>

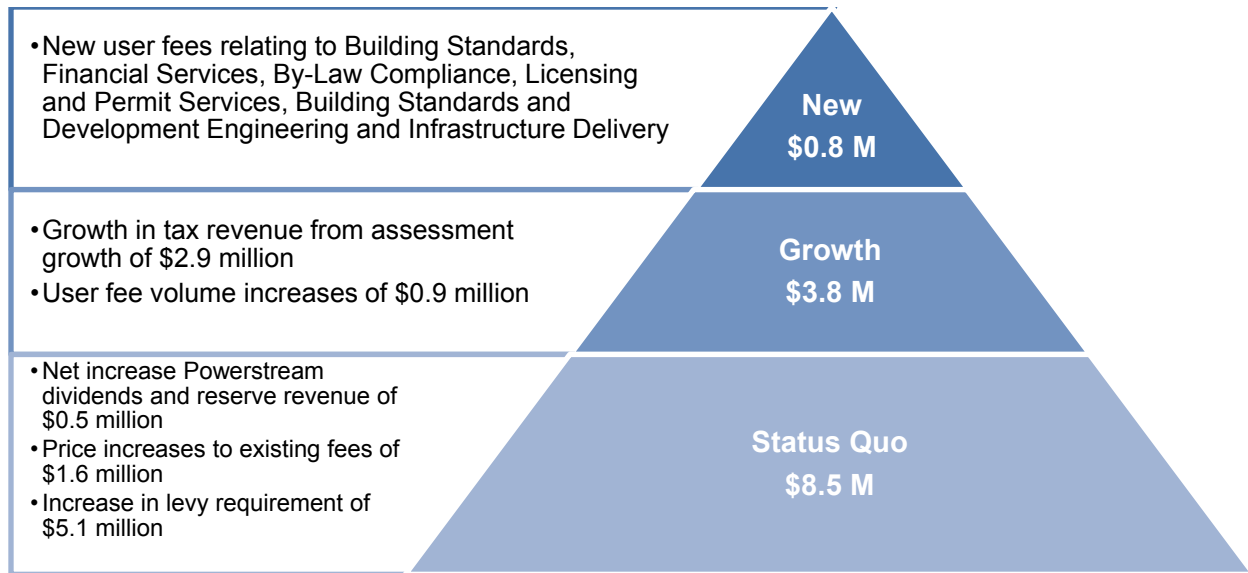
Note: some numbers may not add due to rounding.

#### 6.2.2 Incremental Changes

The same framework introduced in Section 6.1.1 has been used to summarize the incremental revenue changes that are included in the 2017 Budget. The illustration below provides a summary of the incremental changes to the 2017 Budget.

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## Illustration 2: Conceptual Framework for 2017 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 2017 dividend revenues presented in this budget are conservatively based on the pre-merger and acquisition forecast provided by PowerStream.
  - Reserve revenue transfers are expected to 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 \$2.9 million or 1.68 per cent has increased from the 2016 forecast of 1.15 per cent based on the latest forecast from MPAC. This is further discussed in Section 6.2.3. In addition to increased taxation, population growth and development activity are expected to contribute \$0.9 million in increased user fees.
- New: 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 approved new fees.

### 6.2.3 Assessment Growth and the costs of growth

The following table illustrates that assessment growth is projected to be 1.68 per cent in 2017 and 0.9 per cent in 2018, equating to approximately \$4.5 million over the next two years.

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**Table 11: Projected Assessment Growth 2016-2018**

Assessment Growth	2016 Approved	2017 Budget	2018 Plan
\$ M	1.9	2.9	1.6
%	1.15	1.68	0.90

Assessment growth represents the year over year increase as a result of new residential and business construction in the City. The Municipal Property Assessment Corporation (MPAC) is responsible for all property assessment-related valuation in the Province of Ontario and is mandated to provide the City with a final assessment report in December.

Assessment growth has increased from 1.15 per cent in 2016 to 1.68 per cent in 2017. The approved budget has the assessment growth rate to match the assessment growth figure based on reports, historical trends, and recognizing general MPAC processing concerns that have occurred throughout the year. The 2017 assessment growth is budgeted at 1.68% which is based on the roll information currently available from MPAC.

There are a number of factors that contribute to a lower assessment growth, including but not limited to:

- Condominium growth – Vacant land 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 – Assessment appeals and 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 – Assessment appeals decrease the assessed value of the City's commercial property, but this can be offset if there is some conversion of Industrial properties to this class.
- Exempt properties – Any increases in this category will affect the assessment growth revenues collected.

For the remainder of the planning period, the assessment growth rate is anticipated to recover. This forecast is supported by:

- Future commercial and condominium developments in the Vaughan Metropolitan Centre and Weston/Highway 7 areas.
- Continued residential condominium growth in the Highway 7, Bathurst/Centre, Major Mackenzie/Rutherford areas.
- Future distribution centres planned for in Vaughan's employment areas.



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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 12: Assessment Growth versus Growth Requirements**

\$ M	2016 Approved	2017 Budget	2018 Plan
Assessment Growth	1.9	2.9	1.6
Less:			
Net Operating Budget Growth	0.1	0.5	1.0
Additional Resource Requests Growth	1.3	1.1	1.6
<b>Net: Assessment after Growth</b>	<b>-0.5</b>	<b>-1.3</b>	<b>1.0</b>

In 2017, the assessment growth expects to exceed growth related expenditures by \$1.3 million. Growth pressures are further explained in Section 6.3.2. Currently, 2018 assessment growth is forecasted to be approximately \$1.0 million less than the incremental growth related costs in those years. These costs are a combination of growth pressures in the budget associated with the full year costs of a second contingent of fire fighters being added in 2017 and captains for station 7-4, as well as the planned addition of staff and operating costs associated with the Vellore Village Community Centre Library scheduled to be completed in 2018 and the first contingent of fire fighters for a new fire truck to service the Vaughan Metropolitan Centre.

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 revenue.

Of these non-tax revenue sources, user fees contribute \$47.9 million of the \$89.7 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, although Council may direct a lower cost recovery target rate. 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, Environmental Services, Committee of Adjustment, and By-Law & Compliance and Licensing and Permits 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 13: 2017 Budget – Department Recovery Analysis**

2017 Department Budgeted Recovery (Figures in Thousands)	Recreation	Licensing	By-Law & Compliance	Animal Services
Program Revenues	\$ 20,329	\$ 1,275	\$ 2,080	\$ 390
Direct Program Expenditures	\$ 20,853	\$ 682	\$ 5,391	\$ 1,706
<b>Sub-Total Program Subsidy/(Surplus)</b>	<b>524</b>	<b>(593)</b>	<b>3,312</b>	<b>1,316</b>
Allocated Costs *	\$ 42,843	\$ 1,067	\$ 4,941	\$ 2,346
<b>Full Cost Basis Subsidy/(Surplus)</b>	<b>22,515</b>	<b>(209)</b>	<b>2,861</b>	<b>1,956</b>
<b>2016 Program Recovery Ratio</b>	<b>97%</b>	<b>187%</b>	<b>39%</b>	<b>23%</b>
<b>2016 Full Cost Recovery Ratio</b>				
<b>Council Target</b>	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		

2017 Department Budgeted Recovery (Figures in Thousands)	Planning	COA	Building Standards (OBC)	Building Standards (Non-OBC)	Total
Program Revenues	\$ 5,353	\$ 727	\$ 12,322	\$ 563	\$ 62,564
Direct Program Expenditures	\$ 4,323	640	7,402	610	55,193
<b>Sub-Total Program Subsidy/(Surplus)</b>	<b>(1,029)</b>	<b>(87)</b>	<b>(4,920)</b>	<b>47</b>	<b>(7,371)</b>
Allocated Costs *	\$ 6,367	\$ 1,259	\$ 12,322	\$ 1,711	\$ 96,227
<b>Full Cost Basis Subsidy/(Surplus)</b>	<b>1,015</b>	<b>533</b>	<b>-</b>	<b>1,148</b>	<b>33,663</b>
<b>2017 Program Recovery Ratio</b>	<b>124%</b>	<b>114%</b>	<b>166%</b>	<b>92%</b>	<b>113%</b>
<b>2017 Full Cost Recovery Ratio</b>	<b>84%</b>	<b>58%</b>	<b>100%</b>	<b>33%</b>	<b>65%</b>
<b>Council Target</b>	100% Full Cost	100% Full Cost	100% Full Cost		
* Allocated costs include:	Revenues from Building Standards Continuity reserves of \$3.4M included				

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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 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 early 2016. A report was brought to Council in October 2016 (Finance, Administration and Audit Committee, Report No 10, Item 1). Comprehensive Development Fee Reviews of Development Engineering, Building Standards and Development Planning fees are in various stages of development. The Development Engineering fee review is complete and a report was brought to Council in June 2016 (Finance, Administration and Audit Committee, Report No 7, Item 11). The new fee structure should provide the revenues necessary to fund departmental operating costs that support the City's work to support future growth requirements without placing an additional burden on the tax base. The results of this fee review have been incorporated into the 2017 budget cycle. The remaining fee reviews for Building Standards and Development Planning continue and are expected to be completed by the end of 2017. The results of these fee reviews will not impact the 2017 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:

- Financial Services is introducing several new fees relating to a tender package for tax sale process, a bulk account maintenance/large account fee and administration fees to handle letters of credit. These new fees would generate approximately \$57,500 in 2017.
- By-Law and Compliance, Licensing and Permit Services is introducing new user fees, mostly relating to new business categories. They include fence and pool installers, renovators, landscapers, driveway pavers, late renewal fees, and construction parking and visitor parking permits. These fees would generate approximately \$194,975 per year.
- Building Standards is introducing a number of new fees associated with conditional permits, construction without benefit of a permit and to fast track permits. These fees would generate approximately \$500,000 in 2017.
- Development Engineering and Infrastructure Planning is introducing a new fee for cut and fill permits. This fee would generate approximately \$15,000 in 2017.

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

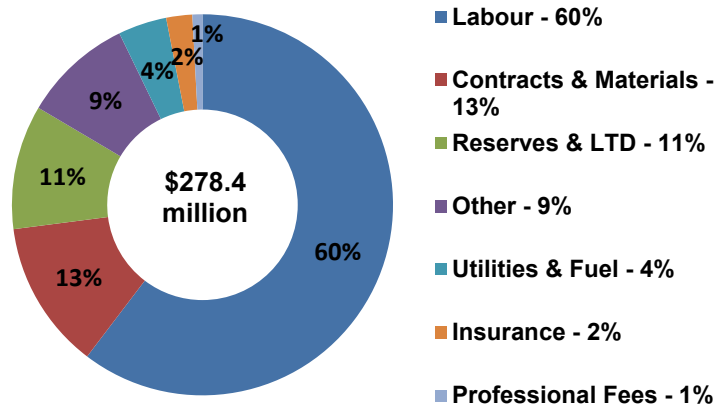
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## 6.3 Expenditures

### 6.3.1 Total Expenditures

For 2017, of the total budget of \$278.4 million, 60 per cent consists of labour related costs including benefits. Contract and Materials contribute an additional 13 per cent, Reserve contributions and debt servicing costs are 11 percent, and all other costs are 16 percent of the total budget. Included in the total expenditures are additional resource requests with a net impact of \$2.9 million.

**Figure 5: 2017 Operating Budget Expenditures**



The following table summarizes the forecasted expenditures for the 2017 Budget and 2018 Plan. The forecasted expenditures for 2018 include the efficiency target of \$4.8 million in 2018.

**Table 14: 2017 Budget and 2018 Plan Expenditures**

\$M	2016 Approved	2017 Approved	2018 Plan
Labour	157.0	168.0	172.7
Contracts and Materials	33.2	35.1	36.4
Reserve Contributions and LTD*	29.6	29.3	33.0
Other	25.9	25.9	22.6
Utilities and Fuel	10.9	11.5	12.2
Insurance	6.1	6.2	6.5
Professional Fees	2.5	2.4	2.2
<b>Total Expenditures</b>	<b>265.2</b>	<b>278.4</b>	<b>285.7</b>

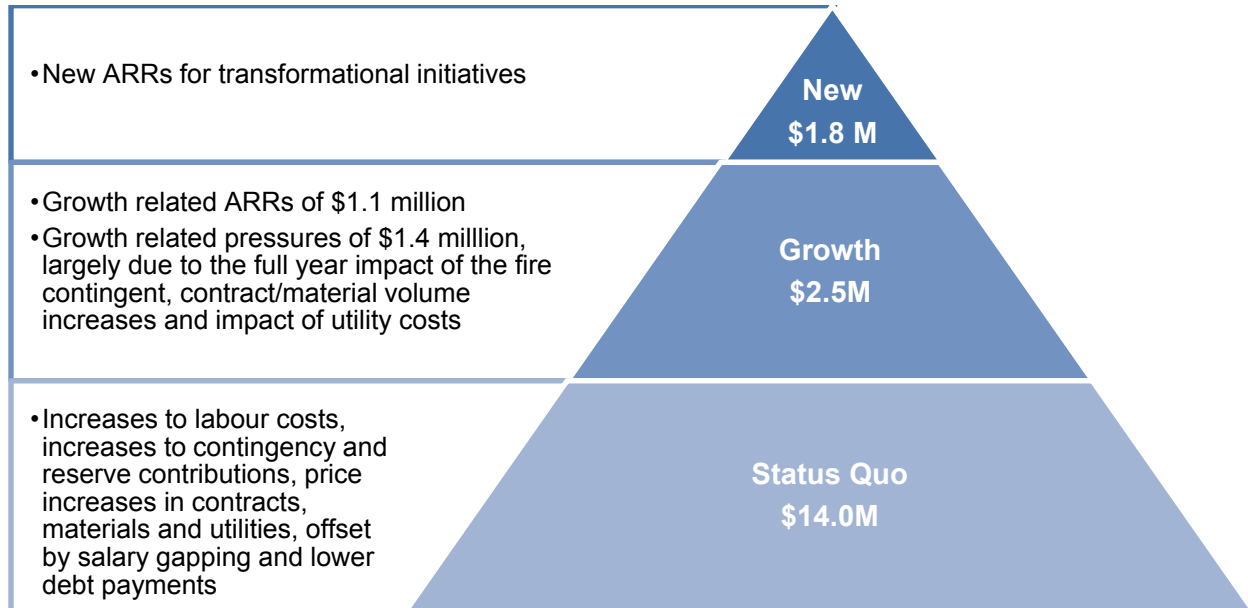
Note: some numbers may not add due to rounding. \*LTD = Long Term Debt

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### 6.3.2 Incremental Changes

The same framework introduced in Section 6.1.1 has been used to summarize the incremental expenditure changes that are included in the APPROVED 2017 Budget. The illustration below provides a summary of the incremental changes to the APPROVED 2017 Budget.

**Illustration 3: Conceptual Framework for 2017 Operating Expenditures**



- **Status Quo:** The impacts of the union agreements that were completed in 2016 have been incorporated into this budget cycle. This increase has been offset by aligning expected vacancy related salary savings to historical trends. Offset by debt retirements that will decrease debt service cost. Other Status Quo increases include: an increase to the amount set aside in contingency to help address unexpected costs that may arise during the year and increased contribution to reserves to fund the future rehabilitation and replacement of its infrastructure.
- **Growth:** ARRs associated with new capital and growth related initiatives such as the second contingent of fire fighters and captains for Fire Station 7-4, resources to support transportation and the continued planning and development of the Vaughan Metropolitan Centre and the full year impact of the operational costs of the previously approved first contingent of firefighters for Fire Station 7-4. There are also volume increases associated with contracts and materials.
- **New:** New ARRs are to help achieve the Council priorities and Service Excellence initiatives identified in the Strategy Map discussed in Section 2 and Section 5. These include resources to develop a strategy for consistent community engagement, assist in

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keeping Council informed of the various issues that impact a growing City like Vaughan, and provide staff with the systems necessary to be able to carry out their duties.

In the Department Budgets section (Section 10) of this book, departments that have proposed 2017-18 ARR's have outlined these ARR's. The details for the 2017 ARR's are found in Section 10 of this document.

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## 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.

By the end of 2016, 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 358 open capital projects with funds remaining of \$156.99 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 2017-18:

**Table 15: 2017-18 Capital Plan with Open Projects**

	Open		2017		2018	
	#	\$M	#	\$M	#	\$M
Status Quo	136	48.44	132	57.46	84	44.09
Growth	156	93.38	49	45.70	41	98.33
New	67	16.43	41	11.25	25	3.18
<b>Capital Plan</b>	<b>359</b>	<b>158.26</b>	<b>222</b>	<b>114.41</b>	<b>150</b>	<b>145.60</b>

Note: some numbers may not add due to rounding.  
Does not include \$47.48 million in inactive projects

Section 10 provides more detailed information regarding the 2017–18 Capital Plan. Detailed capital project sheets for new projects that provide additional information such as project



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descriptions and anticipated milestones can be found on the City of Vaughan web-site ([vaughan.ca/Budget/Budget-Books](http://vaughan.ca/Budget/Budget-Books)).

### 7.2 Capital Tables

#### 7.2.1 Open Capital Aligned to the Term of Council Service Excellence Strategy Map

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 11.3.

**Table 16: Open Capital Projects Link to Service Excellence Strategy Map**

Term of Council Priority	# Projects	Open* (\$M)
Improve municipal road network	13	13.49
Continue to develop transit, cycling and pedestrian options to get around the City	32	14.88
Facilitate the development of the VMC	19	17.46
Support the development of the hospital	3	8.31
Re-establish the urban tree canopy	1	0.01
Invest, renew and manage infrastructure and assets	185	55.32
Continue to ensure the safety and well-being of citizens	11	7.09
Meet Council tax rate targets (no greater than 3%)	1	0.05
Update the Official Plan and supporting studies	14	5.33
Attract investment and create jobs	10	2.39
Create and manage affordable housing options (secondary suites)	1	0.01
Continue to cultivate an environmentally sustainable city	12	7.85
Support and promote arts, culture, heritage and sports in the community	37	24.68
Continue to advance a culture of excellence in governance	3	0.02
Enhance civic pride through a consistent city-wide approach to citizen engagement	1	0.02
Operational Performance	4	0.64
Staff Engagement	11	0.88
Citizen Experience	4	0.18
<b>Total Unspent Capital Funds*</b>	<b>359</b>	<b>158.62</b>

Note: some numbers may not add due to rounding. (\* Open Balance minus 2016 Cash flow estimate, does not include \$47.48 million in inactive projects)

There are currently an additional 128 projects that are open but considered inactive as these projects are awaiting a particular event or outcome to occur before final payment can be issued and the project closed. The table below summarizes the categories of these projects:

**Table 17: Open Inactive Capital Projects**

Inactive Category	# Projects	Open (\$M)
To be Closed	26	9.08
Under Warranty/Maintenance	53	9.42
Third Party Invoices Pending	8	4.97

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Inactive Category	# Projects	Open (\$M)
Development Charge Repayment Agreements	30	21.85
Projects Under Review	11	2.16
<b>Total Unspent Capital Funds*</b>	<b>128</b>	<b>47.48</b>

Note: some numbers may not add due to rounding.

In summary:

- 26 projects to be closed before the 2016 year end
- 53 projects for which the work has been substantially complete and the work is in a warranty/maintenance period. These periods average between six months to two years. At the end of its warranty/maintenance period the project will be closed.
- 8 projects are awaiting the final invoices from third parties for final payment and subsequent closure.
- 30 projects are under development charge repayment agreements. Payments will be made as the development charges are collected. Once all development charges are collected and the final payments are made, the project will be closed
- 11 projects that departments are currently reviewing to determine if the project should proceed

### 7.2.2 Estimated Spend Timing of Open Capital Projects

Over the remaining term of Council more than 244 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 in the Fiscal Health Reports.

**Table 18: Estimated Spend Timing of Open Capital Projects**

\$M Budget Year Group	2017	2018	2019	2020	2021+
2000-05	0.56	0.56	0.78	0.25	0.73
2006-2008	1.02	0.45	0.02	0.13	0.04
2009-2012	19.19	2.18	1.34	1.16	7.25
2013	8.08	3.00	0.21	0.00	9.83
2014	14.26	1.45	0.22	0.22	2.69
2015	26.91	16.70	3.24	1.67	2.26
2016	16.48	9.33	1.46	0.26	3.49
<b>Estimated Spend</b>	<b>86.50</b>	<b>33.68</b>	<b>7.27</b>	<b>3.70</b>	<b>26.29</b>
<b>% of Total Spent</b>	<b>55%</b>	<b>21%</b>	<b>5%</b>	<b>2%</b>	<b>17%</b>

Note: some numbers may not add due to rounding.

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### 7.2.3 New Capital Requests Aligned to the Term of Council Service Excellence Strategy Map 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.

All new 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 11. The costs indicated below are the total project costs for discrete projects or the annual funding for the annual programs such as tree replacement. Approval for the total project costs is requested in full before a project is commenced while the related capital spending may occur over a number of years. Information about the expected capital spending that will occur over the remaining Term of Council in Section 7.2.5.

**Table 19: 2017 - 18 Capital Plan Link to Service Excellence Strategy Map**

TERM OF COUNCIL PRIORITIES \$M	# Projects Plan	2017 Budget	2018 Plan	Total
Improve municipal road network	21	3.55	3.77	7.32
Continue to develop transit, cycling and pedestrian options to get around the City	19	5.85	5.23	11.08
Facilitate the development of the VMC	6	8.27	67.91	76.18
Support the development of the hospital	0	0.00	0.00	0.00
Re-establish the urban tree canopy	8	2.54	2.54	5.09
Invest, renew and manage infrastructure and assets	242	62.88	48.52	111.04
Continue to ensure the safety and well-being of citizens	9	0.53	3.63	4.17
Meet Council tax rate targets (no greater than 3%)	0	0.00	0.00	0.00
Update the Official Plan and supporting studies	15	1.43	1.83	3.26
Attract investment and create jobs	1	0.14	0.00	0.14
Create and manage affordable housing options (secondary suites)	0	0.00	0.00	0.00
Continue to cultivate an environmentally sustainable city	2	16.86	0.00	16.86
Support and promote arts, culture, heritage and sports in the community	23	9.71	11.18	20.89
Continue to advance a culture of excellence in governance	5	0.44	0.36	0.80
Enhance civic pride through a consistent city-wide approach to citizen engagement	9	1.02	0.44	1.46
Operational Performance	2	0.21	0.19	0.40
Staff Engagement	7	0.98	0.00	0.98
Citizen Experience	0	0.00	0.00	0.00
<b>Total New Capital Projects</b>	<b>369</b>	<b>114.41</b>	<b>145.60</b>	<b>260.00</b>

Note: some numbers may not add due to rounding.

The following chart illustrates the funding sources for the 2017 Capital Budget:

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For 2017, 34 per cent of the capital funding is from Development Charges to fund growth related projects. An additional 27 per cent of the funding is from Infrastructure Reserves that fund the repair, maintenance and replacement of city assets.

The following table illustrates the funding sources for each year of the plan. The costs included below are the total project costs of new capital requests.

Figure 6: 2017 Capital Budget by Funding Source

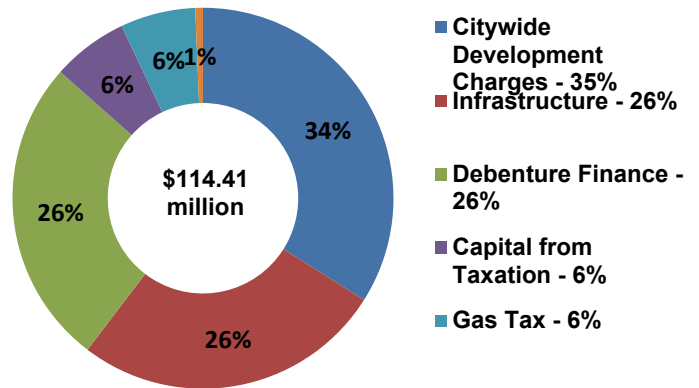


Table 20: 2017 -18 Capital Plan

Funding Source (\$M)	2017 Budget	2018 Plan	Total
City Wide Development Charges	38.86	79.97	118.83
Infrastructure Reserves	30.21	35.11	65.32
Debenture Financing	29.93	16.91	46.84
Capital from Taxation	7.37	7.72	15.09
Gas Tax	7.29	5.33	12.62
Other	0.75	0.56	1.31
<b>Grand Total</b>	<b>114.41</b>	<b>145.60</b>	<b>260.00</b>

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 2017 there are approved new capital projects for the design of the Black Creek Channel in the Vaughan Metropolitan Centre, the conversion of streetlights to efficient LED lighting, new parks, continued development of the roads, water and wastewater networks, and studies to plan for the future growth of the City. In 2018, two capital projects account for 43 percent of the new capital projects, the construction of Edgeley Pond and the Black Creek Channel in the Vaughan Metropolitan Centre.

**Infrastructure Reserves** fund the repair, maintenance and replacement of City owned infrastructure. Section 8.3 provides more detail about these reserves. For 2017 there are approved new capital projects for the rehabilitation of parks, community centres, roads and watermains and replacement of fleet vehicles and equipment.

**Debenture Financing** 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. 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.

There is constant pressure to balance available funding to support existing services, growth requirements and corporate initiatives against limited available funding. In 2017, 57% of available funding is allocated to support existing services, such as the City's tree replacement program. Investments in new initiatives make up 34% of the projects submitted. These initiatives include required projects to deliver on the Council approved Service Excellence Strategic Initiatives.

The detailed listing of capital projects by funding sources, including those projects funded from Capital from Taxation, is included in Section 11.3.

**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 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 Reserve, Recreation Land Reserve, Grant programs, including the Canada 150 Community Infrastructure Program and recoveries from other sources.

### 7.2.4 Financing Strategy for Major Capital Investments

The City is undertaking some major capital investments with large funding requirements. As a result, funding strategies have been developed to ensure the successful completion of the required capital works. Below is some discussion on these funding strategies for these major capital investments:

#### **LED Streetlight Conversion (Citywide)**

In June 2016, Council provided approval for staff to proceed with the procurement of an energy performance based contract for the street light retrofit project that will upgrade over 22,000 existing street lights throughout the City to LED technology. The total upfront capital costs for the design and installation of the retrofit is approximately \$19.1 million. It is anticipated that project will begin in late 2017, and will take approximately 3 years to complete. Approved funding of \$3 million currently exists in Capital Project RP-2058-15 and the 2017 Approved

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budget includes a capital request for the remaining balance of funding of \$16.4 million, of which \$1.5 million is to be funded from gas tax and \$14.9 million from debentures. Staff continue to assess the optimal debt-financing option for the up-front capital costs and will be providing a final recommendation to Council at the time the energy performance contract is awarded.

### **New Transportation Services, Parks and Forestry Operations Yard**

As a result of growth, there is a need for the city to upgrade and expand the number of Public Works/Parks Operations yards. City staff have been exploring opportunities to partner with the Region of York to identify a mutually agreeable location in the north-west part of the City to locate a new joint satellite operations facility. Discussions are ongoing and it is anticipated that land acquisition will occur in the next twelve to eighteen months. The Approved 2017 budget includes a capital request of \$16.2 million, funded from City wide Public Works Development charges and debentures. The city wide Public Works DC Reserve does not contain sufficient funding for the total capital funding required and therefore debenture financing is being recommended to fund a portion of the total budget request. Future Public Works Development Charges collections will be directed toward repayment of the debenture.

### **Vaughan Metropolitan Centre YMCA, Library and Recreation Space**

In February 2016, Council provided approval to advance the development of a YMCA, City Library and Recreation space in the Vaughan Metropolitan Centre (VMC). The City will be a major funding partner in the project, with a funding contribution of \$45.6 million of the total estimated project costs of \$59.4 million (excluding land costs). These community amenities will be built into a mixed-use Office/Commercial development near the new Subway station. The total project costs will be paid by the YMCA to the developer of the mixed use building, with the City reimbursing the YMCA for its share of the project costs over a period of 20 years. The YMCA's financing will come from an Infrastructure Ontario (IO) loan to which the City will also act as a Guarantor. In effect, the City will be supporting the YMCA in repaying this IO loan over the next 15 to 20 years. The 2017 Approved budget includes a capital project that reflects the City's anticipated payment schedule to the YMCA / IO.

### **Edgeley Pond and Black Creek Infrastructure in the Vaughan Metropolitan Centre**

The Financial Strategy for the Black Creek Storm Water infrastructure in the Vaughan Metropolitan Centre (VMC) was approved by Council in June 2016. The financial strategy sets out the cost allocation methodology used to split the total estimated costs of \$97 million across several funding sources including City-wide Development Charges, Area Specific Development Charges, Storm Water Utility Charges, property taxation and funding from other levels of government. The 2017 Approved budget and 2018 plan includes capital projects with total budget of \$71.0 million to initiate the detail design of the Black Creek Channel and first phase of construction of Edgeley Pond. Funding for these capital projects has been set in alignment with the funding source allocation found within the financial strategy. Following the financial strategy

means that the Area Specific Development Charge Reserve associated with the Black Creek and Edgeley Pond will likely enter a deficit position (internal debt) in the early years of development of the VMC. This was anticipated and the interest costs associated will be reflected in the Area Specific Development Charge rates going forward, which is permissible under the Development Charges Act, 1997. Unlike the Area Specific Development Charge Reserve, the Storm Water Rate Reserve is not expected to enter a deficit position, but rather will be used over a period of approximately 20 years to pay back a debenture issuance (external debt) associated with the financial strategy. City wide development charges reserve draws and property taxation impacts are accommodated for within the 2017 budget and 2018 plan. Pursuing the foregoing strategy of using a combination of available cash in reserves, internal debt and external debt will allow the projects to be funded on a timely basis and therefore completed in a shorter time frame. These early infrastructure investments in the new downtown are expected to unlock development potential. The balance of capital funding required to complete the storm water infrastructure will be included in future budget cycles as development of the storm water infrastructure advances.

### **Public Art Reserve Funding**

In June 2016, Council approved the VMC Culture and Public Art Framework. This framework sets out the public art priority projects and quick wins that will enable the Vaughan Metropolitan Centre (VMC) to engage residents and visitors and enable the place making of the VMC as a destination place. One of the recommendations within the framework was the allocation of one percent of certain growth related capital projects into a Public Art reserve to fund the initial public art installations. The funding formula would include projects related to city owned building design and construction for soft services such as libraries, community centres, fire stations and park design and construction. For 2017, the one percent allocation equates to approximately \$50 thousand that would be funded through property taxation, as public art is not a development charge eligible service. This has been incorporated into the 2017 budget as presented.

The second recommendation from the VMC Culture and Public Art Framework is the creation of a Public Art Maintenance reserve, to fund future repair and replacement. This allocation would be 10 percent of all future public art capital projects. There is no impact to the 2017 budget, as there are no public art capital projects being submitted.

The creation of these two reserves and the respective funding allocations will help to move the public art initiative forward. It is not expected that the funding in these reserves will fund all public art. Rather, it is anticipated that public art will also be acquired through the development process, potential Section 37 agreements, donations and sponsorship. Most public art is anticipated to be largely privately owned but publicly accessible, reducing the burden on the City to fund and maintain this cultural infrastructure.

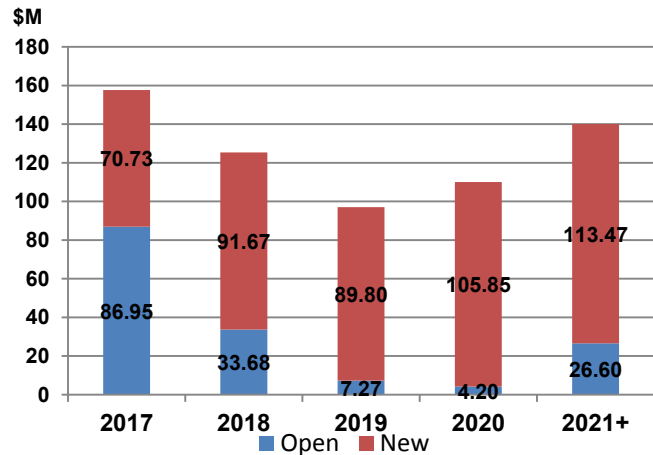


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### 7.2.5 Estimated Spend of Open and New Capital Projects

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 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.

Figure 7: Capital Projects – Estimated Cash Flow Requirements



### 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 2017-18 Capital Plan are estimated as follows:

Table 21: 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	0.3	0.16	2.3	1.25
Debenture Financing	-3.2	-1.84	-3.1	-1.75	1.7	0.95
Infrastructure Contributions	0.2	0.14	1.4	0.81	2.7	1.48
<b>Total</b>	<b>0.1</b>	<b>0.13</b>	<b>-1.4</b>	<b>-0.79</b>	<b>6.7</b>	<b>3.68</b>

Note: some numbers may not add due to rounding.

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

- 2017 – full year impact of the first contingent for Fire Station 7-4 and a portion of the second contingent for this station; large debt retirement; contributions to the infrastructure reserves for the future rehabilitation and replacement of City assets such as playground equipment, vehicles and equipment and community centre rehabilitations



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- 2018 – first contingent for Fire Station 7-6; Vellore Village South Library; debt repayments associated with new debt issue; continued contributions to the infrastructure reserves

### 7.4 Reconciliation to full accrual

The City's 2017 Budget and 2018 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 Consolidated Reserve 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 their 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 22: Impact of Excluded Expenses/Estimated Change in Accumulated Surplus**

<b>Funding vs. Amortization</b>	<b>Annual Budget</b>	<b>Accrual Based Expense</b>	
<b>\$M</b>	<b>Funding</b>		<b>Gap</b>
City Asset Renewal*	32.4	46.3	13.9
City Post-Employment Benefits	0.5	15.0	14.5
<b>Combined</b>	<b>32.9</b>	<b>61.3</b>	<b>28.3</b>

\*Excludes Water and Wastewater (separate process)

Note: some numbers may not add due to rounding.

As reported in many journals and articles, the above situation is consistent for most Canadian municipalities. Due to sound financial planning, Vaughan is in a strong financial position and ahead of most municipalities. The Capital Asset Management (CAM) initiative that is currently underway should assist in understanding the true funding gap by fine tuning the funding requirements based on asset conditions as well as life cycle. The work to be undertaken during

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the Financial Sustainability: Fiscal Framework project 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 \$23 million 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 Fiscal Framework 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 Fiscal Framework 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 on 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 manages the risk of 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 23: 2017-18 Obligatory Reserve Balance Forecast**

\$M	2016	2017	2018
City Wide Development Charges	213.21	206.06	204.87
Area Specific Development Charges	6.71	5.24	1.84
Restricted Grant	23.39	16.93	16.43
Other	80.15	84.22	89.99
<b>Total</b>	<b>323.45</b>	<b>312.44</b>	<b>313.14</b>

The above table provides a forecast of the reserve balances on the basis of anticipated cash flows. Departments estimated the cash flow requirements for the capital projects they manage.

### 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, annual surpluses when they occur 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 its 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 24: 2017-18 Discretionary Reserve Balance Forecast**

\$M	2016	2017	2018
Sustainability	33.98	31.40	30.34
Infrastructure	51.10	34.34	27.60
Corporate	17.77	15.12	15.00
Capital from Taxation	12.10	-0.43	-3.55
Special Purpose	6.52	6.52	6.59
<b>Sub-total</b>	<b>121.48</b>	<b>86.95</b>	<b>75.99</b>
Water/Wastewater	89.93	68.12	51.40
<b>Total</b>	<b>211.41</b>	<b>155.07</b>	<b>127.39</b>

The above table provides a forecast of the reserve balances on the basis of anticipated cash flows. Departments have been asked to estimate the cash flow requirements for the capital projects they manage.

### 8.3.1 Guiding Financial Policies

To ensure the sustainability of these funding tools, the City has adopted associated targets. The City has had a good track record of keeping its ratios above the policy targets set by Council. However, as illustrated below, the City is forecasted to be below its target for 2018. The City is currently developing a new fiscal framework to ensure financial sustainability, which is expected to address this issue.

**Table 25: Policy Ratios**

Policy Ratio	2016	2017	2018	Target
Discretionary Reserve*	79.72%	55.74%	44.58%	>50% Of Own Source Revenues
Working Capital*	5.98%	4.91%	4.74%	Up To 10% Of Own Source Revenues
Debt Service Costs	5.96%	4.34%	4.42%	<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** - The pressure on discretionary reserves is largely due to funding infrastructure replacement as the City's initial stock of infrastructure assets began to reach the end of their useful lives. One of the term of Council priorities is to *invest, renew and manage infrastructure and assets*. Over the term of Council it is anticipated that the investment in the rehabilitation and replacement of infrastructure is almost double the contributions to the reserves that fund this work.

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There is a continual balancing act required to manage funding requirements from and contribution to these reserves, with some years requiring more investment than contribution and other years the opposite is true. The Corporate Asset Management initiative (Section 5, T06.02) currently underway should provide the anticipated rehabilitation and replacement funding requirements to maintain program service levels. As introduced in Section 5.18, the development of a Financial Framework is being undertaken by staff that will include an analysis of the required level of contributions to these infrastructure reserves that is financially sustainable and keeps pace with the rehabilitation and replacement requirements to maintain service levels and deliver on the term of Council priority.

In 2016, a Comprehensive Development Fee Study was undertaken which included a review of development engineering fees. These fees contribute to the Engineering Reserve to fund the costs of development activities. This study was completed in early 2016 and a report was brought to Council in June of 2016. The recommendations of this study have been incorporated into the 2017 Budget and should result in sustained funding to the Engineering Reserve to fund growth related activities in the City.

**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 five year period.

**Debt Service Ratio** - The City current practice is to request a debt issuance once a project is substantially complete and there has been a sufficient accumulation of substantially completed projects to warrant the issue. This ratio is forecasting a slight decline over the capital plan due to anticipated debt retirements in 2017 and 2018. The Debt Policy sets limitations on the use of debt in order to retain financial flexibility by avoiding long-term commitments for interest payments. 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:

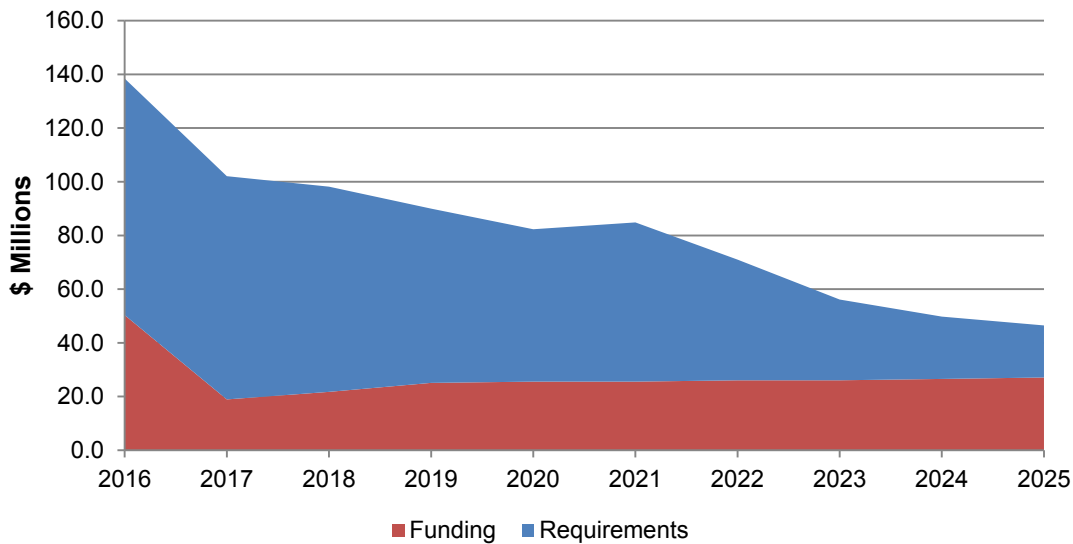
- Capital projects are approved for the full cost and are committed against the reserve over the expected construction time frame at time of approval.
- Reserve balances should remain positive and not be placed into a negative position. If a reserve is forecasted to go into a negative position, Council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

### 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 1 of the Corporate-side asset management initiative was completed in 2014. 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 requirements. This will provide better information about the financial requirements to sustain the community's infrastructure network.

**Figure 8: Infrastructure Renewal Requirements**



## 9 Water, Wastewater and Stormwater Operations

### 9.1 Summary

In May 2000, the E.coli outbreak and water contamination events in the Town of Walkerton led to an inquiry under Justice Dennis O'Connor. The recommendations from the inquiry form the basis for the Safe Drinking Water Act. The Safe Drinking Water Act regulates water operator training, licensing of drinking water systems, testing and sampling, audits, financial planning, the use of regulated labs and a drinking water quality management system.

This regulation, coupled with the Ontario Water Resources Act, define and guide the budget for water, wastewater and stormwater.

In 2002, the Sustainable Water and Sewage System Act was introduced, but later repealed in 2010 to be replaced by the Sustainable Water and Waste Water Systems Improvement and Maintenance Act. This act is at first reading. Both of these acts speak to the full cost recovery to operate, maintain and replace drinking water and wastewater systems. It is in the best interest of drinking water owners and municipal administration to strive towards full cost recovery in order to fulfill the spirit of the Walkerton recommendations and to ensure that water is always safe to drink.

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 2017 budgeted rates and charges will generate a total net contribution of \$21.3 million to reserves to fund water, wastewater and stormwater related programs and services in order to protect property, the environment as well as support and move towards a financially sustainable Water and Wastewater system as required by the Safe Drinking Water Act. It is incumbent upon Council and management to ensure that the City meet its obligations under the various Acts.

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

The majority of the City's water and wastewater costs are from the Region. 2017 price increases of 11.70% for water and 7.20% for wastewater, for a combined increase of 9.00%, were approved for 2017 by the Region.

Additional resource requests include a Project Manager for Stormwater to support an increased capital program as identified in the stormwater rate study; a 2-year contract for a Program Manager for Stormwater/Wastewater operations; a Water Backflow Prevention Coordinator to enhance the safety of the water distribution system; and a Program Planning Manager to provide additional strategic support to Water, Wastewater and Stormwater operations.



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The combined City of Vaughan 2017 rate increase for water and wastewater is \$0.0581 per cubic metre or 1.56% over the 2016 combined water and wastewater rate. As noted in the stormwater rate study the impact of the new stormwater charge is to be revenue neutral in the first year. As a result, in setting the 2017 combined water and wastewater rate, \$0.2977 was subtracted from the wastewater rate in order to offset the financial impact of the new stormwater charge to residents and businesses. The stormwater charge together with the 2017 combined water and wastewater rate equates to an overall increase of 9.55%.

The 2017 Water, Wastewater and 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; and
- continue to cultivate an environmentally sustainable city.

### Wastewater and Stormwater budgets

Stormwater services have been funded from the wastewater rate, Federal Gas Tax Fund and the tax levy. However, in early 2016 a stormwater rate study was presented to Council recommending a 2017 stormwater charge implementation. With the adoption of the new stormwater charge the wastewater and stormwater budgets will be presented separately in 2017 and onward.

## 9.2 Regulations and Legislated Requirements

Water and wastewater are regulated services and must meet legislated requirements of the Safe Drinking Water Act, the Environmental Protection Act and Ontario Water Resources Act.

### **The Safe Drinking Water and Environmental Protection Act**

The Acts' purposes are to protect human health and the environment through control and regulation of drinking water systems, drinking water testing, wastewater collection and treatment facilities as well as to ensure financial viability to finance the full cost of providing water services.

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 Ontario Water Resources Act**

The purpose of the Act is to provide for the conservation, protection and management of Ontario's waters and for their efficient and sustainable use, in order to promote Ontario's long-term environmental, social and economic well-being.

### **The Sustainable Water and Sewage Systems Act (repealed) and replaced with the Sustainable Water and Waste Water Systems Improvement and Maintenance Act (2010 – first reading)**

The Sustainable Water and Sewage Systems Act (repealed) and the Sustainable Water and Waste Water Systems Improvement and Maintenance Act (first reading) 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. As owners and operators of water systems and wastewater systems, it is our responsibility in the spirit of “standard of care under the Drinking Water Quality Management System” to ensure financial sustainability of water, wastewater and stormwater systems.

The budget 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 (Safe Drinking Water Act) and considers future operating and capital programs. The plan must also consider long-term financial needs with respect to repairing and replacing infrastructure.

The 2017 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.

### **Stormwater Funding**

The 2017 budget will also include a new stormwater charge and costs to build a comprehensive stormwater program in order to protect both property and the environment.

### **9.3 Infrastructure Funding – Meeting the Challenge**

Prudent financial planning requires ongoing contributions to water, wastewater and stormwater reserves to fund repair and replacement of infrastructure. Using annual depreciation as a basis for reserve funding is a best practice according to the National Guide to Sustainable Municipal Infrastructure. “It is best practice to use the funds generated from depreciation charges on infrastructure investments to finance past, current or future infrastructure investments.”<sup>1</sup>

Long term financial planning requires the City to address accumulated depreciation and asset management requirements. The following table illustrates the City’s water, wastewater and stormwater assets accumulated depreciation and the accumulated reserves. The reserves are used to finance future water, wastewater and stormwater infrastructure needs. Accumulated depreciation is the total depreciation of the City’s assets since they were built. Another aspect

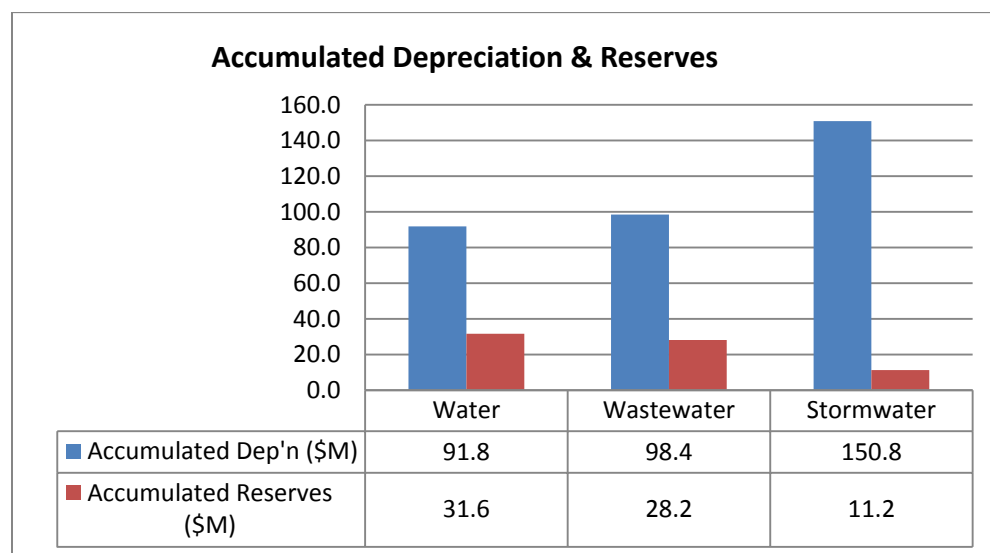
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<sup>1</sup> Water and Sewer Rates: Full Cost Recovery, National Guide to Sustainable Municipal Infrastructure

## APPROVED 2017 Budget 2018 Plan

of prudent financial planning is to save enough money in the City's reserves to cover the value of the accumulated depreciation.

The following chart depicts the discrepancy between the accumulated reserves and depreciation. Stormwater has the largest discrepancy and has been addressed in the stormwater rate study to close the gap through a comprehensive capital program plan.



Contributing to reserves at a rate which will move the City towards covering accumulated depreciation will also advance the City towards meeting long term asset management requirements.

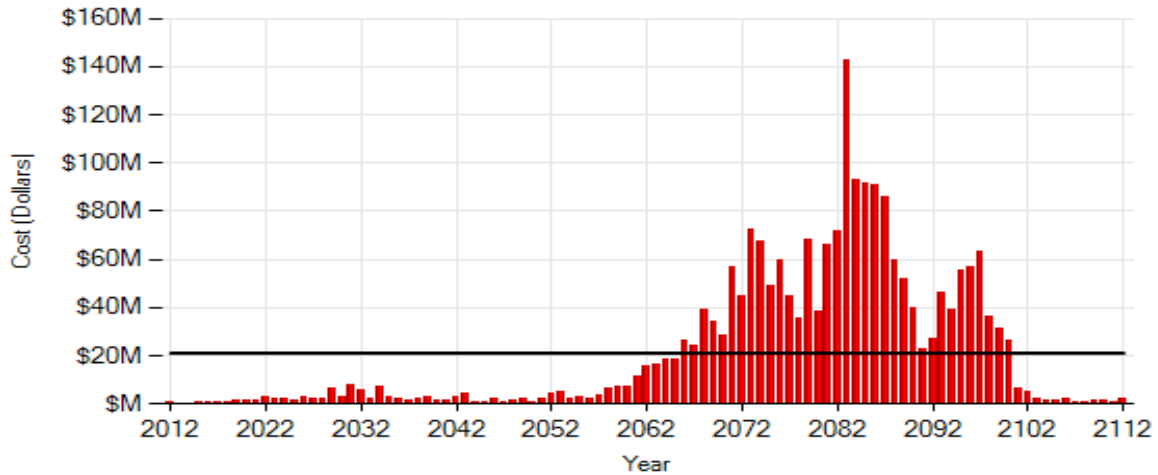
Our Corporate Asset Management department is currently reviewing infrastructure data in order to provide more up to date information. However, this report includes information from the City's current Corporate Asset Management Strategy (2014).

### 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:

## APPROVED 2017 Budget 2018 Plan

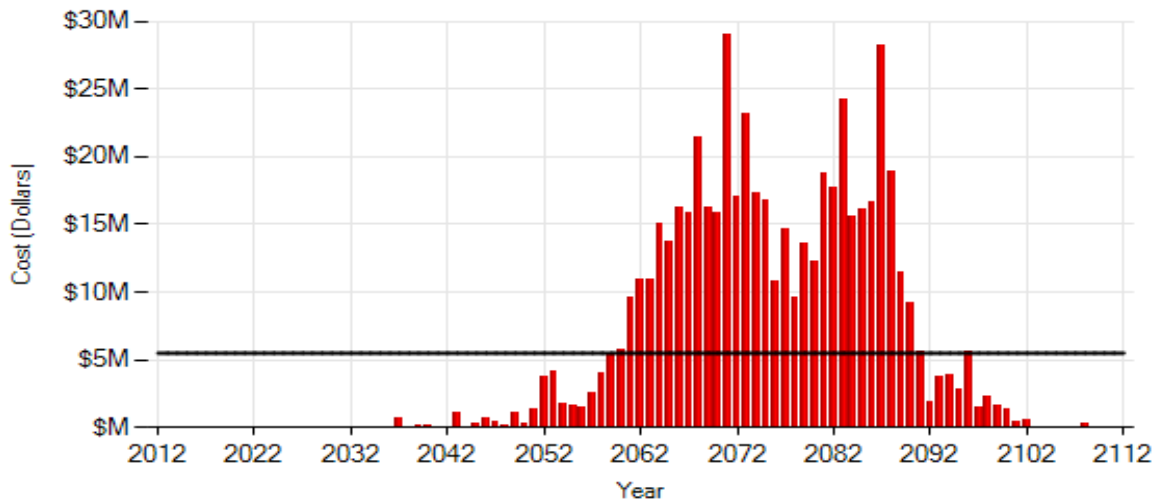
Future Investment, Water Services, (2012\$)



### 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:

Future Investment, Wastewater Services, (2012\$)



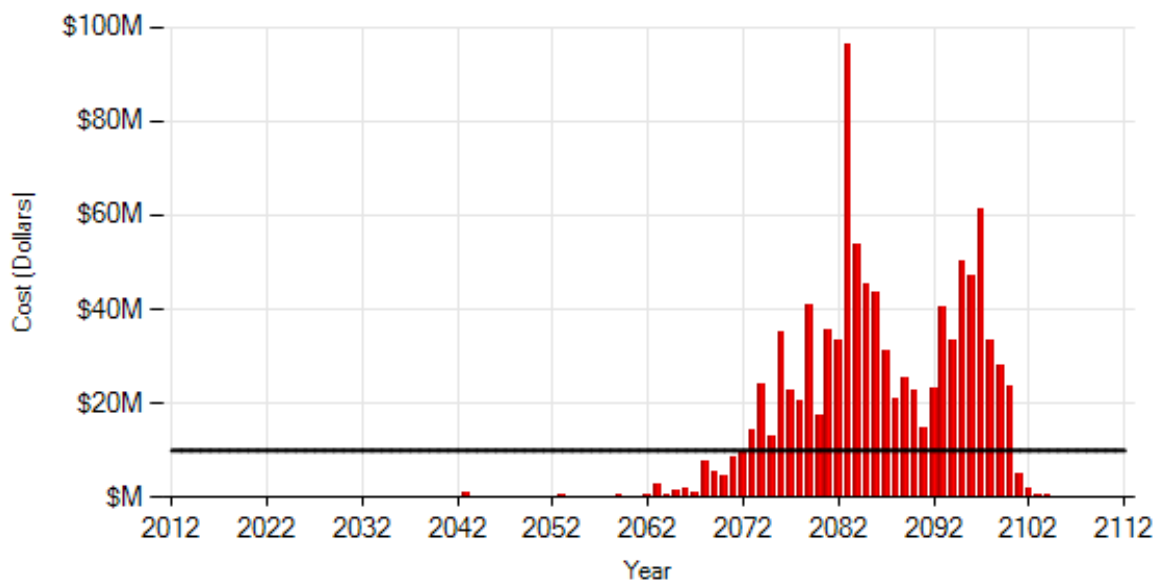
## APPROVED 2017 Budget 2018 Plan

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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:

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. The water, wastewater and stormwater plans will be refined accordingly.

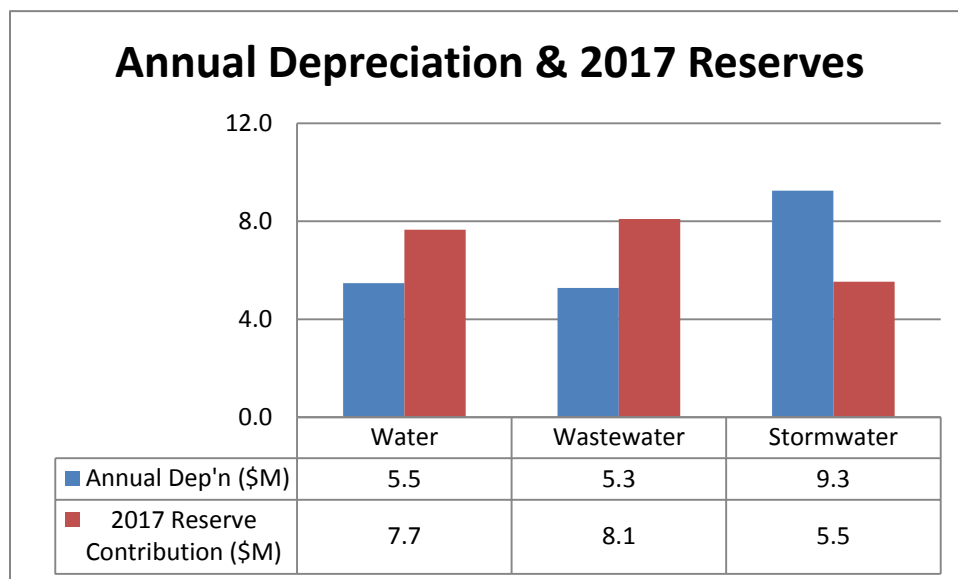
### 9.3.4 Meeting Future Infrastructure Needs

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.

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In the past, annual reserve contributions were less than annual depreciation. To close this gap, reserve contributions will need to exceed depreciation going forward. Further, depreciation uses historical dollars but future replacement typically costs more than the original investment.

The following table illustrates the annual depreciation of water, wastewater and 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 \$5.5 million per year. To cover the annual depreciation, the City needs to add at least \$5.5 million to the water reserves. The 2017 budget will be adding \$7.7 million to the reserves. 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, a rate increase of approximately 8.00% in 2018, will contribute \$8.7 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 \$5.3 million per year. The 2017 budget will be adding \$8.1 million to the reserves. 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, a rate increase of approximately 12.00% in 2018, will contribute \$9.2 million to the reserves.

### **9.3.4.3 Stormwater**

The stormwater infrastructure is depreciating by \$9.3 million per year. The 2017 budget and 2018 plan will be adding \$5.5 million and \$5.8 million, respectively to the reserves. This will not cover the annual depreciation. However, this discrepancy has been addressed in the stormwater rate study and the City will gradually close the gap through a comprehensive capital program plan.

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 2017 water and wastewater reserve contributions will exceed annual depreciation. The stormwater reserve contribution will not meet this in 2017, however, the projected contribution rate increases and a fully implemented stormwater charge will ensure annual 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 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 2017 Budget and 2018 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 2017-2018 capital projects, a summary of their capital plan is provided.

**Note: The tables throughout this section may not add due to rounding.**



# APPROVED 2017 Budget 2018 Plan

## 10.1 City Council

### 10.1.1 Department Service Statement

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.

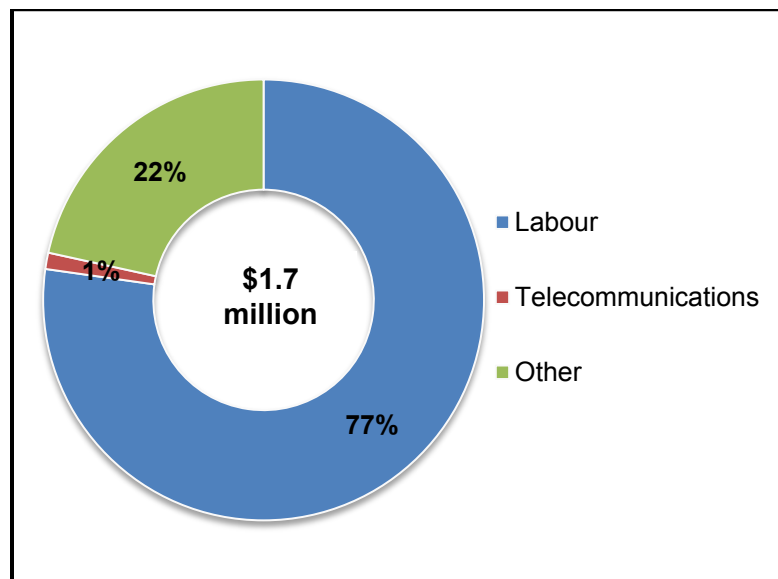
### 10.1.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	1.3	1.3	1.3
Telecommunications	0.0	0.0	0.0
Other	0.3	0.4	0.4
<b>Total</b>	<b>1.6</b>	<b>1.7</b>	<b>1.7</b>
<b>Net Operating Budget</b>	<b>1.6</b>	<b>1.7</b>	<b>1.7</b>

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### 10.1.3 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.7	100.0%
Total	1.7	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.

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

Full Time Equivalents (FTE's)	15.2	15.2	15.2
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## 10.2 Integrity Commissioner

### 10.2.1 Department Service Statement

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; and
- 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.

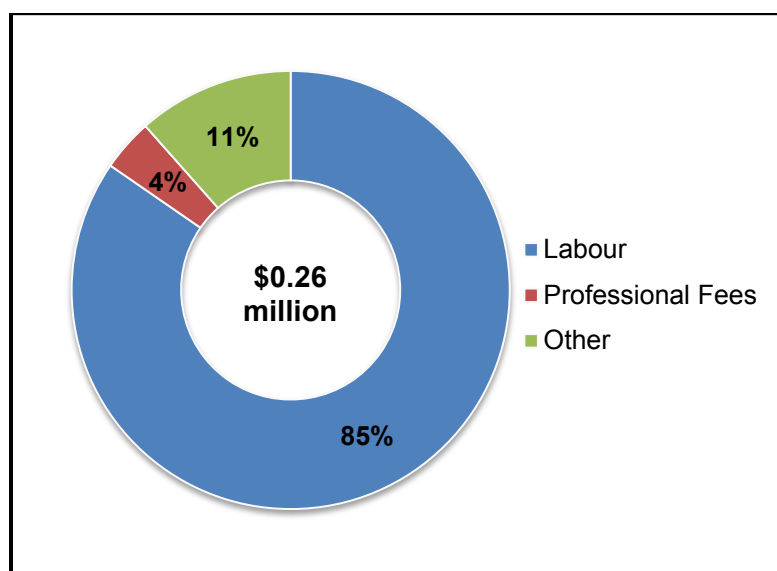
# APPROVED 2017 Budget 2018 Plan

## 10.2.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	0.18	0.22	0.22
Professional Fees	0.01	0.01	0.01
Other	0.03	0.03	0.03
<b>Total</b>	<b>0.22</b>	<b>0.26</b>	<b>0.26</b>
<b>Net Operating Budget</b>	<b>0.22</b>	<b>0.26</b>	<b>0.26</b>

## 10.2.3 Operating Summary

### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.26	100.0%
<b>Total</b>	<b>0.26</b>	<b>100.0%</b>

**Budget Change:** The Integrity Commissioner budget is based on a contractual agreement with the City.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.22	0.26
Status Quo		0.04	0.00
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>0.22</b>	<b>0.26</b>	<b>0.26</b>

Full Time Equivalents (FTE's)	2.0	2.0	2.0
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# APPROVED 2017 Budget 2018 Plan

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## 10.3 Internal Audit

### 10.3.1 Department Service Statement

The Internal Audit Department provides independent, objective assurance and advisory activity designed to add value and improve the City's Operations. The Department helps the City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve 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 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.45	0.48	0.51
Professional Fees	0.06	0.06	0.06
Other	0.03	0.03	0.03
Total	0.54	0.57	0.60
Net Operating Budget	0.54	0.57	0.60

### 10.3.3 2016 Key Accomplishments

Term of Council Priority: Continue to advance a culture of excellence in governance

- Tabled Corporate Overtime Audit Report, Anonymous Reporting System Annual Report and the Revised Audit Work Plan 2015-2018 with Council
- Continued development of the Anonymous Reporting System promotional campaign, including an e-learning module which is expected to be finalized and rolled out by Q4 2016
- Audits underway include two Ministry of Transportation Driver Certification Compliance Audits, an audit of the Vaughan Business Enterprise Centre, 3 audits of operating programs and an audit of the City's capital construction program

### 10.3.4 Commitments

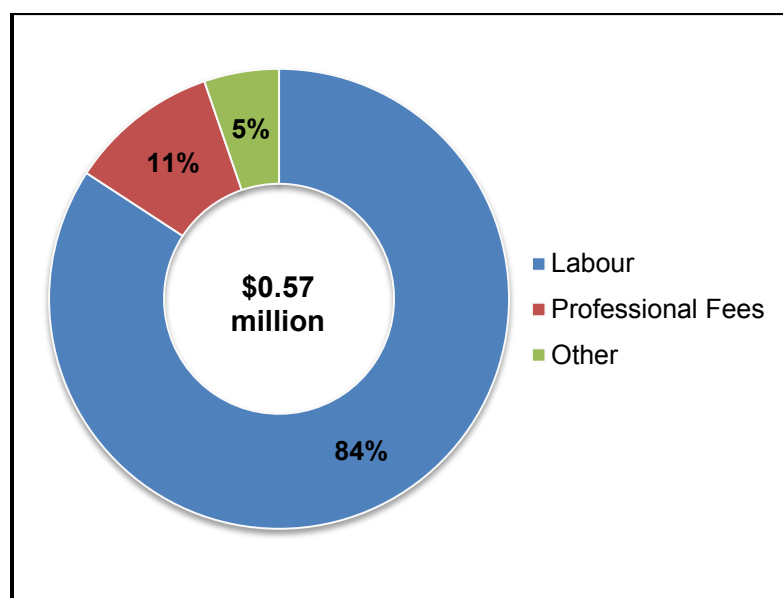
- Execute the assurance and consulting engagements as per the 2015-2018 Internal Audit Risk Based Work Plan, which directly supports the Term of Council Priority: Continue to Advance a Culture of Excellence in Governance.

## APPROVED 2017 Budget 2018 Plan

- Scheduled 2017 Assurance Projects include: Legal Services, Purchase Card Compliance Review, Emergency, Sole and Single Source Procurement Audit, Forestry Operations, Facility Maintenance Services and Ministry of Transportation Driver Certification Compliance Reviews
- Scheduled 2017 Special Projects: Governance & Accountability Survey

### 10.3.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.57	100.0%
<b>Total</b>	<b>0.57</b>	<b>100.0%</b>

**Budget Change:** Changes within the budget are mainly due to salary progressions.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		0.54	0.57
Status Quo		0.03	0.03
Growth		0.00	0.00
New		0.00	0.00
Net Operating Budget	0.54	0.57	0.60

Full Time Equivalents (FTE's)	3.0	3.0	3.0
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### 10.4 Office of the City Manager

#### 10.4.1 Office Overview

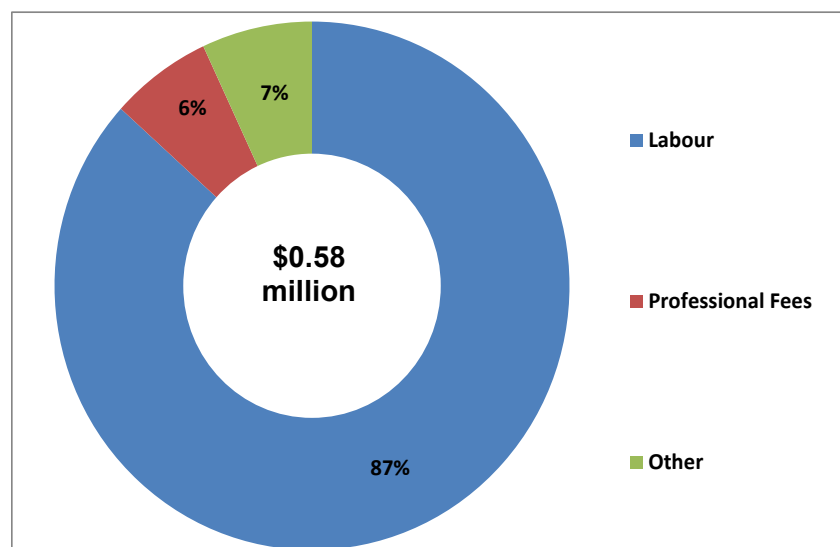
The Office of the City Manager ensures the decisions and policy direction of Vaughan Council are effectively implemented in support of the city's progressive vision of building "a city of choice" that promotes diversity, innovation and opportunities for all citizens.

#### 10.4.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
Revenue			
Total	-	-	-
Expenditures			
Labour	0.48	0.50	0.51
Contingency	0.29	0.04	0.04
Other	0.03	0.04	0.04
Total	0.80	0.58	0.59
Net Operating Budget	0.80	0.58	0.59

#### 10.4.3 Operating Summary

##### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.58	100.0%
Total	0.58	100.0%

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**Budget Change:** The change from 2016 to 2017 is mainly due to the withdrawal of one-time funding for contingency.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.80	0.58
Status Quo		0.00	0.01
Growth		0.00	0.00
New		-0.22	0.00
<b>Net Operating Budget</b>	<b>0.80</b>	<b>0.58</b>	<b>0.59</b>

<b>Full Time Equivalents (FTE's)</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
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**New Requests:** There are no ARR submissions for this office.



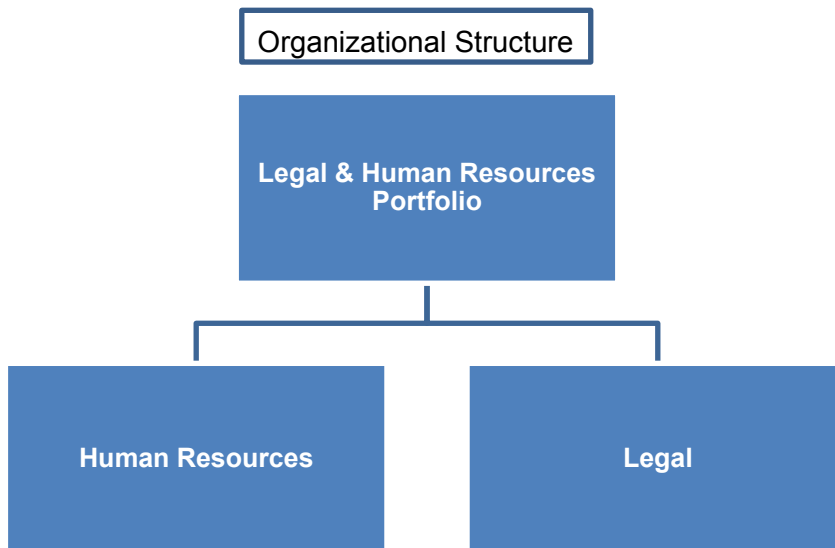
## 10.5 Legal & Human Resources Portfolio

### 10.5.1 Portfolio Overview

The Legal & Human Resources portfolio delivers internal services such as talent management and legal services.

The Office of the Chief Human Resources Officer provides programs and services that encompass multiple professional specialties aimed at supporting the City's workforce and People Plan to help make the City an employer of choice.

It is the goal of the Office of the City Solicitor to provide a full range of timely, accurate, relevant and strategic legal and real estate services on corporate objectives, legislative compliance, strategic initiatives, general administrative and operational issues and risk management, using best efforts to ensure that the corporation complies with applicable laws.



## APPROVED 2017 Budget 2018 Plan

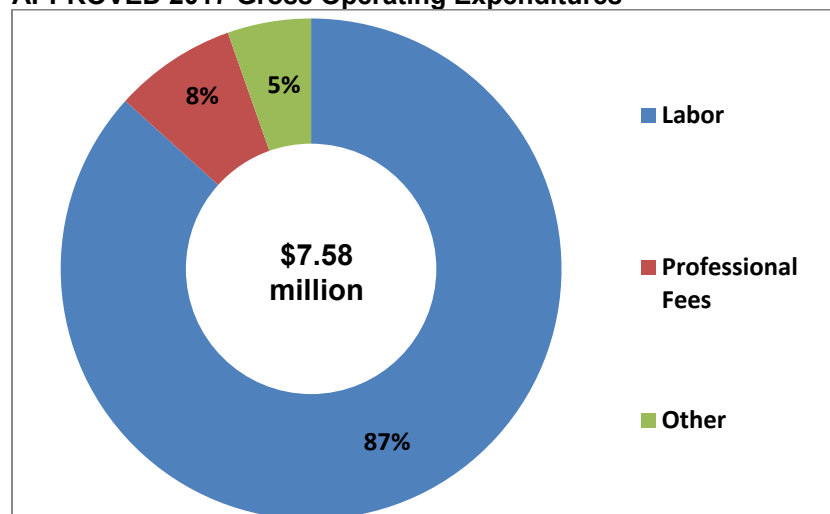
### Operating Summary

#### APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Reserves	0.20	0.21	0.21
User Fees	0.10	0.08	0.08
Capital Fund	0.00	0.27	0.15
<b>Total</b>	<b>0.30</b>	<b>0.56</b>	<b>0.44</b>
<b>Expenditures</b>			
Labour	5.92	6.57	6.74
Professional Fees	0.61	0.60	0.60
Other	0.40	0.41	0.39
<b>Total</b>	<b>6.93</b>	<b>7.58</b>	<b>7.73</b>
<b>Net Operating Budget</b>	<b>6.63</b>	<b>7.02</b>	<b>7.29</b>

<b>Capital Plan</b>	<b>0.32</b>	<b>0.27</b>	<b>0.37</b>
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#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	7.00	93.0%
Capital Fund	0.27	4.0%
Reserve	0.21	3.0%
Fees	0.10	0.0 %
<b>Total</b>	<b>7.58</b>	<b>100.0%</b>

#### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.87	0.27	0.27
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.00	0.10
Staff Engagement	0.06	0.00	0.00
<b>Grand Total</b>	<b>0.93</b>	<b>0.27</b>	<b>0.37</b>

## APPROVED 2017 Budget 2018 Plan

### 10.5.2 Deputy City Manager, Legal & Human Resources

#### 10.5.2.1 Office Overview

The Deputy City Manager, Legal & Human Resources oversees The Office of the City Solicitor and The Office of the Chief Human Resources Officer.

#### 10.5.2.2 APPROVED 2017 Budget and 2018 Plan

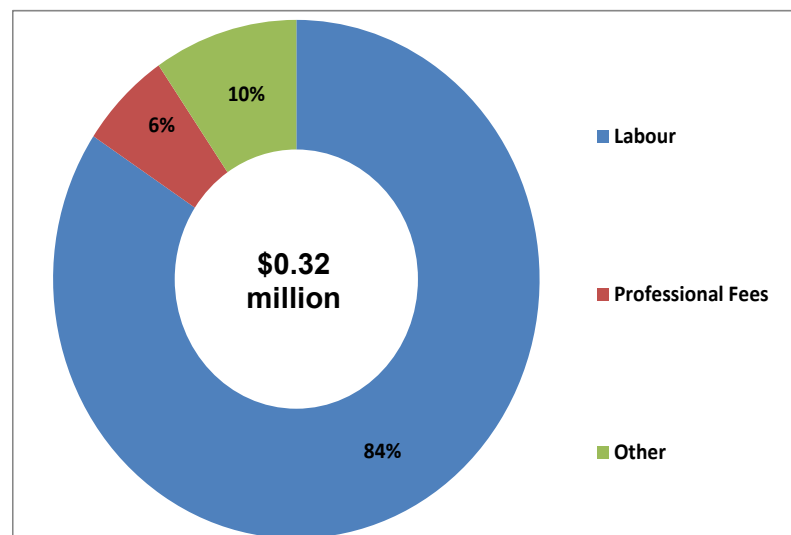
(\$M)	2016*	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	0.18	0.27	0.29
Professional Fees	0.02	0.02	0.02
Other	0.02	0.03	0.03
<b>Total</b>	<b>0.22</b>	<b>0.32</b>	<b>0.34</b>
<b>Net Operating Budget</b>	<b>0.22</b>	<b>0.32</b>	<b>0.34</b>

<b>Capital Plan</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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\*2016 budget does not represent a full year budget. Position and budget was effective April 2016.

#### 10.5.2.3 Operating Summary

##### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.32	100.0%
<b>Total</b>	<b>0.32</b>	<b>100.0%</b>

## APPROVED 2017 Budget 2018 Plan

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**Budget Change:** The 2017 APPROVED budget reflects labour progression from the 2016 prorated budget.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.22	0.32
Status Quo		0.10	0.02
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>0.22</b>	<b>0.32</b>	<b>0.34</b>

<b>Full Time Equivalents (FTE's)</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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## APPROVED 2017 Budget 2018 Plan

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### 10.5.3 Office of the Chief Human Resources Officer

#### 10.5.3.1 Office Overview

The Office of the Chief Human Resources Officer provides programs and services that encompass multiple professional specialties aimed at supporting the City's workforce and People Plan to help make the City an employer of choice.

#### 10.5.3.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	2.43	2.75	2.82
Crossing Guards	1.00	1.04	1.05
Professional Fees	0.46	0.44	0.44
Other	0.21	0.22	0.22
Staff Development and Training	0.01	0.01	0.01
<b>Total</b>	<b>4.11</b>	<b>4.46</b>	<b>4.54</b>
<b>Net Operating Budget</b>	<b>4.11</b>	<b>4.46</b>	<b>4.54</b>

<b>Capital Plan</b>	<b>0.05</b>	<b>0.00</b>	<b>0.10</b>
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#### 10.5.3.3 2016 Key Accomplishments

- Successfully negotiated a number of collective agreements throughout the year ensuring continuous service delivery and sustainable financial management
- Began implementation plan of e-performance and learning management systems to support effective service delivery and employee engagement
- Supported several departmental design reviews to align department structures to the new corporate organizational structure and worked with departments to fill new and existing vacancies with the skills required to ensure that departments are positioned to deliver on Council priorities
- Developed a Learning and Organizational Development Strategy to support employee engagement and invest in our people. The strategy won a national award for best HR Learning and Development Strategy
- Developed and implemented a new employee onboarding program to engage new staff and foster a culture of service excellence

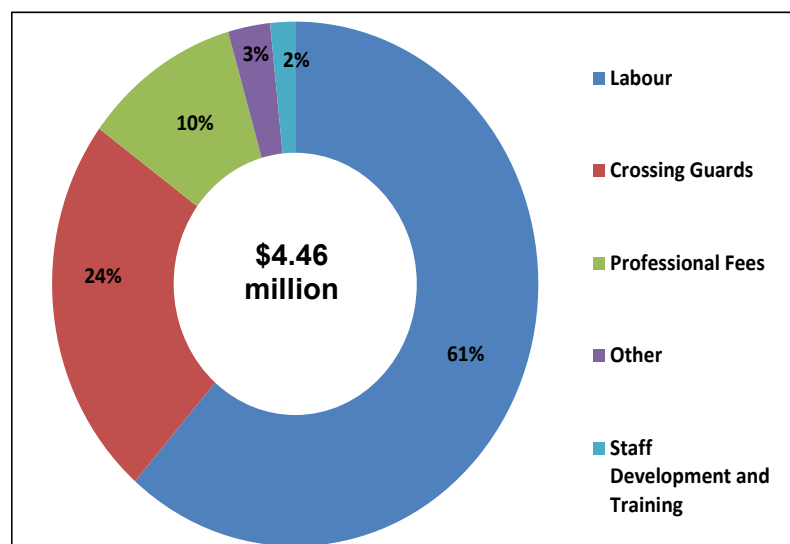
## APPROVED 2017 Budget 2018 Plan

### 10.5.3.4 Commitments

- Work with the Office of Transformation and Strategy to manage the delivery of the Workforce Management System Business Case to support operational performance
- Work with the Office of Transformation and Strategy to develop and manage the delivery of the new Job Descriptions and Evaluation program in support of staff engagement
- Manage and implement various initiatives under the Accessibility Plan to ensure an accessible workplace and diverse workforce
- Establish a People Plan and implement a Leadership Development Program, including a Succession Planning framework, to invest in our people and support employees through change
- Develop a workplace mental health and wellness strategy to support a positive and healthy workplace culture to improve and sustain employee engagement
- Implement an integrated Talent Management System which includes applicant tracking, new employee onboarding, job descriptions, performance appraisal, learning management, competencies, and succession planning in support of staff excellence. This comprehensive approach ensures roles and responsibilities are positioned to deliver on council priorities

### 10.5.3.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	4.46	100.0%
Total	4.46	100.0%

## APPROVED 2017 Budget 2018 Plan

**Budget Change:** The Office's 2017 APPROVED 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 2017 through savings identified in professional fees.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		4.11	4.46
Status Quo		0.10	0.08
Growth		0.02	0.00
New		0.23	0.00
<b>Net Operating Budget</b>	<b>4.11</b>	<b>4.46</b>	<b>4.54</b>

Full Time Equivalents (FTE's)	18.0	20.0	20.0
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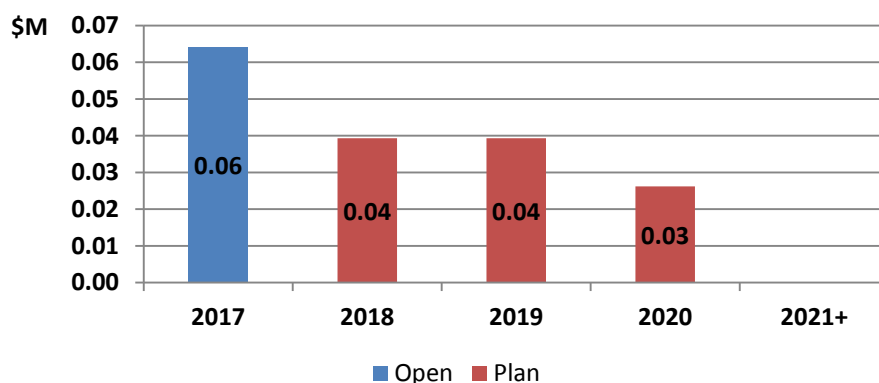
\*The above FTE count excludes Crossing Guards

**New Requests:** The approved Business Analyst position will help support the implementation of the integrated Talent Management system by providing training, continuous support, analysis and trending. The Human Resource Administrative role will provide much needed support relating to recruitment, tracking and information management.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
090-04-2017	Business Analyst HR Talent Management Systems and Licensing Costs	1.0	0.13	0.06
090-01-2017	Human Resource Administrative Coordinator	1.0	0.10	0.00
	<b>Total</b>	<b>2.0</b>	<b>0.23</b>	<b>0.06</b>

### 10.5.3.6 Capital Summary

**Estimated Annual Capital Expenditures**



## APPROVED 2017 Budget 2018 Plan

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.

<b>\$M</b>	<b>Total</b>	<b>Cashflow</b>
Open	0.06	0.06
Plan	0.10	0.04
<b>Total</b>	<b>0.16</b>	<b>0.10</b>

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

<b>SERVICE EXCELLENCE STRATEGY MAP (\$M)</b>	<b>Open</b>	<b>2017</b>	<b>2018</b>
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.00	0.10
Staff Engagement	0.06	0.00	0.00
<b>Grand Total</b>	<b>0.06</b>	<b>0.00</b>	<b>0.10</b>

### 2017-2018 Capital Plan by Funding Source:

<b>Group</b>	<b>2017</b>	<b>2018</b>	<b>Grand Total</b>
Capital From Taxation	0.00	0.10	0.10
<b>Grand Total</b>	<b>0.00</b>	<b>0.10</b>	<b>0.10</b>

### 2017 – 2018 Capital Project List:

<b>Capital Project Number &amp; Title (\$M)</b>	<b>2017</b>	<b>2018</b>
<b>Department Managed:</b>		
AODA Website Documents Compliance	0.00	0.10
<b>Total</b>	<b>0.00</b>	<b>0.10</b>



## APPROVED 2017 Budget 2018 Plan

### 10.5.4 Office of the City Solicitor

#### 10.5.4.1 Office Overview

It is the goal of the Office of the City Solicitor to provide a full range of timely, accurate, relevant and strategic legal and real estate services on corporate objectives, legislative compliance, strategic initiatives, general administrative and operational issues and risk management, using best efforts to ensure that the corporation complies with applicable laws.

#### 10.5.4.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Reserves	0.20	0.21	0.21
User Fees	0.10	0.08	0.08
Capital Fund	0.00	0.27	0.15
<b>Total</b>	<b>0.30</b>	<b>0.56</b>	<b>0.44</b>
<b>Expenditures</b>			
Labour	2.31	2.51	2.59
Professional Fees	0.14	0.14	0.14
Other	0.15	0.14	0.13
<b>Total</b>	<b>2.60</b>	<b>2.79</b>	<b>2.86</b>
<b>Net Operating Budget</b>	<b>2.30</b>	<b>2.21</b>	<b>2.42</b>

<b>Capital Plan</b>	<b>0.27</b>	<b>0.27</b>	<b>0.27</b>
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Note: some numbers may not add due to rounding.

#### 10.5.4.3 2016 Key Accomplishments

- Supported the development of Mackenzie Vaughan Hospital through finalization of a Ground Lease.
- Completed acquisitions of land for Block 18 Park and Fire Station 7-4, and completed sale of surplus lands that generated \$1 million in proceeds for the city.
- Supported development of the YMCA / Library / Community Centre in the Vaughan Metropolitan Centre (VMC) through negotiation and finalization of terms for a public/private partnership agreement.
- Provided legal advice to support the Procurement Modernization initiative and complex procurement transactions, including the recently awarded ten year contract for Winter Maintenance.
- Facilitated the early resolution of Ontario Municipal Board (OMB) appeals to the Vaughan Official Plan 2010.

## APPROVED 2017 Budget 2018 Plan

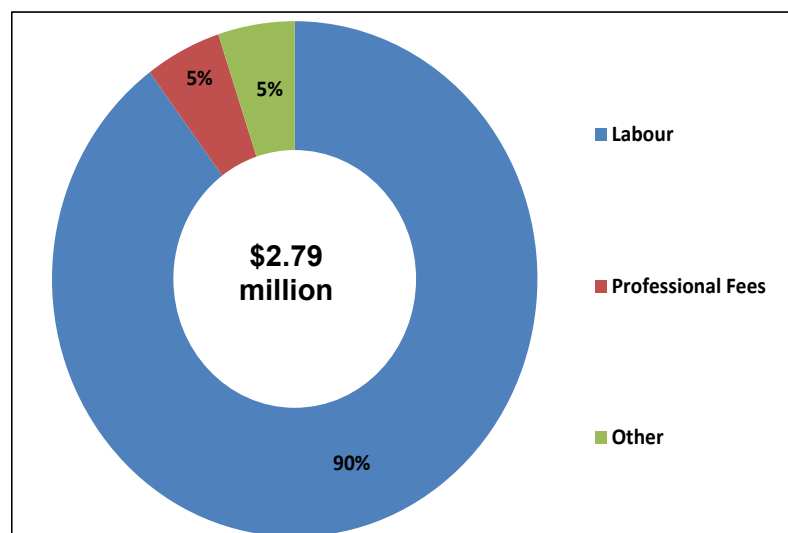
- Recipient of Canadian Lawyer In-House magazine award for Litigation Management of the VMC Secondary Plan OMB appeals.

### 10.5.4.4 Commitments

- Facilitate the development of the VMC by representing the City through the Secondary Plan OMB approval process and finalizing the agreements related to YMCA / Library / Community Centre partnership.
- Support the final site plan approval for the development of the Mackenzie Vaughan Hospital.
- Continue to represent the City through the OMB approval process of the Vaughan Official Plan 2010.
- Support secondary suites study implementation to create and manage affordable housing options.

### 10.5.4.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.21	7.1%
Capital fund	0.27	10.7%
User Fees	0.08	3.6%
Taxation	2.23	78.6%
<b>Total</b>	<b>2.79</b>	<b>100.0%</b>

**Budget Change:** The change in the operating budget from 2016 to the APPROVED 2017 is due to the addition of the approved Additional Resource Request for the Real Estate Appraiser/Negotiator and a portion of department labor to be recovered from Development Charges.

## APPROVED 2017 Budget 2018 Plan

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		2.30	2.21
Status Quo		-0.09	0.21
Growth			
New			
<b>Net Operating Budget</b>	<b>2.30</b>	<b>2.21</b>	<b>2.42</b>

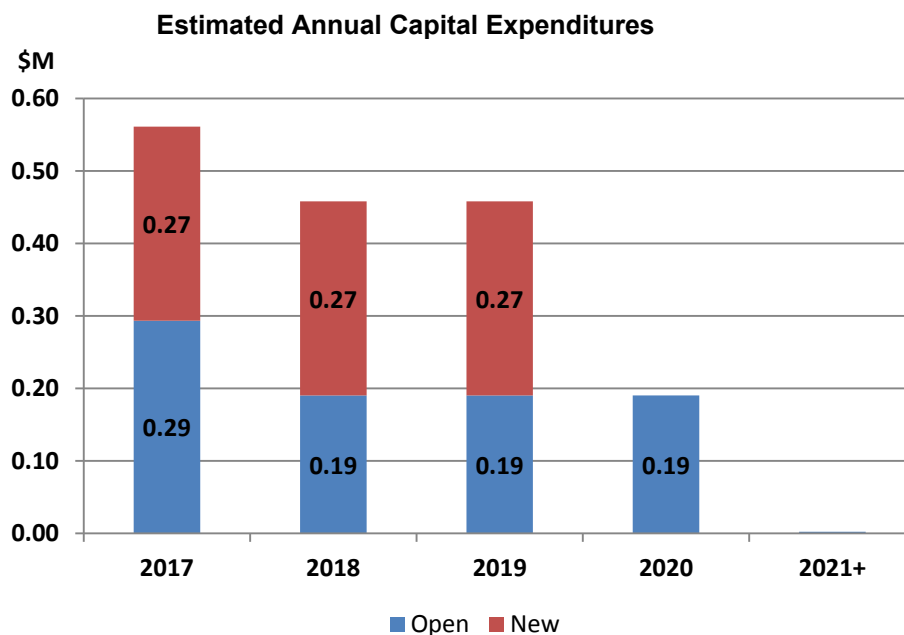
Full Time Equivalents (FTE's)	15.0	16.0	16.0
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Note: There are 2 legal OMB positions budgeted under the Corporate budget

**New Requests:** For 2017, a new resource request of \$0.1 million has been approved to hire an additional Real Estate Appraiser/Negotiator to assist with the workload given the growth the City is experiencing. This is offset through development charges except for the office renovations that will be needed to accommodate this position.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
080-01-2017	Real Estate Appraiser/Negotiator	1.0	0.01	-0.01
	<b>Total</b>	<b>1.0</b>	<b>0.01</b>	<b>-0.01</b>

### 10.5.4.6 Capital Summary



\*2021+ reflects an amount projected of \$0.3 annually from 2021 to 2023

## APPROVED 2017 Budget 2018 Plan

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<b>\$M</b>	<b>Total</b>	<b>Cashflow</b>
Open	0.87	0.48
Plan	0.54	0.54
<b>Total</b>	<b>1.41</b>	<b>1.02</b>

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

<b>SERVICE EXCELLENCE STRATEGY MAP (\$M)</b>	<b>Open</b>	<b>2017</b>	<b>2018</b>
Invest, renew and manage infrastructure and assets	0.87	0.27	0.27
<b>Grand Total</b>	<b>0.87</b>	<b>0.27</b>	<b>0.27</b>

### 2017-2018 Capital Plan by Funding Source:

<b>Group</b>	<b>2017</b>	<b>2018</b>	<b>Grand Total</b>
Other Reserves	0.27	0.27	0.54
<b>Grand Total</b>	<b>0.27</b>	<b>0.27</b>	<b>0.54</b>

### 2017 – 2018 Capital Project List:

<b>Capital Project Number &amp; Title (\$M)</b>	<b>2017</b>	<b>2018</b>
<b>Department Managed:</b>		
RL-0005-12 Land Acquisition Fees	0.27	0.27
<b>Total</b>	<b>0.27</b>	<b>0.27</b>

### 10.6 Community Services Portfolio

#### 10.6.1 Portfolio Overview

Community Services manages hundreds of operational services in its commitment to serving Vaughan citizens. The focus is on providing efficient, responsive and innovative programs, services and events that promote healthy, vibrant and safe neighbourhoods while meeting the community's needs. This includes the safety of our citizens by delivering education, inspection, enforcement, community relations and emergency response to the City.

#### **Community Services Portfolio:**

**Access Vaughan** is the contact centre for the City of Vaughan. General enquiries are answered by knowledgeable and courteous staff. Services provided via the Access Vaughan Contact Centre include: Textnet; UbiDuo; Language Line.

**By-law and Compliance, Licensing and Permit Services** is responsible for issuing most of the licenses and permits in the city, investigating by-law related complaints, and ensuring compliance with City by-laws. Vaughan Animal Services is dedicated to creating a safe community for pets and their owners by providing services such as dog and cat licensing, animal control by-law education, pick up of injured or stray dogs and cats, reuniting owners with lost pets, and pet adoption.

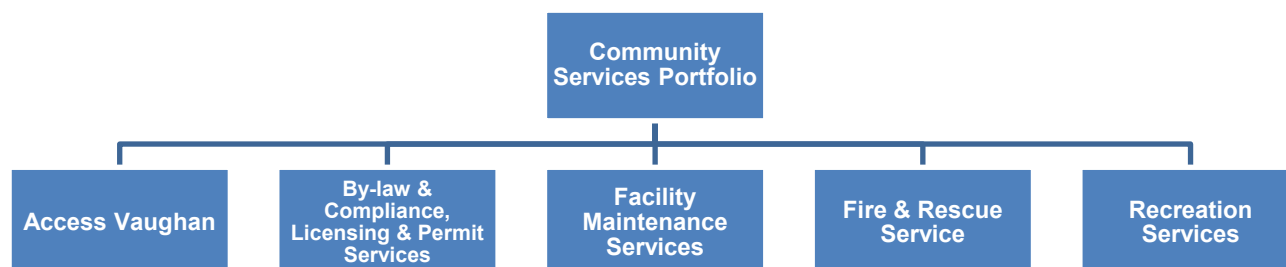
**Facility Maintenance Services (FMS)** provides property management services for all City of Vaughan municipal buildings, including operations, security, and maintenance. The City's community centres, recreation facilities and all associated mechanical equipment are operated by the FMS team.

**Vaughan Fire and Rescue Service (VFRS)** continues to be recognized in Ontario as a leader in emergency service delivery which includes Fire Prevention, Operations, Communications, Mechanical, and Training. Every year since 2011, as part of the *Alarms for Life* program, VFRS has gone door-to-door to teach residents about fire prevention.

**Recreation Services** plays an integral role in providing quality recreational, cultural and active living programs, services and events in an accessible, equitable and efficient manner to enhance the quality of life and leisure time of the City's growing and diverse community. The Recreation Services department is comprised of Events and Recreation including the City Playhouse Theatre.

# APPROVED 2017 Budget 2018 Plan

## Organizational Structure



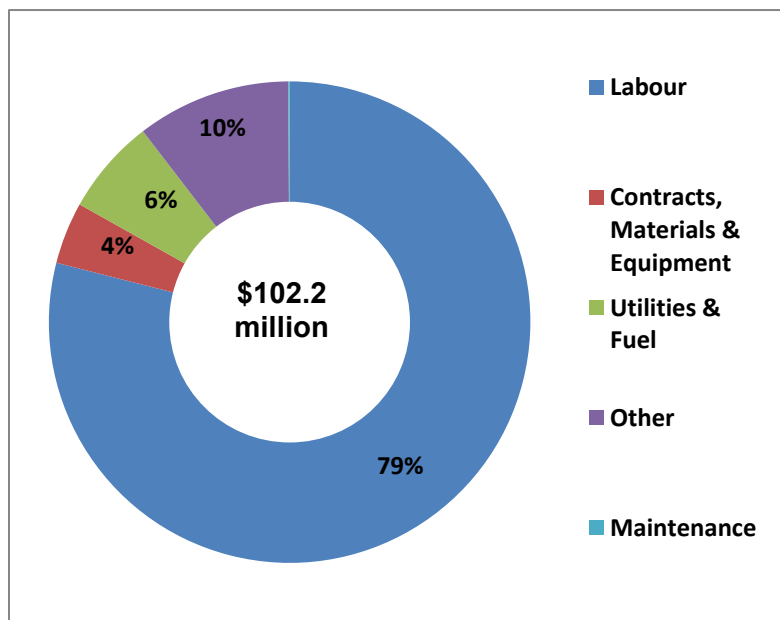
## Operating Summary

### APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	19.3	20.1	20.5
Licenses, Permits & Fines	3.4	3.6	3.7
Other	2.2	2.4	2.3
<b>Total</b>	<b>24.9</b>	<b>26.1</b>	<b>26.5</b>
<b>Expenditures</b>			
Labour	76.7	80.7	83.8
Utilities & Fuel	6.2	6.6	7.0
Contracts, Materials & Supplies	4.2	4.2	4.2
Other	10.6	10.7	11.1
<b>Total</b>	<b>97.7</b>	<b>102.2</b>	<b>106.1</b>
<b>Net Operating Budget</b>	<b>72.7</b>	<b>76.1</b>	<b>79.6</b>
<b>Capital Plan</b>	<b>16.80</b>	<b>20.21</b>	<b>16.51</b>

## APPROVED 2017 Budget 2018 Plan

### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	20.1	19.7%
Licenses, Permits, Fines	3.6	3.5%
Transit Tickets	2.0	2.0%
Contracts	0.3	0.3%
Taxations	76.1	74.5%
<b>Total</b>	<b>102.2</b>	<b>100.0%</b>

### 2017-2018 Capital Project List

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	10.89	15.97	10.38
Continue to ensure the safety and well-being of citizens	7.48	0.83	4.03
Continue to cultivate an environmentally sustainable city	2.91	0.00	0.00
Support and promote arts, culture, heritage and sports in the community	6.27	3.00	2.10
Continue to advance a culture of excellence in governance	0.00	0.18	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.23	0.00
Citizen Experience	0.09	0.00	0.00
<b>Grand Total</b>	<b>27.65</b>	<b>20.21</b>	<b>16.51</b>

## APPROVED 2017 Budget 2018 Plan

### 10.6.2 Deputy City Manager, Community Services

#### 10.6.2.1 Office Overview

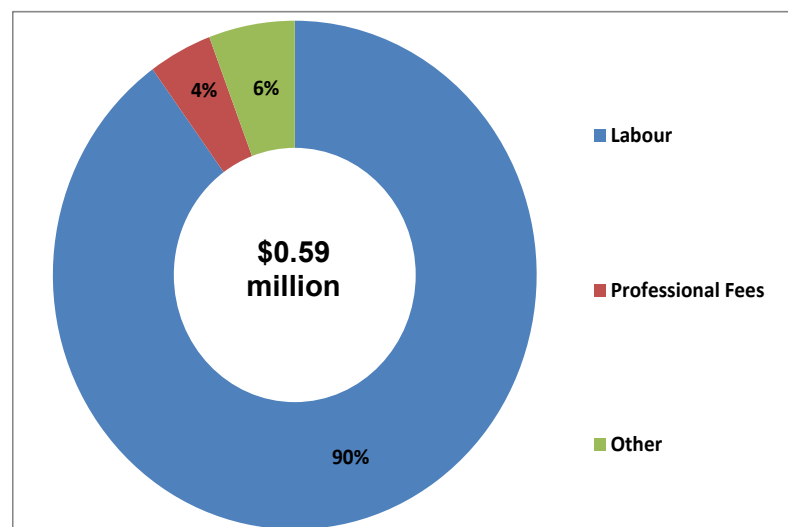
The Community Services Portfolio consists of the following departments: Access Vaughan; By-law and Compliance, Licensing and Permit Services; Facility Maintenance Services; Fire and Rescue Service; and Recreation Services.

#### 10.6.2.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	0.49	0.53	0.56
Professional Fees	0.03	0.03	0.01
Other	0.03	0.04	0.04
<b>Total</b>	<b>0.54</b>	<b>0.59</b>	<b>0.60</b>
<b>Net Operating Budget</b>	<b>0.54</b>	<b>0.59</b>	<b>0.60</b>

#### 10.6.2.3 Operating Summary

##### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.59	100.0%
<b>Total</b>	<b>0.59</b>	<b>100.0%</b>



## APPROVED 2017 Budget 2018 Plan

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**Budget Change:** The change from 2016 to 2017 is due labour progression.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		0.54	0.59
Status Quo		0.05	0.01
Growth		0.00	0.00
New		0.00	0.00
Net Operating Budget	0.54	0.59	0.60

Full Time Equivalents (FTE's)	3.0	3.0	3.0
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## APPROVED 2017 Budget 2018 Plan

### 10.6.3 Community Grants and Advisory Committee

#### 10.6.3.1 Department Overview

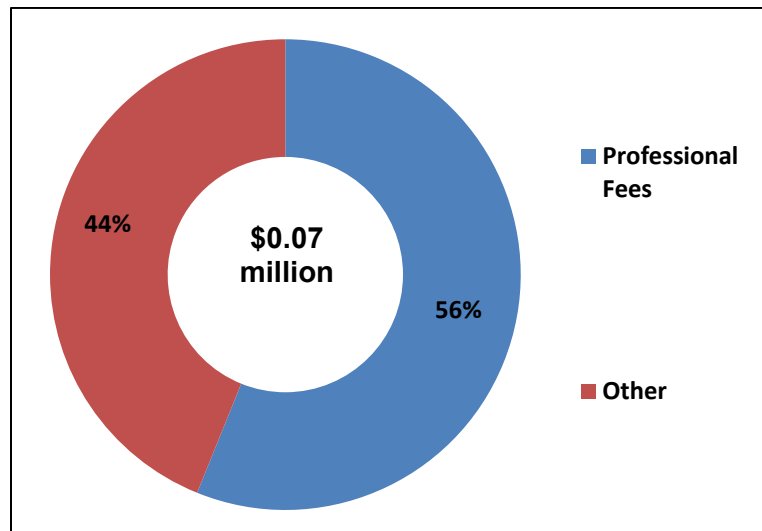
Funds for Community Grants and Advisory Committee are to support a number of groups and initiatives related to community development, such as Seniors Association of Vaughan and Gallanough Resource Library.

#### 10.6.3.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Professional Fees	0.04	0.04	0.04
Other	0.04	0.03	0.03
<b>Total</b>	<b>0.08</b>	<b>0.07</b>	<b>0.07</b>
<b>Net Operating Budget</b>	<b>0.08</b>	<b>0.07</b>	<b>0.07</b>

#### 10.6.3.3 Operating Summary

##### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.07	100.0%
<b>Total</b>	<b>0.07</b>	<b>100.0%</b>

## APPROVED 2017 Budget 2018 Plan

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Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.08	0.07
Status Quo		-0.01	0.00
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>0.08</b>	<b>0.07</b>	<b>0.07</b>

## APPROVED 2017 Budget 2018 Plan

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### 10.6.4 Access Vaughan

#### 10.6.4.1 Department Overview

Access Vaughan is the contact centre for the City of Vaughan, offering citizens access to information and assistance through calls, emails and via face-to-face assistance at City Hall's Information Desk. On average the contact centre receives 190,000 inquiries (calls and emails) a year and handles over 25,000 inquiries at the Information Desk per year.

#### 10.6.4.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	1.17	1.21	1.24
Others	0.04	0.04	0.04
<b>Total</b>	<b>1.20</b>	<b>1.25</b>	<b>1.28</b>
<b>Net Operating Budget</b>	<b>1.20</b>	<b>1.25</b>	<b>1.28</b>

<b>Capital Plan</b>	<b>0.05</b>	<b>0.00</b>	<b>0.00</b>
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#### 10.6.4.3 2016 Key Accomplishments

Access Vaughan contributed to enhanced citizen experience through the following accomplishments:

- Launched enhanced call and email handling for Wildlife inquiries
- Launched enhanced call and email handling for Water and Wastewater inquiries with a resolution rate improvement of 55%
- Launched enhanced call and email handling for Roads inquiries with a resolution rate improvement of 75%
- Launched enhanced call and email handling for Traffic Engineering with a resolution rate improvement of 70%

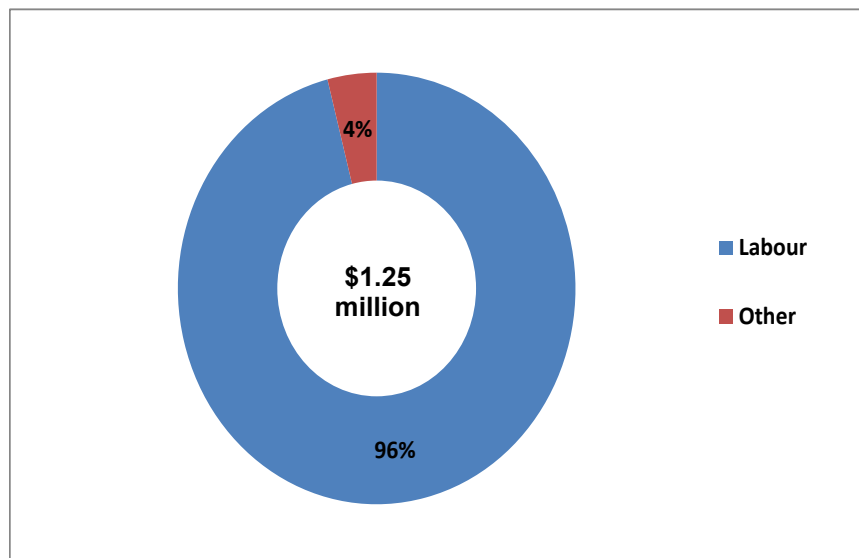
#### 10.6.4.4 Commitments

- Integrate Access Vaughan services across one additional department and further integrate with two existing departments to deliver a more comprehensive inquiry response for citizens and generate efficiencies for the organization

## APPROVED 2017 Budget 2018 Plan

### 10.6.4.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.25	100.0%
Total	1.25	100.0%

**Budget Change:** The projected year over year increases in the operating budget are due to increased labour costs from salary progressions. In 2017, the labour increase is offset by savings achieved in reducing overtime.

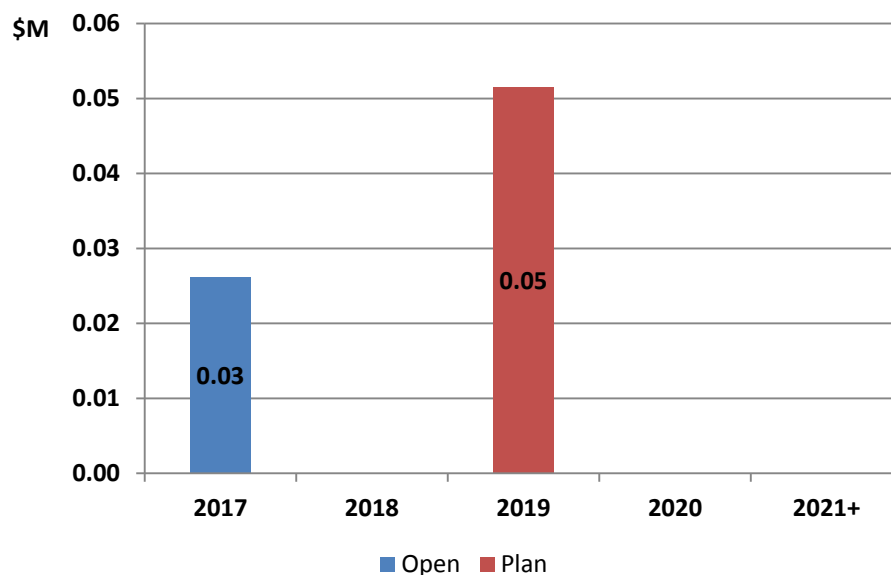
Budget Change (\$M)	2016	2017	2018
Net Operating Budget		1.20	1.25
Status Quo		0.05	0.03
Growth		0.00	0.00
New		0.00	0.00
Net Operating Budget	1.20	1.25	1.28

Full Time Equivalents (FTE's)	13.2	13.2	13.2
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## APPROVED 2017 Budget 2018 Plan

### 10.6.4.6 Capital Summary

Estimated Annual Capital Expenditure



The capital plan includes one project currently underway to integrate Access Vaughan systems across more departments.

\$M	Total	Cashflow
Open	0.03	0.03
Plan	0.00	0.00
<b>Total</b>	<b>0.03</b>	<b>0.03</b>

#### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Citizen Experience	0.03	-	-
<b>Grand Total</b>	<b>0.03</b>	<b>-</b>	<b>-</b>

# APPROVED 2017 Budget 2018 Plan

## 10.6.5 Recreation Services (Includes Community Development and Events)

### 10.6.5.1 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 2015, Recreation Services processed over 65,000 program registrations, 105,000 facility bookings, sold over 20,000 fitness memberships and offered over 9,200 registered courses.

### 10.6.5.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	18.0	18.9	19.2
Transit Tickets	2.0	2.0	2.0
<b>Total</b>	<b>20.0</b>	<b>20.9</b>	<b>21.2</b>
<b>Expenditures</b>			
Labour	16.3	16.8	17.2
Transit Tickets	2.0	2.0	2.0
Sports Village Ice-Time	1.3	1.3	1.3
Service Contracts	0.6	0.6	0.6
Printing & Supplies	0.3	0.3	0.3
Other	1.4	1.6	2.0
<b>Total</b>	<b>21.9</b>	<b>22.6</b>	<b>23.4</b>
<b>Net Operating Budget</b>	<b>1.9</b>	<b>1.7</b>	<b>2.2</b>

<b>Capital Plan</b>	<b>4.90</b>	<b>9.32</b>	<b>6.29</b>
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### 10.6.5.3 2016 Key Accomplishments

- Developed an updated and fiscally sustainable Older Adult Recreation Strategy for the City of Vaughan to enhance citizen experience and service delivery and to respond to the growth and changes in participation.
- Reviewed and updated the Recreation Service User Fee Policy to maintain balance between financial sustainability and promoting arts, culture, heritage and sports in the community.

## APPROVED 2017 Budget 2018 Plan

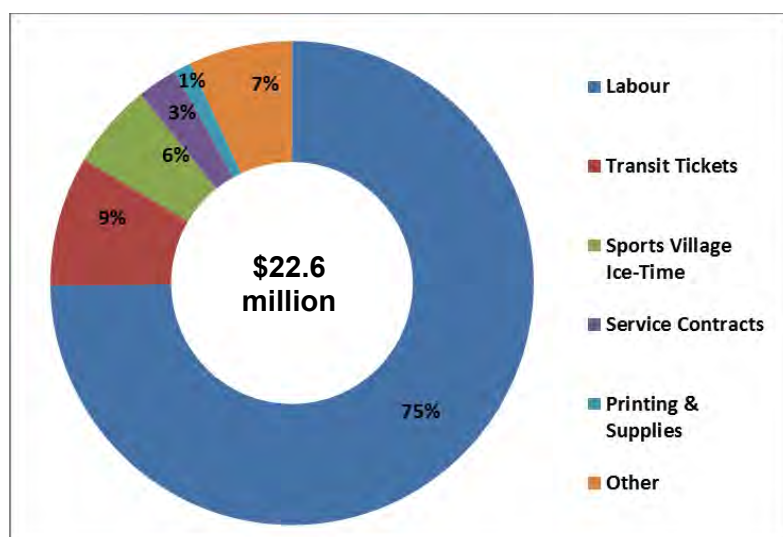
- Increased program and community partnerships with private and public organizations through stronger stakeholder engagement and leveraging opportunities for more effective service delivery.

### 10.6.5.4 Commitments

- Develop and implement a Recreation Service Plan that will guide the delivery of services, programs and major initiatives for the department over a five year period in order to enhance citizen experience and promote arts, culture, heritage and sports in the community.
- Develop and implement a Customer Service Plan that will utilize best practices for delivering excellence in customer service to the citizens of Vaughan.
- Facilitate the development of the Pierre Berton Discovery Centre; an exhibit that promotes Canadian history and supports culture and heritage. This initiative also invests, renews and manages infrastructure and assets by converting this city-owned building to a community-use space.
- Implement new software, in support of the Digital Services Strategy, to ensure citizens easy access to all recreation program registrations, fitness membership and facility booking reservations and payments.

### 10.6.5.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	18.9	83.6%
Transit Tickets	2.0	8.8%
Taxation	1.7	7.6%
<b>Total</b>	<b>22.6</b>	<b>100.0%</b>



## APPROVED 2017 Budget 2018 Plan

**Budget Change:** The change from 2016 to 2017 is largely related to revenue targets increasing to reflect current favourable trending in select programs and rentals, which are partially offset by associated expenditure and annual salary increases.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		1.9	1.7
Status Quo		-0.2	0.6
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget</b>	<b>1.9</b>	<b>1.7</b>	<b>2.2</b>

<b>Full Time Equivalents (FTE's) *</b>	<b>110.5</b>	<b>111.2</b>	<b>111.5</b>
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\*Includes full time and permanent part time only. Does not include any seasonal part-time staff.

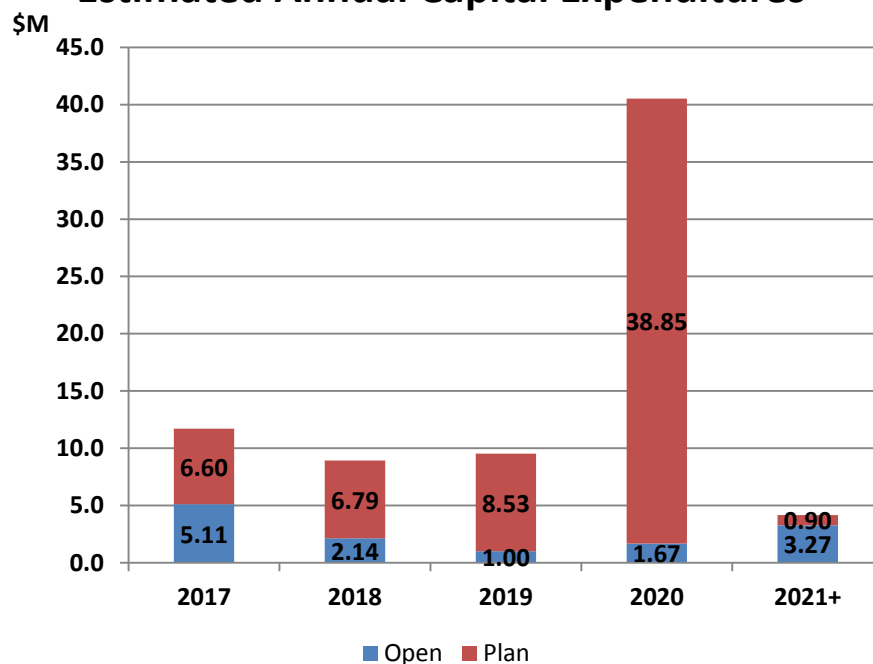
**New Requests:** The Marketing Services Division is responsible for the development of creative standards and objectives for departmental marketing of recreational programs, services and special events. The division's scope has increased to manage creative services workflows for departmental promotional collateral for print (i.e. the bi-annual Recreation Guide), digital (i.e. e-Guide), web and social media, and the development of marketing and promotional materials for the Events Division, including the creative for the Vaughan Celebrates program. This ARR will be funded and fully offset within the department's budget.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
210-01-2017	Graphic Artist (Part time) – Fully Offset Within	0.7	0.00	0.00
	<b>Total</b>	<b>0.7</b>	<b>0.00</b>	<b>0.00</b>

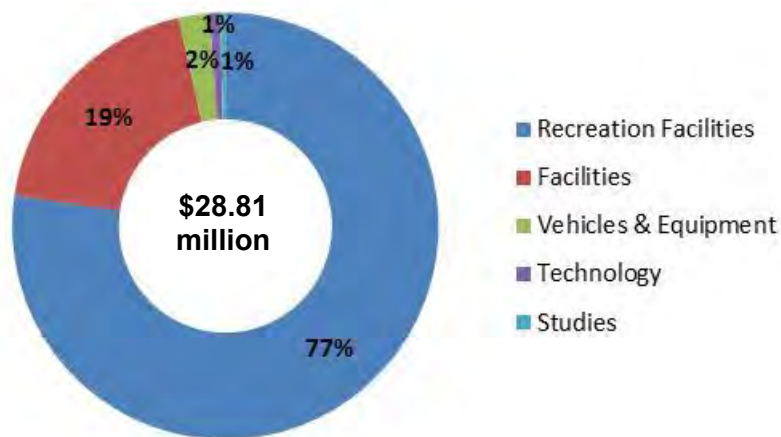
# APPROVED 2017 Budget 2018 Plan

## 10.6.5.6 Capital Summary

### Estimated Annual Capital Expenditures



### Capital Plan



	\$M	Total	Cashflow
Open	13.20		7.25
Plan	15.61		13.39
<b>Total</b>	<b>28.81</b>		<b>20.64</b>

Total capital plan includes \$23.4 million in capital projects that will be managed and reported on by the Infrastructure Delivery and Facility Maintenance Service departments.

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	4.24	5.65	3.75
Continue to ensure the safety and well-being of citizens	0.54	0.43	0.43
Continue to cultivate an environmentally sustainable city	2.80	0.00	0.00
Support and promote arts, culture, heritage and sports in the community	5.54	3.00	2.10
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.23	0.00
Citizen Experience	0.07	0.00	0.00
<b>Grand Total</b>	<b>13.20</b>	<b>9.32</b>	<b>6.29</b>

### 2017-2018 - Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.42	0.19	0.61
Citywide Development Charges	1.68	1.68	3.36
Infrastructure	7.22	4.42	11.64
<b>Grand Total</b>	<b>9.32</b>	<b>6.29</b>	<b>15.61</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
RE-9535-17 City Playhouse Theatre Flooring Replacement for Vestibule Entrance	0.03	0.00
RE-9536-17 CLASS System Upgrade - Peripheral Equipment	0.08	0.00
RE-9533-16 CLASS System Upgrade	0.16	0.00
RE-9534-17 Community Centre Program Equipment Replacement	0.21	0.00
RE-9503-13 Fitness Centre Equipment Replacement	0.23	0.23
RE-9537-17 VMC Library, Recreation and YMCA Centre of Community	1.87	1.87
<b>Managed by Other Department:</b>		
<b>AI Palladini Community Centre</b>		
BF-8512-17 AI Palladini CC - Exterior Concrete Removal & Replacement	0.06	0.00
BF-8423-17 AI Palladini Community Centre New Score Clock for East Arena Centre Ice	0.08	0.00
BF-8521-17 AI Palladini - Replacement of an Existing HVAC unit	0.12	0.00
BF-8544-18 AI Palladini - Rubber Floor Replacement in east arena	0.00	0.07
BF-8545-18 AI Palladini - West Entrance Accessibility Improvements	0.00	0.19
<b>Subtotal</b>	<b>0.26</b>	<b>0.26</b>
<b>Chancellor Community Centre</b>		

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
BF-8513-17 Chancellor CC - Exterior Concrete Removal & Replacement	0.07	0.00
BF-8519-17 Chancellor CC - Parking & Drive Way Retrofit	0.36	0.00
BF-8534-17 Chancellor CC - Replacement of Rubber Flooring	0.04	0.00
BF-8540-18 Chancellor CC - Parking Lot & Driveway Asphalt Repairs and Replacement	0.00	0.37
BF-8613-18 Chancellor CC - Roof Replacement	0.00	0.77
BF-8538-18 Chancellor CC - Concrete Removal	0.00	0.06
ID-2044-17 Chancellor CC - Innovative Path System	0.08	0.00
<b>Subtotal</b>	<b>0.55</b>	<b>1.20</b>
<b>Dufferin Clark Community Centre</b>		
BF-8515-17 Dufferin Clark CC - Exterior Concrete Removal & Replacement	0.07	0.00
BF-8531-17 Dufferin Clark CC - Roof Replacement	0.07	0.00
BF-8539-18 Dufferin Clark CC - Concrete Removal	0.00	0.06
BF-8542-18 Dufferin Clark CC - Regrouting of Pool Deck	0.00	0.03
<b>Subtotal</b>	<b>0.14</b>	<b>0.09</b>
<b>Garnet Williams Community Centre</b>		
BF-8511-17 Garnet Williams CC - Exterior Concrete Removal & Replacement	0.06	0.00
BF-8405-17 Garnet Williams - Renovate Pool Changerooms	0.16	0.00
BF-8523-17 Garnet Williams - Replacement of Concrete Walkways	0.06	0.00
ID-2045-17 Garnet A. Williams Consultant Design	0.31	0.00
<b>Subtotal</b>	<b>0.59</b>	<b>0.00</b>
<b>Maple Community Centre</b>		
BF-8514-17 Maple CC - Exterior Concrete Removal & Replacement	0.09	0.00
BF-8522-17 Maple Community Centre – Painting	0.07	0.00
BF-8525-17 Maple Community Centre - Renovation for a Teaching Kitchen	0.08	0.00
BF-8537-18 Maple Community Centre - Concrete removal and replacement	0.00	0.06
BF-8532-17 Maple Community Centre - Lobby Tile Replacement	0.05	0.00
BF-8541-18 Maple Community Centre - Pool & Fitness Change Room Renovation	0.00	0.31
BF-8549-18 Maple Community Centre - Replacement of Sprinkler System	0.00	0.10
<b>Maple Community Centre Capital Sub-Total</b>	<b>0.29</b>	<b>0.47</b>
BF-8476-15 Building upgrades to meet AODA Requirements	0.31	0.31
BF-8614-17 Community Centre Common Space Renewal	0.15	0.00
BF-8529-17 Father Emanno Bulfon CC - Replacement of Boiler	0.15	0.00
BF-8536-17 Glen Shields Activity Centre - Roof Replacement	0.03	0.00
BF-8479-15 Kleinburg United Church Renovation	0.90	0.00
BF-8530-17 Kline House - Exterior Renovations	0.03	0.00

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
BF-8524-17 North Thornhill CC - Existing light maintenance and replacement	0.03	0.00
BF-8606-18 Parks - Washroom Renovations & Upgrades	0.00	0.08
BF-8580-17 Parks - Washroom Renovations & Upgrades	0.08	0.00
BF-8535-17 Rainbow Creek Field House – Renovations	0.03	0.00
BF-8548-18 Riviera Park - Replacing of existing lighting	0.00	0.08
BF-8527-17 Rosemount - Replacement of Fire Alarm System	0.15	0.00
BF-8528-17 Rosemount - replace flooring in arena dressing rooms	0.08	0.00
BF-8526-17 Thornhill Outdoor Pool	0.03	0.00
BF-8573-17 Uplands - Buildings General Capital	0.07	0.00
BF-8597-18 Uplands - Buildings General Capital	0.00	0.07
BF-8367-13 Uplands Golf & Ski Centre, Buildings General Capital	0.07	0.07
BF-8604-18 Various Community Centres - Pool Capital Improvements	0.00	0.21
BF-8607-18 Various Community Centres - Roof Repairs & Replacement	0.00	0.12
BF-8574-17 Various Community Centres - Installation of CO2 sensors in the arenas	0.15	0.00
BF-8575-17 Various Community Centres - Pool Capital Improvements	0.21	0.00
BF-8576-17 Various Community Centres - Renovations of Public Washroom	0.52	0.00
BF-8577-17 Various Community Centres - Replacement of the existing arena dehumidifiers	0.39	0.00
BF-8578-17 Various Community Centres - Replacement of the Ice Resurfacer	0.11	0.00
BF-8579-17 Various Community Centres - Retrofit Pool Circulations Plants to Ultra Violet Systems	0.31	0.00
BF-8588-17 Various Community Centres - Roof Repairs & Replacement	0.12	0.00
BF-8594-18 Various Community Centres - Accessibility Initiatives	0.00	0.52
BF-8598-18 Various Facilities - Energy Initiatives	0.00	0.21
BF-8600-18 Various Facilities - Ice Resurfacer Replacement	0.00	0.24
BF-8582-17 Various - Kantech Access Control in Community Centres	0.05	0.00
BF-8601-18 Various - Kantech Access Control in Community Centres	0.00	0.05
BF-8602-18 Various - Keywatcher key cabinets in Community Centres	0.00	0.13
BF-8593-17 Various - Replacement of HVAC units and Rooftop Unit	0.69	0.00
BF-8533-17 Vellore Hall/Cranney House - Replacement of Heritage Windows	0.11	0.00
ID-2043-17 Vellore Village CC - Main Entrance Improvements	0.18	0.00
BF-8543-18 Woodbridge Pool and Arena - Replacement of Sprinkler System	0.00	0.10
<b>Total</b>	<b>9.32</b>	<b>6.29</b>

## APPROVED 2017 Budget 2018 Plan

### 10.6.6 Facility Maintenance Services

#### 10.6.6.1 Department Overview

Facility Maintenance Services is responsible for the daily operations and maintenance of eighty-nine City of Vaughan facilities totaling over 2 million square feet. This includes Community Centres, City Hall, Joint Operations Centre, Libraries, Fire Halls, Heritage Buildings and various satellite buildings. Delivery of these services ensures that facilities are safe and secure, accessible to all, functional and operate efficiently.

#### 10.6.6.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.3	0.3	0.3
<b>Total</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
<b>Expenditures</b>			
Labour	9.2	9.5	9.7
Utilities	5.9	6.3	6.6
Service Contracts	1.1	1.0	1.0
Maintenance	2.5	2.5	2.5
Other	2.7	2.6	2.6
<b>Total</b>	<b>21.4</b>	<b>21.9</b>	<b>22.5</b>
<b>Net Operating Budget</b>	<b>21.1</b>	<b>21.6</b>	<b>22.2</b>

<b>Capital Plan</b>	<b>2.93</b>	<b>6.74</b>	<b>4.91</b>
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#### 10.6.6.3 2016 Key Accomplishments

- Continued focus on strengthening the City's commitment to environmental stewardship and sustainability by investing in energy initiatives to reduce energy consumption, manage demand and minimize operating expenditures.
- Completed an extensive Accessibility Assessment, in partnership with Human Resources, to provide a roadmap for improving accessibility at City facilities and position the City as a leader in accessibility standards.
- Initiated a renewal and revitalization program to upgrade fatigued buildings and facilities. Projects included major replacement and upgrading of equipment and systems, renovations and initiatives to improve areas in support of service excellence.

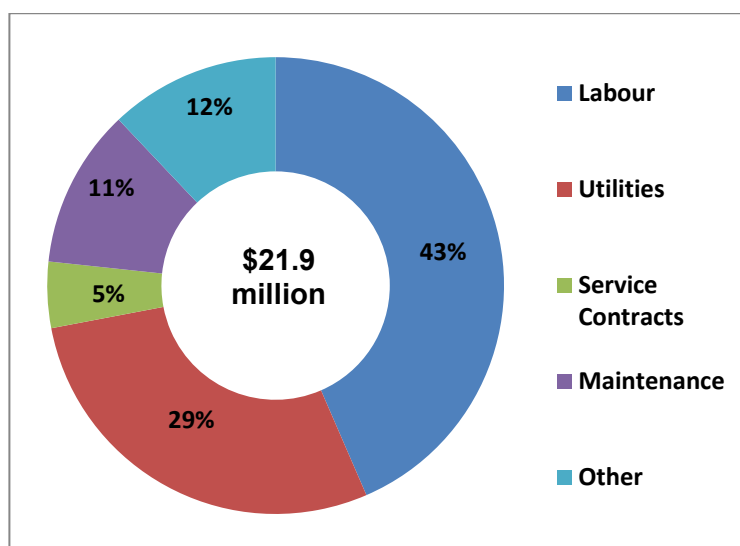
## APPROVED 2017 Budget 2018 Plan

### 10.6.6.4 Commitments

- Continue with the renewal and revitalization of City facilities as outlined in the 2017-2018 Capital Project List.
- Continue to strengthen the City's commitment to an environmentally sustainable city by completing energy initiatives to reduce consumption and control demand.
- Improve citizen safety and facility accessibility through initiatives identified in the Accessibility Assessment.

### 10.6.6.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.3	1.4%
Taxation	21.6	98.6%
<b>Total</b>	<b>21.9</b>	<b>100.0%</b>

**Budget Change:** The change from 2016 to 2017 is largely related to annual salary and utility increases.

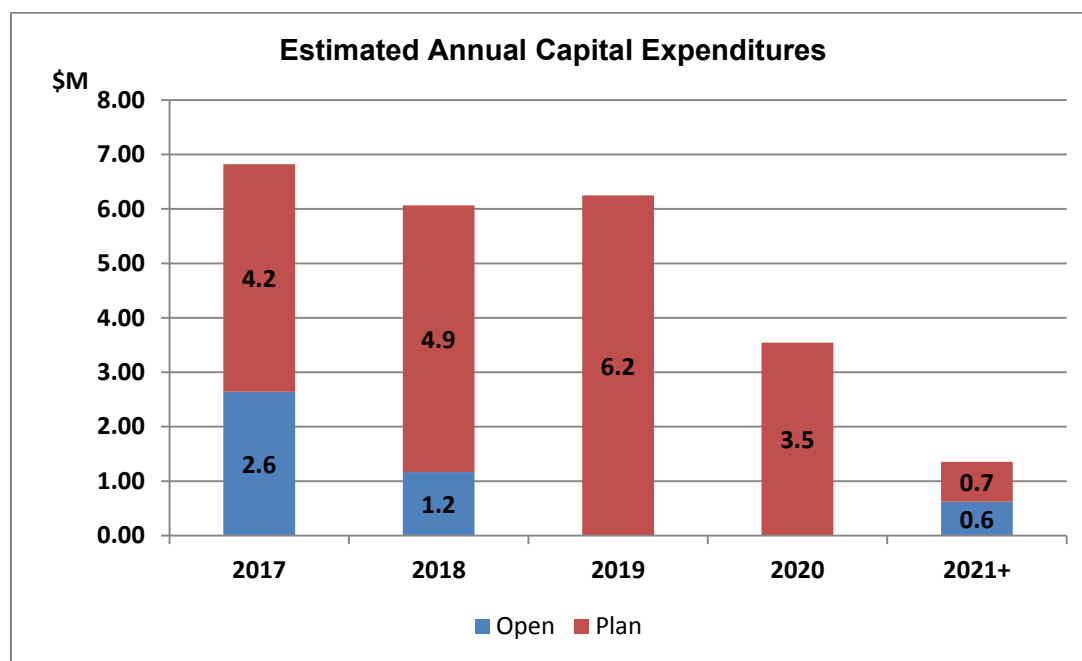
Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		21.1	21.6
Status Quo		0.5	0.6
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget</b>	<b>21.1</b>	<b>21.6</b>	<b>22.2</b>

<b>Full Time Equivalent (FTE's)</b>	<b>106.4</b>	<b>107.4</b>	<b>107.4</b>
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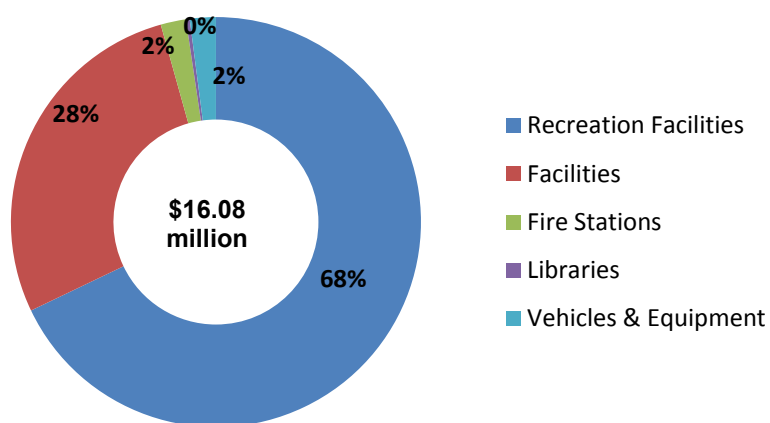
**New Requests:** There are no ARR submissions for this department.

# APPROVED 2017 Budget 2018 Plan

## 10.6.6.6 Capital Summary



## Capital Plan



\$M	Total	Cashflow
Open	4.43	3.81
Plan	11.65	9.19
<b>Total</b>	<b>16.08</b>	<b>13.00</b>

Total capital plan is managed and reported on by the Facility Maintenance Service department.



## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	3.04	6.31	4.48
Support and promote arts, culture, heritage and sports in the community	0.73	0.00	0.00
Continue to ensure the safety and well-being of citizens	0.54	0.43	0.43
Continue to develop transit, cycling and pedestrian options to get around the City	0.00	0.00	0.00
Continue to cultivate an environmentally sustainable city	0.12	0.00	0.00
<b>Grand Total</b>	<b>4.43</b>	<b>6.74</b>	<b>4.91</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.04	0.00	0.04
Debenture Finance	1.13	0.00	1.13
Gas Tax	0.11	0.11	0.22
Infrastructure	5.46	4.80	10.26
<b>Grand Total</b>	<b>6.74</b>	<b>4.91</b>	<b>11.65</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
<b>Al Palladini Community Centre</b>		
BF-8423-17 Al Palladini Community Centre New Score Clock for East Arena Centre Ice	0.08	0.00
BF-8521-17 Al Palladini - Replacement of an Existing HVAC unit	0.12	0.00
BF-8544-18 Al Palladini - Rubber Floor Replacement in east arena	0.00	0.07
BF-8545-18 Al Palladini - West Entrance Accessibility Improvements	0.00	0.19
<b>Subtotal</b>	<b>0.20</b>	<b>0.26</b>
<b>Chancellor Community Centre</b>		
BF-8540-18 Chancellor CC - Parking Lot & Driveway Asphalt Repairs and Replacement	0.00	0.37
BF-8534-17 Chancellor CC - Replacement of Rubber Flooring	0.04	0.00
BF-8613-18 Chancellor CC - Roof Replacement	0.00	0.77
BF-8538-18 Chancellor CC - Concrete Removal	0.00	0.06
<b>Subtotal</b>	<b>0.04</b>	<b>1.20</b>
<b>Dufferin Clark Community Centre</b>		
BF-8531-17 Dufferin Clark CC - Roof Replacement	0.07	0.00
BF-8539-18 Dufferin Clark CC - Concrete Removal	0.00	0.06

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
BF-8542-18 Dufferin Clark CC - Regrouting of Pool Deck	0.00	0.03
<b>Subtotal</b>	<b>0.07</b>	<b>0.09</b>
<b>Maple Community Centre</b>		
BF-8541-18 Maple Community Centre - Pool & Fitness Change Room Renovation	0.00	0.31
BF-8537-18 Maple Community Centre - Concrete removal and replacement	0.00	0.06
BF-8549-18 Maple Community Centre - Replacement of Sprinkler System	0.00	0.10
BF-8532-17 Maple Community Centre - Lobby Tile Replacement	0.05	0.00
BF-8522-17 Maple Community Centre – Painting	0.07	0.00
BF-8525-17 Maple Community Centre - Renovation for a Teaching Kitchen	0.08	0.00
<b>Subtotal</b>	<b>0.20</b>	<b>0.47</b>
BF-8510-17 Ansley Grove Library RTU Replacement	0.05	0.00
BF-8546-18 Arnold House, Scout House	0.00	0.08
BF-8476-15 Building upgrades to meet AODA Requirements	0.31	0.31
BF-8487-15 Building Condition Audits	0.11	0.11
BF-8614-17 Community Centre Common Space Renewal	0.15	0.00
BF-8529-17 Father Emanno Bulfon CC - Replacement of Boiler	0.15	0.00
BF-8591-17 Fire Hall (General) - Annual Capital Improvement	0.06	0.00
BF-8592-17 Fire Hall 7-1	0.07	0.00
BF-8599-18 Fire Halls / Joint Operations Centre	0.00	0.10
BF-8502-16 Fire Station Interior Renovation Program	0.06	0.06
BF-8595-18 Fire Halls (General)	0.00	0.07
BF-8589-17 FMS Admin - Study - Parking Strategy assessment and study	0.04	0.00
BF-8405-17 Garnet Williams - Renovate Pool Changerooms	0.16	0.00
BF-8523-17 Garnet Williams - Replacement of Concrete Walkways	0.06	0.00
BF-8536-17 Glen Shields Activity Centre - Roof Replacement	0.03	0.00
BF-8571-17 Joint Operating Centre - New Equipment articulated lift	0.07	0.00
BF-8530-17 Kline House - Exterior Renovations	0.03	0.00
BF-8524-17 North Thornhill CC - Existing light maintenance and replacement	0.03	0.00
BF-8580-17 Parks - Washroom Renovations & Upgrades	0.08	0.00
BF-8606-18 Parks - Washroom Renovations & Upgrades	0.00	0.08
BF-8535-17 Rainbow Creek Field House – Renovations	0.03	0.00
BF-8548-18 Riviera Park - Replacing of existing lighting	0.00	0.08
BF-8527-17 Rosemount - Replacement of Fire Alarm System	0.15	0.00
BF-8528-17 Rosemount - replace flooring in arena dressing rooms	0.08	0.00
BF-8526-17 Thornhill Outdoor Pool	0.03	0.00
BF-8573-17 Uplands - Buildings General Capital	0.07	0.00
BF-8597-18 Uplands - Buildings General Capital	0.00	0.07
BF-8367-13 Uplands Golf & Ski Centre, Buildings General Capital	0.07	0.07

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
BF-8581-17 Various - Fencing Repairs, Replacement, Upgrades	0.07	0.00
BF-8582-17 Various - Kantech Access Control in Community Centres	0.05	0.00
BF-8601-18 Various - Kantech Access Control in Community Centres	0.00	0.05
BF-8602-18 Various - Keywatcher key cabinets in Community Centres	0.00	0.13
BF-8583-17 Various - Replacement & Upgrading of the Seasonal Wreaths Lighting for Streetscapes	0.07	0.00
BF-8593-17 Various - Replacement of HVAC units and Rooftop Unit	0.69	0.00
BF-8584-17 Various - Video Surveillance Equipment & Systems Upgrades	0.10	0.00
BF-8605-18 Various - Video Surveillance Equipment & Systems Upgrades	0.00	0.10
BF-8574-17 Various Community Centres - Installation of CO2 sensors in the arenas	0.15	0.00
BF-8575-17 Various Community Centres - Pool Capital Improvements	0.21	0.00
BF-8576-17 Various Community Centres - Renovations of Public Washroom	0.52	0.00
BF-8577-17 Various Community Centres - Replacement of the existing arena dehumidifiers	0.39	0.00
BF-8578-17 Various Community Centres - Replacement of the Ice Resurfacer	0.11	0.00
BF-8579-17 Various Community Centres - Retrofit Pool Circulations Plants to Ultra Violet Systems	0.31	0.00
BF-8588-17 Various Community Centres - Roof Repairs & Replacement	0.12	0.00
BF-8607-18 Various Community Centres - Roof Repairs & Replacement	0.00	0.12
BF-8604-18 Various Community Centres - Pool Capital Improvements	0.00	0.21
BF-8594-18 Various Community Centres - Accessibility Initiatives	0.00	0.52
BF-8598-18 Various Facilities - Energy Initiatives	0.00	0.21
BF-8600-18 Various Facilities - Ice Resurfacer Replacement	0.00	0.24
BF-8603-18 Various Facilities - Mobile Devices	0.00	0.10
BF-8547-18 Vaughan City Hall - Replace and upgrade department security gates	0.00	0.10
BF-8572-17 Vaughan City Hall - Replacement of existing batteries in IT department UPS	0.15	0.00
BF-8587-17 Vaughan City Hall - Repairs & Replacement of Irrigation System	0.07	0.00
BF-8533-17 Vellore Hall/Cranney House - Replacement of Heritage Windows	0.11	0.00
BF-8543-18 Woodbridge Pool and Arena - Replacement of Sprinkler System	0.00	0.10
<b>Managed by Other Department:</b>		
FL-5313-17 B&F- Replace Unit #1070 with ice resurfacer	0.11	0.00
ID-2033-17 Utility Relocations for City Hall Campus Improvements	1.13	0.00
<b>Total</b>	<b>6.74</b>	<b>4.91</b>

# APPROVED 2017 Budget 2018 Plan

## 10.6.7 Fire & Rescue Service

### 10.6.7.1 Department Overview

Vaughan Fire & Rescue Service's 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.

### 10.6.7.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	1.0	0.9	1.0
<b>Total</b>	<b>1.0</b>	<b>0.9</b>	<b>1.0</b>
<b>Expenditures</b>			
Labour	43.4	46.0	48.3
General Maintenance, Repairs, Utilities	1.1	1.2	1.1
Communications	0.4	0.4	0.4
Other	1.0	0.9	1.0
<b>Total</b>	<b>45.9</b>	<b>48.5</b>	<b>50.8</b>
<b>Net Operating Budget</b>	<b>44.9</b>	<b>47.6</b>	<b>49.8</b>

<b>Capital Plan</b>	<b>9.00</b>	<b>3.91</b>	<b>5.33</b>
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### 10.6.7.3 2016 Key Accomplishments

- Initiated development of an updated Master Fire Plan to ensure the safety and well-being of citizens as the City grows.
- Worked with Real Estate, completed land acquisition for the development of Fire Station 7-4 which will serve the north-west area of the city (Kleinburg).
- Rolled out the Adopt-A-School Program, which is an opportunity for students from the local school to interact with the firefighters from their local fire station.

### 10.6.7.4 Commitments

Ensure the safety and well-being of citizens by:

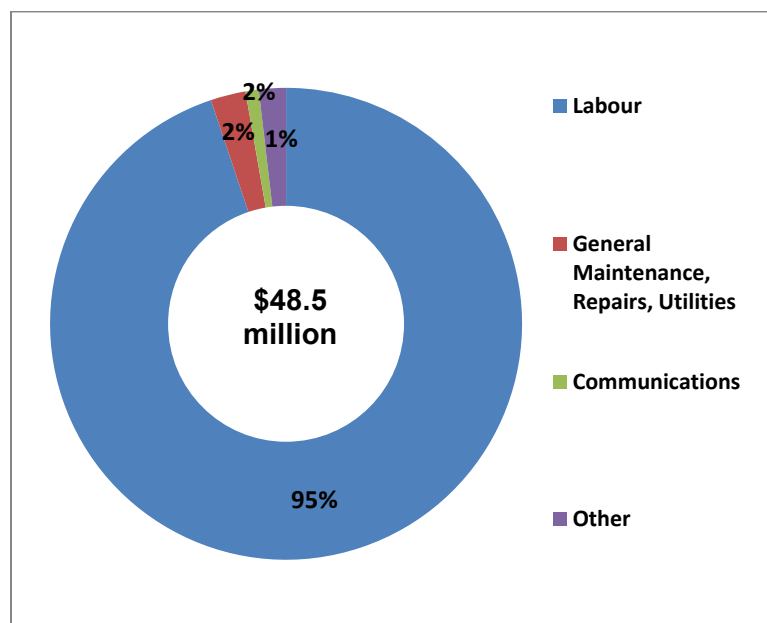
- Continue development of an updated Master Fire Plan.
- Continue to work with Infrastructure Delivery on the construction of two new Fire stations: Station 7-3 will service Woodbridge and include a York Region Paramedic Response unit, and Station 7-4 will service Kleinburg.
- Prepare for the opening of the Toronto-York Spadina subway expansion by providing specialized training for emergency response.

## APPROVED 2017 Budget 2018 Plan

- Implement the Secondary Suites strategy in conjunction with Building Standards, By-law and Compliance, Licencing and Permit Services and Fire & Rescue Service.

### 10.6.7.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.9	1.9%
Taxation	47.6	98.1%
<b>Total</b>	<b>48.5</b>	<b>100.0%</b>

**Budget Change:** The projected annual increases in the Fire & Rescue Service operating budget are mainly due to labour cost increases as a result of the hiring of 6 firefighters and 4 Captains to staff new fire stations expected to come in service in 2018, a new assistant deputy fire chief, chief technologist (fully offset) and projected salary increases, offset by projected retirements.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		44.9	47.6
Status Quo		2.1	1.2
Growth		0.3	1.0
New		0.3	0.0
Net Operating Budget	44.9	47.6	49.8

Full Time Equivalents (FTE's)	333	345	345
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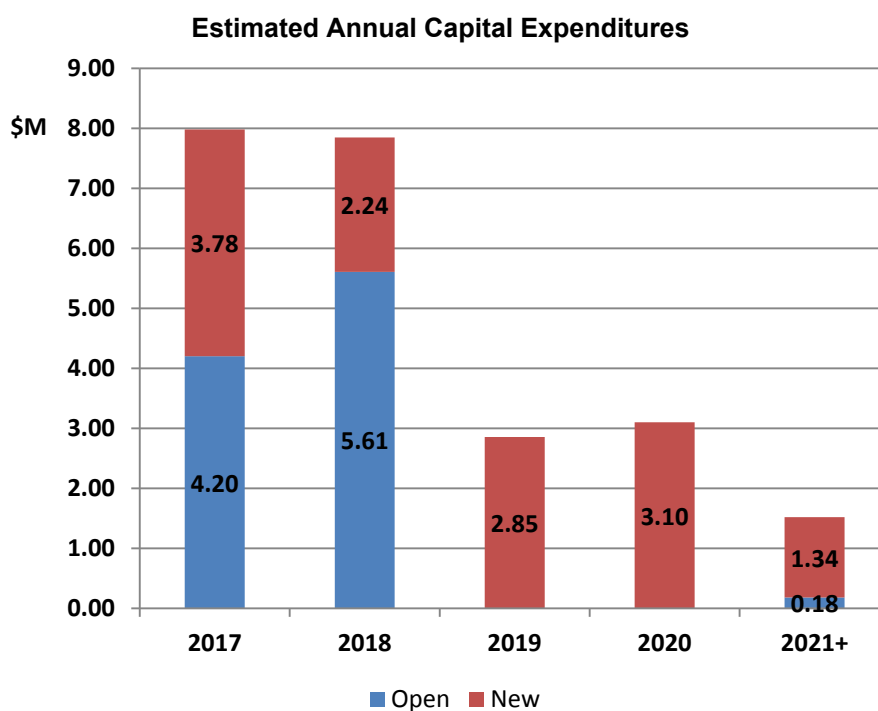
**New Requests:** New resource requests have been approved for 2017 and 2018 for Firefighters and Captains for Station 7-4. The assumed hiring date is November 1<sup>st</sup>, 2017. Furthermore, there is request to add an Assistant Deputy Fire Chief and Plan Review Technologist to assist

## APPROVED 2017 Budget 2018 Plan

with building permits. These new resource requests have been incorporated in the APPROVED 2017 Budget and 2018 Plan.

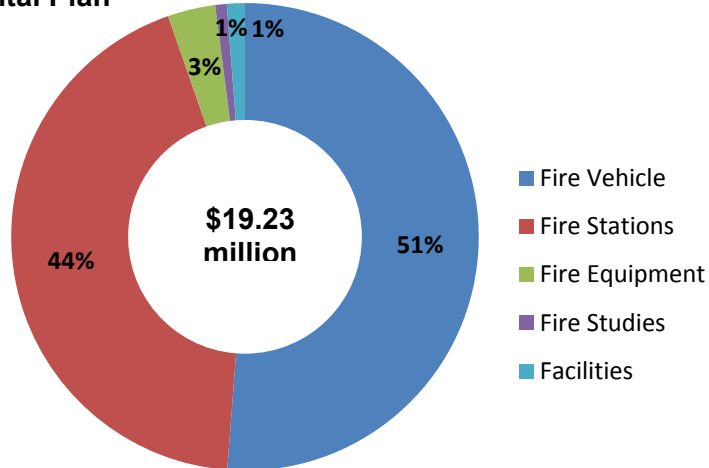
Index Number	New Requests (\$M)	(FTE's)	2017	2018
100-01-2017	Assistant Deputy Fire Chief	1.0	0.18	0.00
100-02-2017	Plan Review Building Technologist (Fully Offset by Fees In Other Departments)	1.0	0.10	0.00
100-06-2017	STN 74 - 4 Captains (2nd Contingent)	4.0	0.14	0.46
100-05-2017	STN 74 - 6 Firefighters (2nd Contingent)	6.0	0.14	0.52
	<b>Total</b>	<b>12.0</b>	<b>0.56</b>	<b>0.98</b>

### 10.6.7.6 Capital Summary



## APPROVED 2017 Budget 2018 Plan

### Capital Plan



\$M	Total	Cashflow
Open	9.99	9.81
Plan	9.24	6.02
<b>Total</b>	<b>19.23</b>	<b>15.83</b>

Total capital plan includes \$6.21 million in capital projects that will be managed and reported on by the Infrastructure Delivery department.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	3.60	3.91	2.13
Continue to ensure the safety and well-being of citizens	6.39	0.00	3.20
<b>Grand Total</b>	<b>9.99</b>	<b>3.91</b>	<b>5.33</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.13	0.00	0.13
Citywide Development Charges	0.05	3.73	3.78
Infrastructure	3.73	1.60	5.33
<b>Grand Total</b>	<b>3.91</b>	<b>5.33</b>	<b>9.24</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
FR-3643-17 Stn 7-1 - Gear Grid	0.02	0.00
FR-3641-17 Stn 72 - Cascade air cylinder fill station	0.08	0.00

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
FR-3618-18 Station #74 Equipment for Firefighter Purchase	0.00	0.13
FR-3626-18 Station #74 Furniture and Equipment	0.00	0.17
FR-3606-18 Station 76 Aerial Purchase	0.00	1.84
FR-3609-18 Expand Crew Quarters Station 76	0.00	0.36
FR-3581-18 Purchase Land for New Station 7-11	0.00	1.11
FR-3586-17 Replace 7972 Pumper	0.85	0.00
FR-3587-17 Replace 7955 Aerial 55 FT	1.31	0.00
FR-3589-17 Replace 7981 Training Van	0.03	0.00
FR-3611-17 Replace 7971 Pumper	0.85	0.00
FR-3637-18 Replace Aerial 17M -7967	0.00	1.31
FR-3615-17 Fire Prevention Vehicle Replacement	0.05	0.00
FR-3616-17 Fire Prevention Vehicle Replacement	0.05	0.00
FR-3619-18 Engine #74 Equipment Purchase	0.00	0.12
FR-3631-16 Fire Rescue Tool Retrofit	0.10	0.04
FR-3642-17 Fire - CAD & MDT Replacements	0.04	0.04
FR-3508-13 Breathing Apparatus Replacements	0.05	0.05
EP-0071-17 Primary and Alternate Emergency Operations Centres	0.20	0.00
FR-3612-14 Fitness Equipment and Furniture Replacement - All Stations/Divisions	0.03	0.03
FR-3644-17 Assistant Deputy Fire Chief - Vehicle	0.05	0.00
<b>Managed by Other Department:</b>		
BF-8502-16 Fire Station Interior Renovation Program	0.06	0.06
BF-8591-17 Fire Hall (General) - Annual Capital Improvement	0.06	0.00
BF-8595-18 Fire Halls (General)	0.00	0.07
BF-8592-17 Fire Hall 7-1	0.07	0.00
<b>Total</b>	<b>3.91</b>	<b>5.33</b>



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## 10.6.8 By-Law & Compliance, Licensing & Permit Services

### 10.6.8.1 Department Overview

The mission of By-law and Compliance, Licensing and Permit Services (“BCLPS”) is to protect the health, safety and well-being of the community through a regulatory framework that supports the Term of Council Priorities based on a founding principle of community partnership and citizens first, through service excellence.

BCLPS realizes its mission through three business units:

- Enforcement Services;
- Animal Services; and
- Client, Policy & Business Planning Services.

### 10.6.8.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Licenses, Permits & Fines	3.4	3.6	3.7
Contracts	0.2	0.3	0.3
<b>Total</b>	<b>3.6</b>	<b>3.9</b>	<b>4.0</b>
<b>Expenditures</b>			
Labour	6.0	6.6	6.7
Contracts and Supplies	0.2	0.2	0.2
Other	0.4	0.4	0.4
Fuel	0.1	0.1	0.1
<b>Total</b>	<b>6.7</b>	<b>7.3</b>	<b>7.4</b>
<b>Net Operating Budget</b>	<b>3.1</b>	<b>3.4</b>	<b>3.4</b>

<b>Capital Plan</b>	<b>0.04</b>	<b>0.29</b>	<b>0.00</b>
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### 10.6.8.3 2016 Key Accomplishments

- Reorganized the department in March 2016 to three primary lines of business/service delivery: Policy and Business Planning, Enforcement Services and Animal Services. This re-organization positioned roles and responsibilities to deliver on Council priorities and enhance citizen experience.
- Enhanced Vaughan Animal Services with the launch of Wildlife Response Service on September 1, 2016 to continue to ensure the safety of citizens.
- Delivered the Animal Services Summer Camps program, educating the 953 participants/children on responsible pet ownership and public safety.

## APPROVED 2017 Budget 2018 Plan

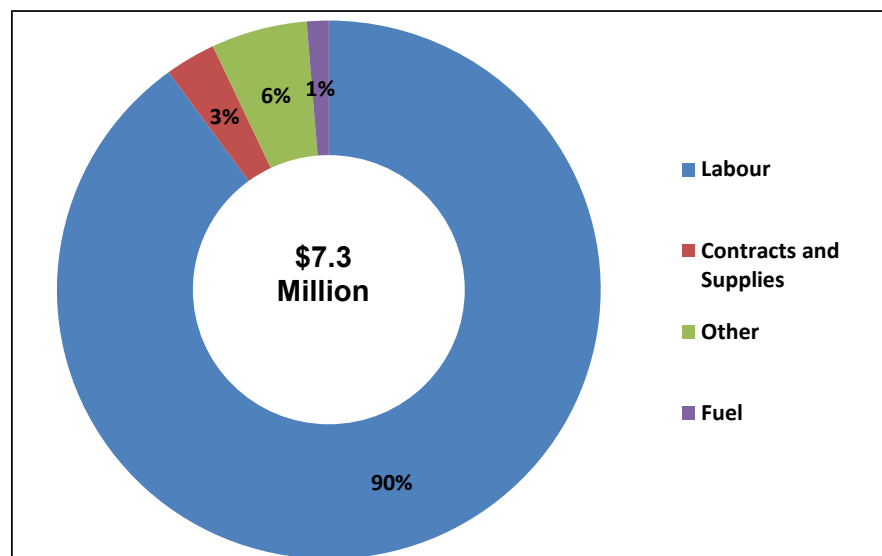
- Initiated modernization of City By-laws and By-law Strategy (5 year sustainability plan/by-law life cycle) to ensure by-laws are relevant, suitable for today's environment and continue to support the safety and well-being of citizens.

### 10.6.8.4 Commitments

- Undertake a feasibility study for a permanent Animal Shelter at a city-owned location.
- Continue the progression and modernization of regulatory By-laws to improve application, relevance and greater public understanding (By-law Strategy).
- Implement the Secondary Suites strategy in conjunction with Building Standards, Policy Planning and Fire & Rescue Service.
- Deliver public outreach programs to educate the public on the benefits of licensed businesses and continue with Operation Safe Trails and Parks to ensure the safety and well-being of citizens.

### 10.6.8.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Licenses, Permits, Fines	3.6	49.9%
Contracts	0.3	4.0%
Taxation	3.4	46.1%
<b>Total</b>	<b>7.3</b>	<b>100.0%</b>

**Budget Change:** The department's APPROVED operating budget for 2017 is higher than prior year's operating budget due to labor progression, introduction of Wildlife Response Service and the approved additional resource requests for two Special Enforcement Officers.

## APPROVED 2017 Budget 2018 Plan

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		3.1	3.4
Status Quo		0.2	0.0
Growth		0.0	0.0
New		0.1	0.0
<b>Net Operating Budget</b>	<b>3.1</b>	<b>3.4</b>	<b>3.4</b>

Full Time Equivalents (FTE's)	64.0	65.0	65.0
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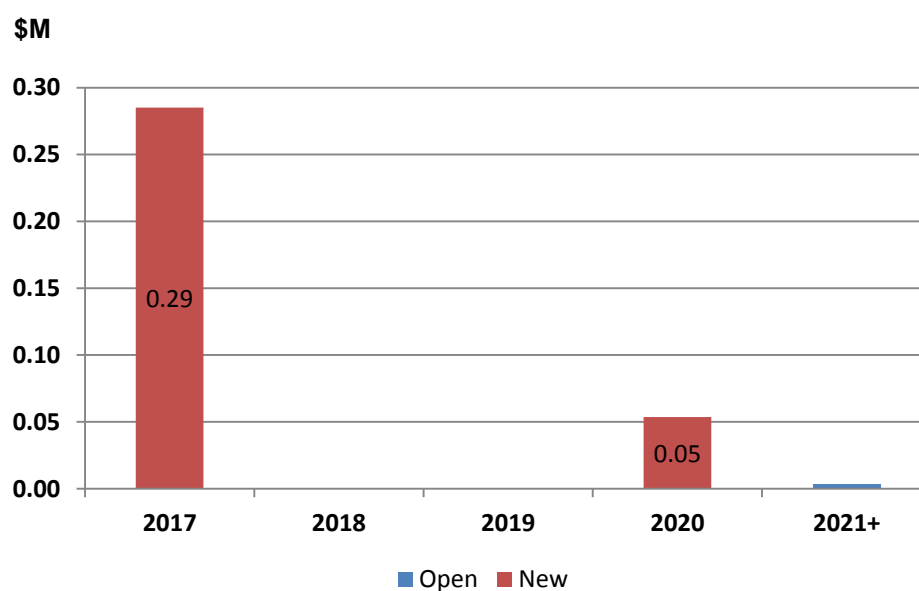
\*One position moved from BCLPS to Financial Services (Collections Clerk)

**New Requests:** For 2017 a new resource request for two Special Enforcement Officers has been approved due to the growth pressures and emerging trends within the City not previously experienced and the resulting need to enforce City regulations, support public safety and address greater public nuisances as a result. These two positions have been fully offset, with no impact on taxation.

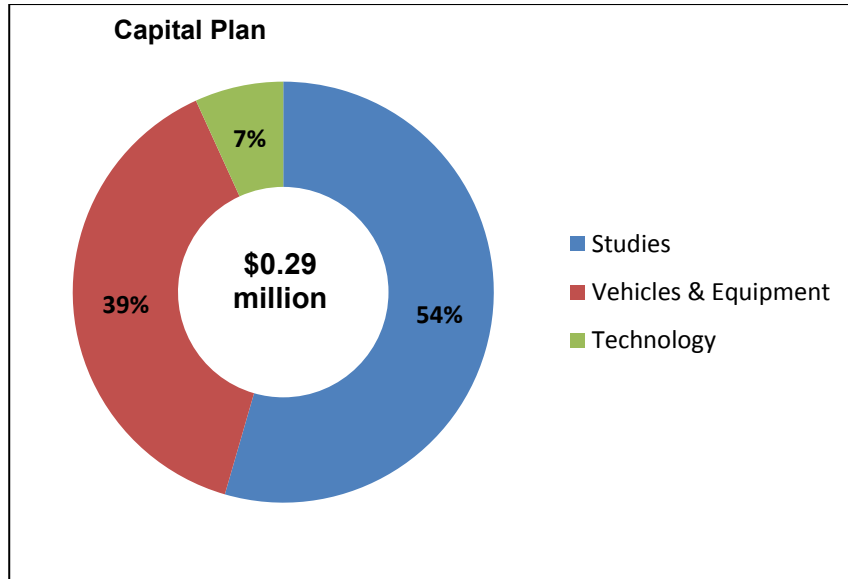
Index Number	New Requests (\$M)	(FTE's)	2017	2018
040-01-2017	Special Enforcement Officers	2.0	0.00	0.00
	<b>Total</b>	<b>2.0</b>	<b>0.00</b>	<b>0.00</b>

### 10.6.8.6 Capital Summary

**Estimated Annual Capital Expenditures**



## APPROVED 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	0.00	0.00
Plan	0.29	0.29
<b>Total</b>	<b>0.29</b>	<b>0.29</b>

Total capital plan includes \$0.29 million in capital projects that will be reported by BCLPS. \$0.1 million is managed by Fleet Management Services on behalf of BCLPS and \$0.2 million is managed by BCLPS.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.00	0.11	0.00
Continue to advance a culture of excellence in governance	0.00	0.18	0.00
<b>Grand Total</b>	<b>0.00</b>	<b>0.29</b>	<b>0.00</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.04	0.00	0.04
Citywide Development Charges	0.20	0.00	0.20
Infrastructure	0.04	0.00	0.04
<b>Grand Total</b>	<b>0.29</b>	<b>0.00</b>	<b>0.29</b>

## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
BY-9544-17 - Animal Services MNR Feasibility Study	0.16	0.00
BY-9542-17 - By-Law & Compliance Online Payment Module	0.02	0.00
<b>Managed by Fleet Departments:</b>		
FL-5200-17 BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	0.04	0.00
FL-5529-17 BYLAW- Two additional 1/2 ton pickups	0.07	0.00
<b>Total</b>	<b>0.29</b>	<b>0.00</b>

### 10.7 Planning & Growth Management Portfolio

#### 10.7.1 Portfolio Overview

The Planning and 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 and Culture Services, Policy Planning and Environmental Sustainability, Building Standards and Parks Development. The departments in this Portfolio play a major role in achieving the Term of Council Service Excellence priorities. In addition, the departments are providing service to citizens and businesses in accordance with Council directed and provincially regulated timelines.

**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. A key role for this department is to work with the York Region, Province and stakeholders to deliver infrastructure to service our growing City.

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.

The **Policy Planning and Environmental Sustainability Department** is responsible for planning 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 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.

## APPROVED 2017 Budget 2018 Plan

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The department 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 Department is also responsible for the implementation of Green Directions Vaughan, and the Community Sustainability and Environmental Master 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 related to development, site alteration and construction. 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.

The **Parks Development Department** 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. The team also works with other departments in the review of development applications and in the development of plans and studies to ensure delivery of required parkland throughout the City.

### Organizational Structure



# APPROVED 2017 Budget 2018 Plan

## APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	14.9	16.3	16.9
Reserves	9.3	11.1	11.4
Capital	1.0	1.5	1.2
Other	0.1	0.2	0.2
<b>Total</b>	<b>25.3</b>	<b>29.1</b>	<b>29.7</b>
<b>Expenditures</b>			
Labour	22.5	25.1	25.7
Development and Training	0.3	0.3	0.3
Other	1.0	1.3	1.0
<b>Total</b>	<b>23.8</b>	<b>26.8</b>	<b>27.1</b>
<b>Net Operating Budget*</b>	<b>-1.4</b>	<b>-2.3</b>	<b>-2.6</b>

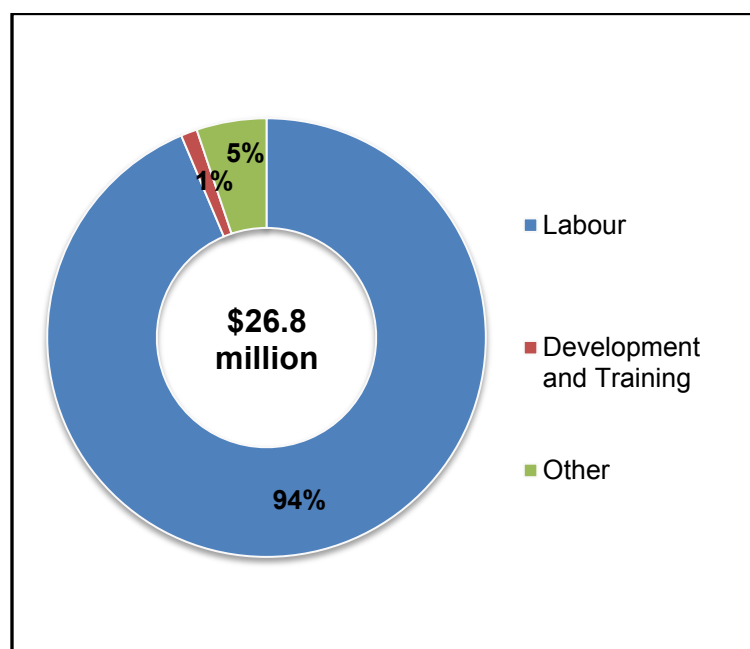
  

<b>Capital Plan</b>	<b>27.66</b>	<b>29.85</b>	<b>71.42</b>
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\*Note that Net Operating Budget is in a net revenue position due to reserve transfers associated with growth related development services expenditures residing in other departments outside of the Portfolio.

## Operating Summary

### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Fees	16.5	56.7%
Reserves	11.1	38.1%
Capital	1.5	5.1%
Other	0.2	0.1%
<b>Total</b>	<b>29.1</b>	<b>100.0%</b>



## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Improve municipal road network	11.11	2.99	2.33
Continue to develop transit, cycling and pedestrian options to get around the City	8.04	1.67	0.59
Facilitate the development of the VMC	17.08	8.16	46.92
Support the development of the hospital	0.38	0.00	0.00
Invest, renew and manage infrastructure and assets	13.70	8.76	11.04
Continue to ensure the safety and well-being of citizens	0.05	0.00	0.00
Meet Council tax rate targets (no greater than 3%)	0.05	0.00	0.00
Update the Official Plan and supporting studies	5.33	1.43	1.83
Attract investment and create jobs	1.71	0.14	0.00
Create and manage affordable housing options (secondary suites)*	0.01	0.00	0.00
Continue to cultivate an environmentally sustainable city**	0.05	0.00	0.00
Support and promote arts, culture, heritage and sports in the community	13.91	6.71	8.70
Continue to advance a culture of excellence in governance	0.00	0.00	0.00
<b>Grand Total</b>	<b>71.42</b>	<b>29.85</b>	<b>71.42</b>

\*initial funds from permit fees and subject to budget process

\*\*note funds from grants

## APPROVED 2017 Budget 2018 Plan

### 10.7.2 Deputy City Manager, Planning & Growth Management Portfolio

#### 10.7.2.1 Department Overview

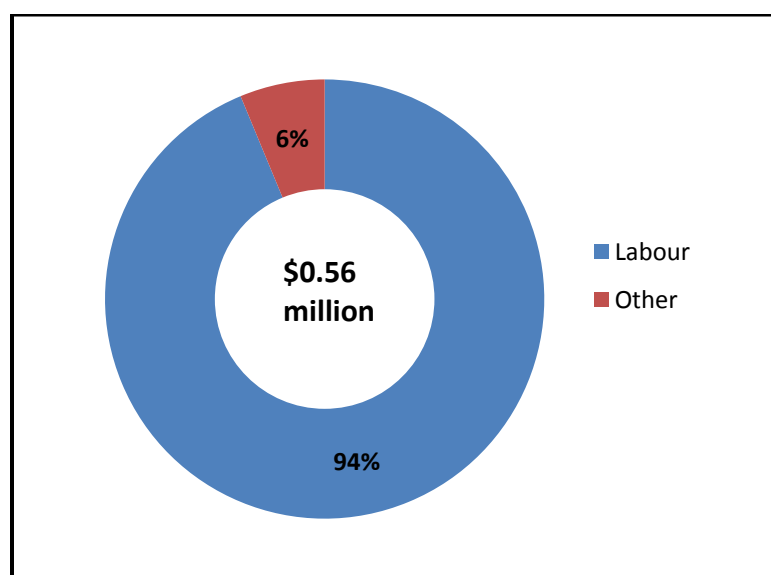
The Deputy City Manager of Planning & Growth Management oversees the Development Planning, Development Engineering & Infrastructure Planning, Economic Development & Culture Services, Policy Planning & Environmental Sustainability, Building Standards and Parks Development Departments.

#### 10.7.2.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	0.39	0.53	0.55
Other	0.03	0.03	0.04
<b>Total</b>	<b>0.42</b>	<b>0.56</b>	<b>0.59</b>
<b>Net Operating Budget</b>	<b>0.42</b>	<b>0.56</b>	<b>0.59</b>

#### 10.7.2.3 Operating Summary

##### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.56	100.0%
<b>Total</b>	<b>0.56</b>	<b>100.0%</b>

# APPROVED 2017 Budget 2018 Plan

## 10.7.3 Development Planning

### 10.7.3.1 Department Service Statement

The Development Planning department manages the growth and physical form of the City through the comprehensive analysis and review of development and heritage applications, facilitates input from citizens, agencies, City departments, and other levels of government into the planning process and provides information to the public.

The department also leads urban design studies to inform development, shape the experience of place, plan multi-functional urban networks and infrastructure, and promote design excellence in the city. The department plays a key role in achieving multiple Term of Council priorities including facilitating the development of the Vaughan Metropolitan Centre, supporting the development of the Mackenzie Vaughan hospital and updating the Vaughan Official Plan and supporting studies.

### 10.7.3.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Fees	5.2	5.6	5.8
Capital	0.1	0.1	0.1
<b>Total</b>	<b>5.4</b>	<b>5.7</b>	<b>5.9</b>
<b>Expenditures</b>			
Labour	4.0	4.3	4.4
Other	0.2	0.2	0.2
<b>Total</b>	<b>4.2</b>	<b>4.5</b>	<b>4.6</b>
<b>Net Operating Budget</b>	<b>-1.2</b>	<b>-1.3</b>	<b>-1.3</b>

<b>Capital Plan</b>	<b>0.00</b>	<b>0.53</b>	<b>0.35</b>
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### 10.7.3.3 2016 Key Accomplishments

- Facilitated the development of the Vaughan Metropolitan Centre (VMC) by ensuring the timely review of development applications, setting design priorities, structuring the built-form interface with the public realm, and coordinating with streetscapes, water and transit infrastructure.
- Completed the Vaughan Metropolitan Centre Urban Design Guidelines, a “place-making document” that is intended to facilitate the implementation of the VMC by setting clear expectations that may be relied upon not only by staff, but also by landowners and developers, along with their designers and consultants.

- Supported the development of Vaughan's first hospital through the creation of a holistic landscape and streetscape development concept for the Vaughan Healthcare Centre Precinct, and the timely processing of development approvals working with Infrastructure Ontario, Mackenzie Health Project Team and other stakeholders.
- Completed the key urban design studies to inform the Official Plan update. Staff review of planning, urban design and cultural heritage-related matters with a focus on implementation of the Plan through the development process.
- Completed the City-Wide Public Art Program, the first of its kind for Vaughan that establishes the vision and framework to maximize opportunities for public art in the City for future years to come.
- Developed the VMC 3D Digital Model as an advanced tool to analyze the physical properties and impact of approved development projects in the context of the surrounding existing and planned urban environment.
- Launched the PLANit Viewer which is an online resource that has information about development applications in the City of Vaughan. It is a self-serve tool that people can access 24 hours a day, seven days a week on their computer, tablet, or smartphone providing an enhanced citizen experience through an improvement to the Department's technology.
- Updated and implemented the City's Telecommunication Facility Siting Protocol to establish a concise, consolidated protocol for reviewing the siting of telecommunication facilities (e.g. free-standing and building/structure mounted antennas). The protocol includes site selection criteria and guidelines, which minimize the scale and visual impact and number of antenna systems, particularly adjacent to sensitive land uses (i.e. residential areas and Heritage Conservation Districts) and establishes a meaningful and transparent public consultation process. The protocol increases operational performance through an improved business process and enhances the citizen experience.

### 10.7.3.4 Commitments

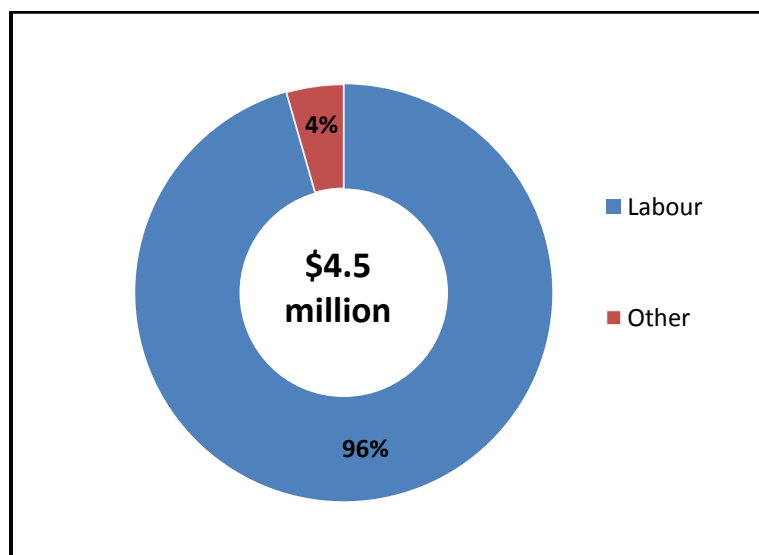
- Continue the implementation of the VMC 3D Digital Model to facilitate urban design review of development applications.
- Support advancement of Edgeley Pond and Park Development by ensuring the timely preparation of tender ready construction documents by Q1 2018.
- Facilitate VMC Highway 7 Streetscape to coordinate with construction of the vivaNext Highway 7 rapidway project as part of the development of the VMC.

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- Support development of Mackenzie Vaughan hospital by facilitating final site plan approval.
- Support advancement of Regional and Provincial transit projects in the city by:
  - Initiating Centre Street Design and Construction in partnership with vivaNext and York Region
  - Supporting the design and construction of Concord West Streetscape (Hwy 7 to Keele St), in partnership with vivaNext and York Region
- Complete Development Planning Applications Fee review to ensure fees appropriately recover the costs of development planning application reviews
- Attract investment and create jobs while supporting arts, culture and heritage in the community by:
  - Completing a City-Wide Urban Design Study
  - Supporting design and construction of enhanced streetscapes for Islington Avenue, Vaughan Mills and Woodbridge Heritage District

### 10.7.3.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	5.6	97.4%
Capital	0.1	2.6%
<b>Total</b>	<b>5.7</b>	<b>100.0%</b>

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**Budget Change:** The change in the net operating budget from 2016 to 2017 is mainly attributed to a change of \$0.15 million in funding of labour costs funding from taxation to development charges.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		-1.2	-1.3
Status Quo		-0.1	0.0
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget</b>	<b>-1.2</b>	<b>-1.3</b>	<b>-1.3</b>

Full Time Equivalents (FTE's)	35.0	36.7	36.7
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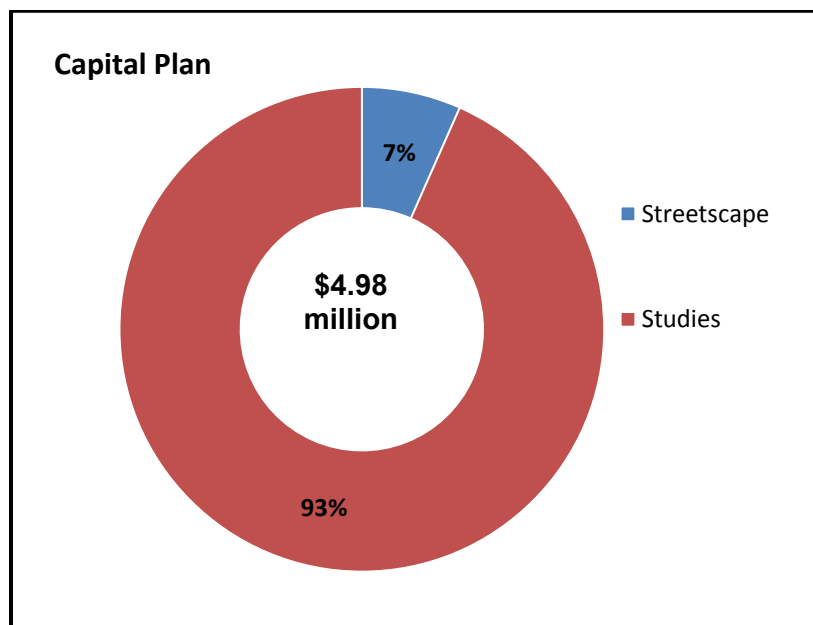
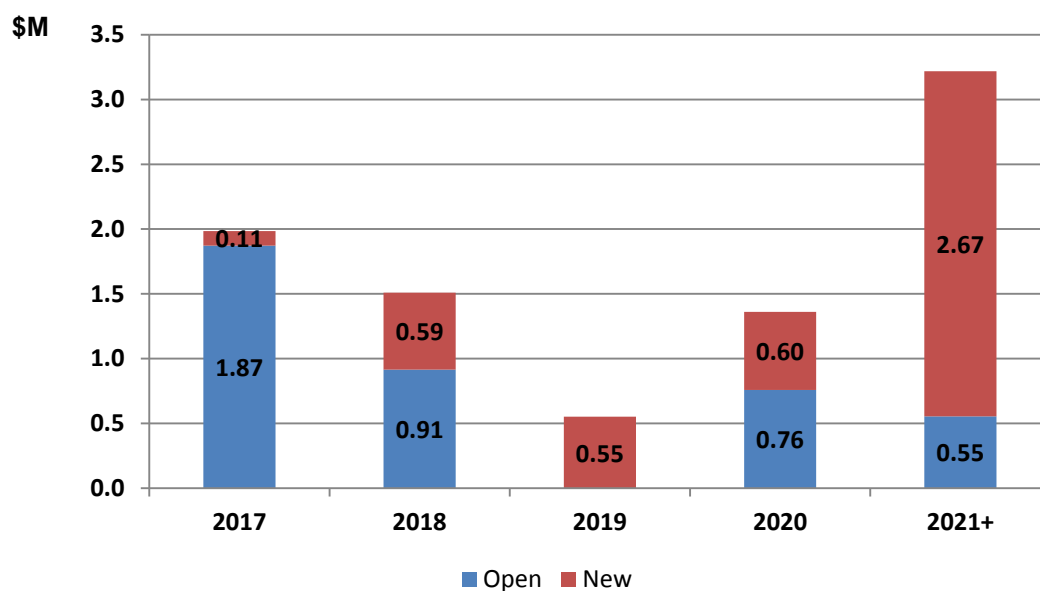
**New Requests:** A heritage architect is required to oversee the heritage permit process, including Cultural Heritage review of development applications as a result of increasing growth and development. In addition, a part-time clerk typist will address growth pressures by providing administrative support on development planning applications. Both positions will be fully funded from user fees.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
181-02-2017	Heritage Architect	1.0	0.00	0.00
181-01-2017	Clerk Typist (Part-time)	0.7	0.00	0.00
	<b>Total</b>	<b>1.7</b>	<b>0.00</b>	<b>0.00</b>

# APPROVED 2017 Budget 2018 Plan

## 10.7.3.6 Capital Summary

### Estimated Annual Capital Expenditures



\$M	Total	Cashflow
Open	4.10	2.79
Plan	0.88	0.71
<b>Total</b>	<b>4.98</b>	<b>3.50</b>

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Improve municipal road network	0.00	0.24	0.25
Facilitate the development of the VMC	1.48	0.00	0.00
Support the development of the hospital	0.38	0.00	0.00
Invest, renew and manage infrastructure and assets	0.48	0.00	0.00
Continue to ensure the safety and well-being of citizens	0.05	0.00	0.00
Update the Official Plan and supporting studies	0.00	0.18	0.00
Attract investment and create jobs	1.71	0.00	0.00
Support and promote arts, culture, heritage and sports in the community	0.00	0.10	0.10
Continue to advance a culture of excellence in governance	0.00	0.00	0.00
<b>Grand Total</b>	<b>4.10</b>	<b>0.53</b>	<b>0.35</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.05	0.00	0.05
City Wide Development Charges	0.48	0.35	0.83
<b>Grand Total</b>	<b>0.53</b>	<b>0.35</b>	<b>0.88</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
DP-9526-17 Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.18	0.00
DP-9552-18 VMC Signage And Wayfinding Strategy	0.00	0.25
DP-9553-17 Plan Update - Implications of Growth on Heritage Conservation	0.24	0.00
DP-9555-17 VMC - Consultation Services	0.10	0.10
<b>Total</b>	<b>0.53</b>	<b>0.35</b>



## APPROVED 2017 Budget 2018 Plan

### 10.7.4 Development Engineering and Infrastructure Planning

#### 10.7.4.1 Department Service Statement

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 department plays a key role in achieving multiple Term of Council priorities including improving the municipal road network, continuing to develop transit, cycling and pedestrian options to get around the City, facilitating the development of the VMC, and supporting the development of the hospital.

#### 10.7.4.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Engineering Reserve	6.3	7.2	7.5
User Fees	0.3	0.4	0.3
Capital	0.1	0.4	0.3
Other	0.1	0.1	0.1
<b>Total</b>	<b>6.9</b>	<b>8.1</b>	<b>8.3</b>
<b>Expenditures</b>			
Labour	5.4	6.3	6.5
Other	0.2	0.3	0.2
<b>Total</b>	<b>5.6</b>	<b>6.6</b>	<b>6.8</b>
<b>Net Operating Budget*</b>	<b>-1.3</b>	<b>-1.5</b>	<b>-1.5</b>

<b>Capital Plan</b>	<b>19.09</b>	<b>18.18</b>	<b>57.58</b>
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\*Excludes portion funded by Water/Wastewater/Stormwater Operating Budgets

\*\*Note that Net Operating Budget is in a net revenue position due to reserve transfer associated with growth related development engineering services expenditures in other departments.

#### 10.7.4.3 2016 Key Accomplishments

- Facilitated the development of the Vaughan Metropolitan Centre Completion (VMC) by:
  - Completion of the Portage Parkway Class Environmental Assessment which established the preferred alignment and design of Portage Parkway within the VMC;

## APPROVED 2017 Budget 2018 Plan

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- Completion of the Black Creek Financial Strategy in partnership with the Financial Planning and Development Finance Department so that funding is available to advance the project;
- Initiated the detailed design of the Edgeley Storm Water Management Pond and Park which is the next step in addressing the storm water management needs of a large portion of the VMC and mitigating an existing flood risk;
- Continued to coordinate the development of the VMC Mobility Hub including the reconstruction of Millway Avenue; and
- Participated in work to resolve Ontario Municipal Board appeals to the Vaughan Official Plan 2010, Vaughan Mills and Vaughan Metropolitan Centre Secondary Plans
- Continued to facilitate and support the rapid transit projects in the City including the Toronto-York Spadina Subway Extension (TYSSE), Hwy 7 Bus Rapid Transit and Metrolinx Region Express Rail (RER) projects
- Participated in improving municipal road network by working with the Ministry of Transportation to facilitate the Highway 427 Extension project to include the inclusion of the John Lawrie Road crossing structures
- Completed a comprehensive review of the Development Engineering Fees and Charges to ensure fees recover the actual costs of development engineering review activity

### 10.7.4.4 Commitments

In addition to the department's work in reviewing and inspecting development and infrastructure, the department is playing a key role in multiple Service Excellence priority projects including:

- Continue to improve municipal road network over the term of Council by:
  - Facilitating the John Lawrie/Highway 427 Crossing, GTA West Transportation Corridor Route Working Group Planning Study and Highway 427 Extension;
  - Advancing the Bass Pro Mills Drive Extension and Connections to support development and improve traffic flow in the Vaughan Mills Secondary Plan area;
  - Supporting York Region in advancing the Teston Road Extension Individual Environmental Assessment to improve east/west arterial road connectivity in the City;
  - Monitoring the Kirby Road extension Environmental Assessment; and

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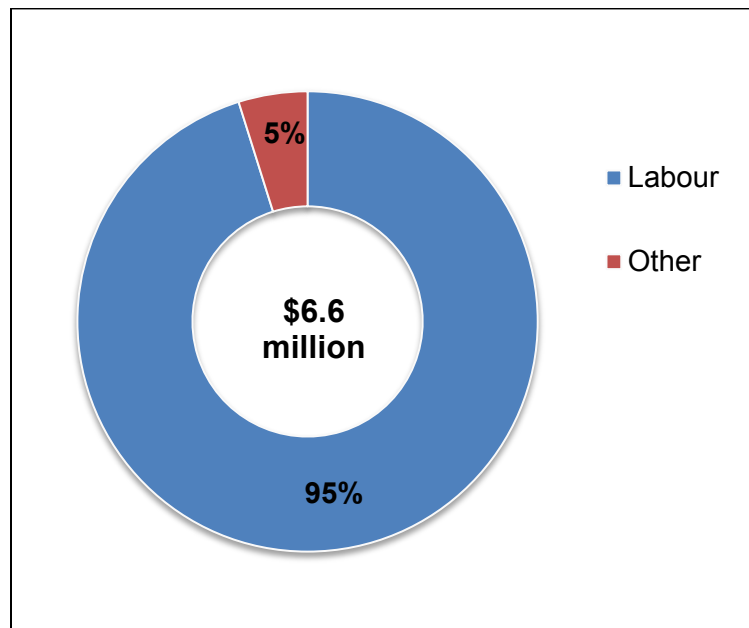
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- Completing the Huntington Road Environmental Assessment
- Continue to Develop Transit, Cycling and Pedestrian Options to get Around the City by:
  - Completing the New Communities Transportation Master Plan and Kirby Road GO Station Sub-Study and work with stakeholders to develop an implementation strategy for the Kirby GO Station;
  - Completing Concord GO Road Network Feasibility Study;
  - Continuing to facilitate and collaborate with York Region, Toronto Transit Commission & Metrolinx to develop the city's rapid transit options, including TYSSE, Hwy 7 Bus Rapidway, Metrolinx GO (Regional Express Rail) and Yonge Subway extension; and
  - Developing a new city-wide Pedestrian and Cycling strategy to provide alternative modes of travel around the City;
- Continue to facilitate the development of the VMC by:
  - Completing the Black Creek Environment Assessment and detailed design of Edgeley Stormwater Management Pond;
  - Preparing the Vaughan Metropolitan Centre Parking Strategy and Utility Master Plan to support the downtown's full build-out and implementation that will provide the framework for a well-integrated development context; and
  - Coordinating the Millway Avenue reconstruction and associated Vaughan Metropolitan Centre mobility hub works.
- Lead updates to the Transportation Master Plan, Water and Wastewater Master Plan, and Storm Drainage and Stormwater Management Pond Master Plan in connection with Municipal Comprehensive Review.
- Support the update of the Development Charge Background Study.

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### 10.7.4.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Engineering Reserve	7.2	89.6%
User Fees	0.4	4.4%
Capital	0.4	4.8%
Other	0.1	1.2%
<b>Total*</b>	<b>8.1</b>	<b>100.0%</b>

\*Excludes Water/Wastewater/Stormwater Operating Budgets

**Budget Change:** The change from 2016 to 2017 is largely attributed to the increase in revenue contribution from the Engineering Reserve.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		-1.3	-1.5
Status Quo		-0.2	0.0
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget*</b>	<b>-1.3</b>	<b>-1.5</b>	<b>-1.5</b>

Full Time Equivalents (FTE's)	45.6	51.6	51.6
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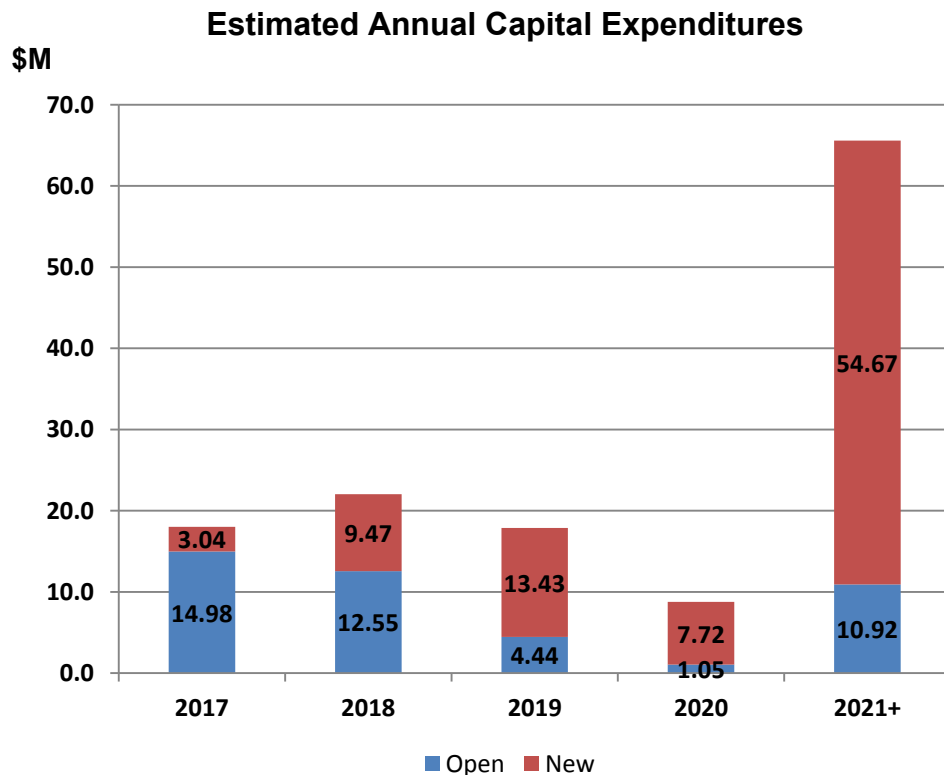
\*Note that Net Operating Budget is in a net revenue position due to reserve transfer associated with growth related development engineering services expenditures in other departments.

**New Requests:** There are six additional resource requests for 2017, each with no impact to the tax base as the positions are funded from engineering reserves, development charges, increase in user fees and other revenue sources. These additional resources are required to meet external demands of new growth-related initiatives and increased volumes.

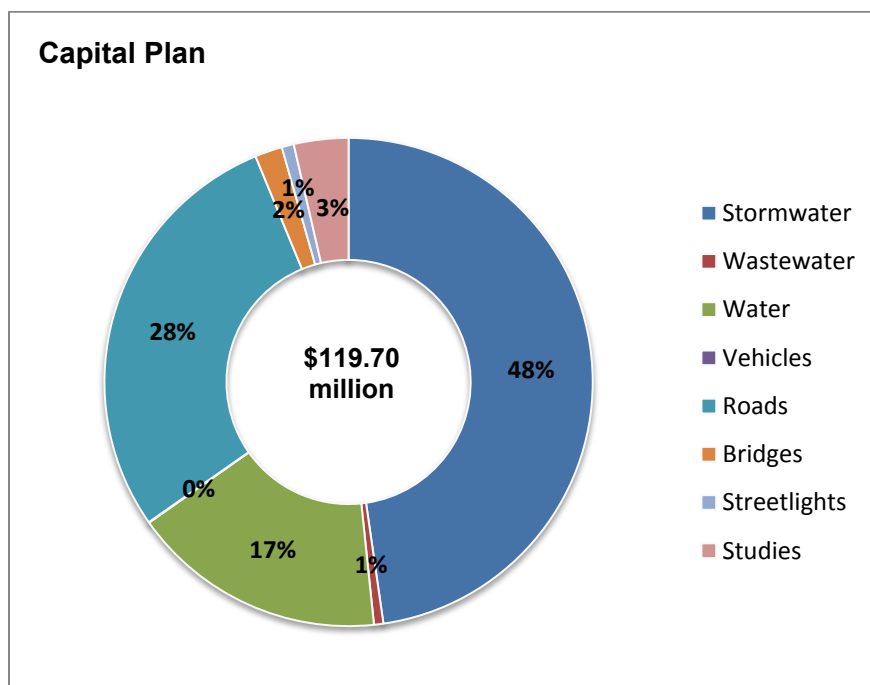
## APPROVED 2017 Budget 2018 Plan

Index Number	New Requests (\$M)	(FTE's)	2017	2018
130-01-2017	Project Manager - Transportation Development	1.0	0.00	0.00
130-02-2017	Project Manager - Rapid Transit (2 Year Contract)	1.0	0.00	0.00
130-03-2017	Project Manager - Regional Express Rail (3 Year Contract)	1.0	0.00	0.00
130-04-2017	Municipal Inspector Service Connections	1.0	0.00	0.00
130-05-2017	Project Manager - Infrastructure Planning (2 Year Contract)	1.0	0.00	0.00
130-06-2017	Development Engineer - Intensification/ Greenfield	1.0	0.00	0.00
	<b>Total</b>	<b>6.0</b>	<b>0.00</b>	<b>0.00</b>

### 10.7.4.6 Capital Summary



## APPROVED 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	43.94	27.53
Plan	75.76	12.51
<b>Total</b>	<b>119.70</b>	<b>40.04</b>

Total capital plan includes \$0.04 million for the procurement of a new vehicle that will be managed and reported on by the Fleet department.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Improve municipal road network	11.11	2.74	2.08
Continue to develop transit, cycling and pedestrian options to get around the City	7.10	1.67	0.59
Facilitate the development of the VMC	14.97	8.16	46.92
Invest, renew and manage infrastructure and assets	9.64	4.73	7.68
Meet Council tax rate targets (no greater than 3%)	0.05	0.00	0.00
Update the Official Plan and supporting studies	1.07	0.88	0.30
<b>Grand Total</b>	<b>43.94</b>	<b>18.18</b>	<b>57.58</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
City Wide Development Charges	17.02	49.62	66.64
Infrastructure Reserves	0.97	6.63	7.60
Debenture Financing	0.16	1.11	1.27
Capital From Taxation	0.04	0.22	0.25
<b>Grand Total</b>	<b>18.18</b>	<b>57.58</b>	<b>75.76</b>

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
DE-7151-15 - Huntington Road Reconstruction, Highway 7 to Langstaff Road	0.73	0.00
DE-7171-17 - Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	0.40	1.34
DE-7180-17 - Traffic Signal Installation - Motion Court & New Huntington Road	0.21	0.00
DE-7174-17 - Applemill Road Extension, Millway To Jane Street – Collective Roads Oversizing	0.00	0.49
DE-7178-17 - Kirby Road Intersection Improvements (Blk 55 External Works)	0.84	0.00
DE-7184-17 - Kirby Go Station	0.57	0.00
DE-7114-16 - Portage Parkway - Applewood to Jane/ Detailed Design and Construction	1.80	3.40
DE-7176-17 - Black Creek Channel Renewal Design and Construction	6.36	43.52
DE-7124-16 - Block 61 CP Railway Pedestrian Crossing	0.59	0.59
DE-7179-17 - Kipling Streetlighting & Intersection Illumination, Teston Road to Kirby Road (Block 55 External Work)	0.96	0.00
DE-7185-17 - Concord GO Station Business Case Development	0.12	0.00
DE-7139-16 - Storm Drainage and Storm Water Management Master Plan Update	0.11	0.00
DE-7141-16 - Transportation Master Plan Update	0.11	0.00
DE-7113-18 - Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.00	0.25
DE-7168-16 - Wastewater Master Plan Update	0.11	0.00
DE-7170-17 - 2018 Engineering DC Background Study Update	0.18	0.00
DE-7181-17 - Implementation of the Transportation Master Plan Update	0.14	0.15
DE-7182-17 - Implementation of the Regional Express Rail	0.14	0.15
DE-7177-17 - Interim Servicing Strategy, Blocks 27, 34, 35 & 41	0.57	0.00
DE-7142-16 - Water Master Plan Update	0.11	0.00
DE-7123-15 - Kleinburg - Nashville PD6 Major Mackenzie Watermain	2.02	2.02
DE-7138-15 - Block 55 PD-KN Watermain Servicing	2.10	5.43
1489-0-03 - Teston Rd. - Cityview to Weston PD7 W/M	0.00	0.24
<b>Sub-total</b>	<b>18.14</b>	<b>57.58</b>
<b>Managed by Fleet Department:</b>		
FL-5530-17 - New Vehicle Municipal Inspector Service Connections	0.04	0.00
<b>Total</b>	<b>18.18</b>	<b>57.58</b>

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## 10.7.5 Policy Planning and Environmental Sustainability

### 10.7.5.1 Department Service Statement

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 and City Master Plans. The department plays a major role in achieving the Term of Council Priorities including updating the Official Plan and supporting studies, creating and managing affordable housing options (Secondary Suites) and continuing to cultivate an environmentally sustainable city.

### 10.7.5.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Grant	0.00	0.08	0.08
Capital	0.45	0.62	0.43
<b>Total</b>	<b>0.45</b>	<b>0.70</b>	<b>0.51</b>
<b>Expenditures</b>			
Labour	2.05	2.36	2.21
Other	0.11	0.14	0.10
<b>Total</b>	<b>2.16</b>	<b>2.50</b>	<b>2.31</b>
<b>Net Operating Budget</b>	<b>1.72</b>	<b>1.80</b>	<b>1.80</b>
<b>Capital Plan</b>	<b>2.49</b>	<b>0.37</b>	<b>0.13</b>

### 10.7.5.3 2016 Key Accomplishments

- Advanced Major Land Use Studies to support the implementation of the VOP 2010 including Block 27 Secondary Plan, Block 41 Secondary Plan, Dufferin-Centre Street Intersection Study, Highway 7-Kipling Avenue Study and Community Area Policy Review
- Continued Launch Planning for Growth Management Strategy Update/Municipal Comprehensive Review – 2041 and Concord-Highway 7 GO Rail Hub Study



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- Conducted Block Plan Reviews (Block 59 and Block 34 East) to support the development of Employment Lands
- Supported the early resolution of Ontario Municipal Board (OMB) appeals to the Vaughan Official Plan 2010
- Prepared Responses to Provincial Policy Initiatives to provide the City's position to the Province including The Growth Plan for the Greater Golden Horseshoe, The Greenbelt Plan, The Oak Ridges Moraine Conservation Plan, The Conservation Authorities Act Review and Bill 204, Inclusionary Zoning
- Participated in the City's Response to recent Metrolinx Initiatives to advance the delivery of rapid transit services to the City including the Regional Express Rail, 10-year Regional Transportation Plan (The Big Move) Review, response to Metrolinx on the City's commitment to the Block 27 Station, and building the case for the Concord-Highway 7 GO Rail station
- Supported energy savings in community buildings by: completing annual facility energy reporting, obtaining Council approval for the City's first Municipal Energy Plan (MEP) and renewing the Energy Manager Funding Agreement with PowerStream that will support the city's continued focus on seeking energy and cost savings in city facilities
- Initiated the review of Green Directions Vaughan to address changing sustainability priorities in the community and new government policy direction and maintaining strategic partnerships (e.g. Clean Air Council, Smart Commute, Partners in Project Green, ClimateWise Network)
- Executed/contributed to sustainability outreach events (e.g. Earth Hour, 20 Minute Makeover, Environmental Days)
- Advanced the City Hall community garden project and secured external funding

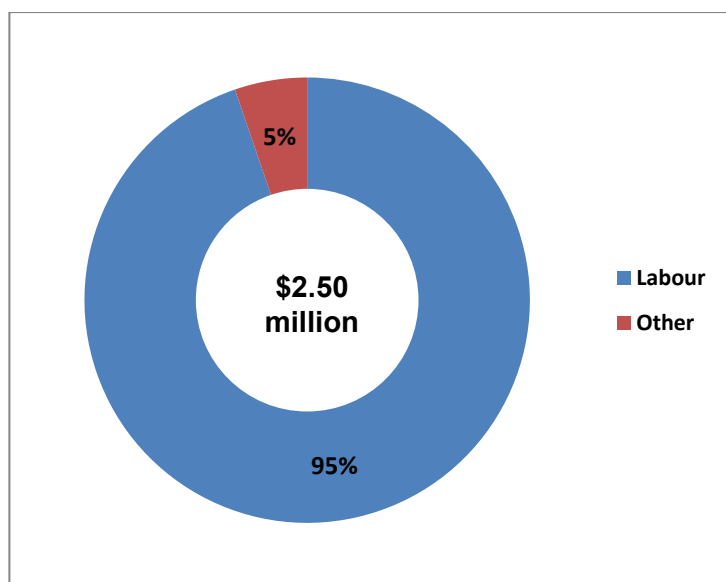
### 10.7.5.4 Commitments

- Facilitate and support Transit Oriented Development for the:
  - Thornhill Centre Street Study
  - Dufferin Centre Intersection Study
  - Yonge-Steeles Corridor Study
- Facilitate and support Rapid Transit Options through the:
  - Concord GO Secondary Plan Mobility Hub Study
  - Kirby GO Station Sub-Study / Block 27 Secondary Plan
- Support the update of the Growth Management Strategy and lead the Municipal Comprehensive Review that will provide for the planning of the City to the year 2041
- Support the resolution of the outstanding VOP 2010 OMB appeals
- Review and obtain approval of employment area Block Plans – Block 59 and Block 34E to facilitate the economic development of the City
- Support creation of affordable housing options in the City through the: Secondary Suites Study Implementation and evaluation of Affordable Housing Study Requirements
- Continue to lead the renewal of Green Directions Vaughan by integrating community and stakeholder feedback into revised sustainability actions
- Assist the Facility Maintenance Services department in identifying and tracking energy conservation savings in City facilities under the Energy Conservation Demand Management Plan
- Implement elements of the City-wide Municipal Energy Plan to support ongoing greenhouse gas emissions reductions and energy conservation
- Implement the Sustainability Metrics checklist to encourage incremental improvements in the sustainability of each development application

## APPROVED 2017 Budget 2018 Plan

### 10.7.5.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Grant	0.08	3.2%
Capital	0.62	24.8%
Taxation	1.80	72.0%
<b>Total</b>	<b>2.50</b>	<b>100.0%</b>

**Budget Change:** The 2017 change is mainly attributed to labour cost escalation of the current complement.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		1.72	1.80
Status Quo		0.08	0.00
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>1.72</b>	<b>1.80</b>	<b>1.80</b>

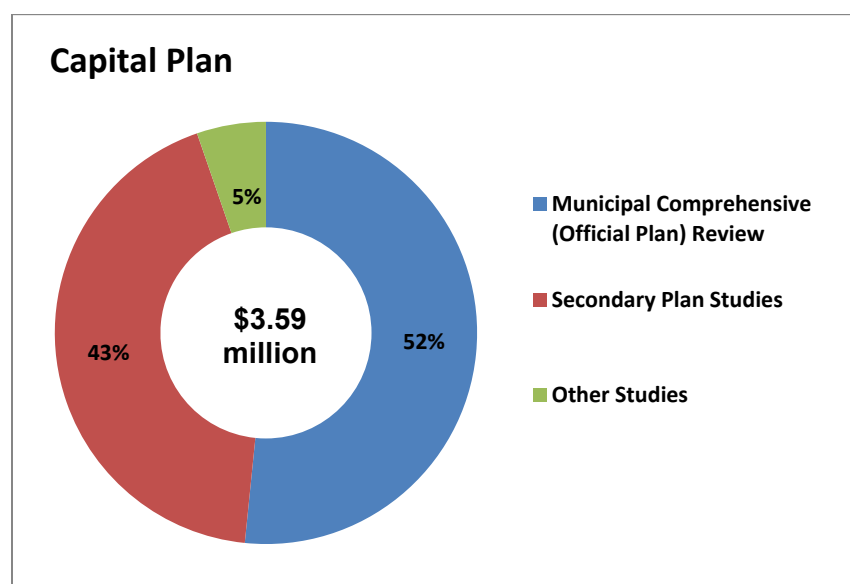
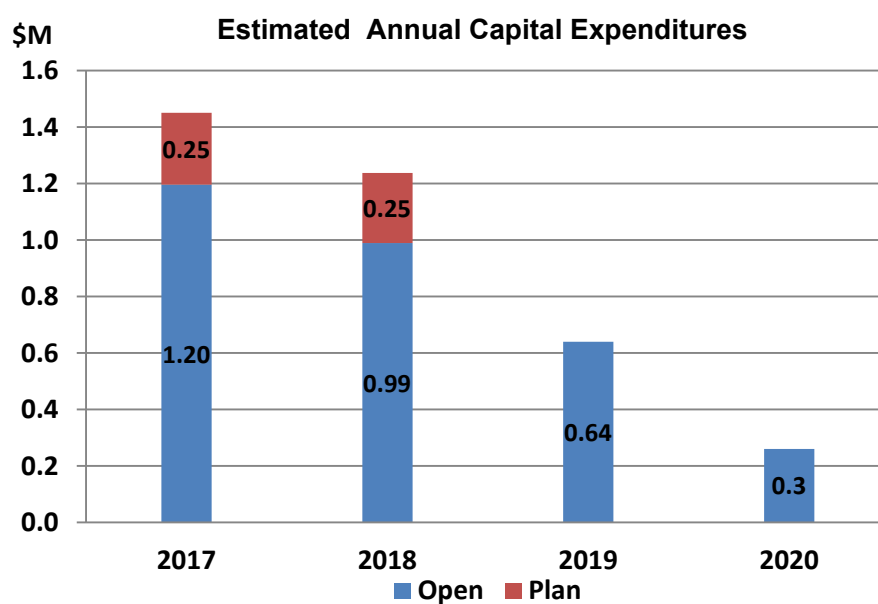
Full Time Equivalents (FTE's)	15.7	16.7	16.7
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**New Requests:** A request for a one year extension of the Project Manager- New Communities Area Block 27 has been approved as the study is still ongoing with an expanded mandate. A second request is for a two year contract for a GIS Project Manager to build spatial databases in support of Growth Management decision-making. These two requests are both fully funded by City-Wide Development Charges though capital projects previously approved. A third request is for an extension of the Embedded Energy Manager (EEM) position to 2020 to cover the remaining term of the IESO EEM program to continue to implement energy saving initiatives for the City and meet energy reporting requirements. This position is fully funded from external grant and other internal revenue sources and has no taxation impact.

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Index Number	New Requests (\$M)	(FTE's)	2017	2018
185-01-2017	Project Manager, New Community Areas Block 27 (1 yr contract)	1.0	0.00	0.00
185-02-2017	GIS Project Manager, Municipal Comprehensive Review (2 yr contract)	1.0	0.00	0.00
122-01-2017	Sustainability Coordinator - Energy Manager (4 yr contract)	1.0	0.00	0.00
	<b>Total</b>	<b>3.0</b>	<b>0.00</b>	<b>0.00</b>

### 10.7.5.6 Capital Summary



\$M	Total	Cashflow
Open	3.09	2.19
Plan	0.50	0.50
<b>Total</b>	<b>3.59</b>	<b>2.69</b>

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### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Update the Official Plan and supporting studies	2.33	0.37	0.13
Create and manage affordable housing options (secondary suites)	0.01	0.00	0.00
Continue to cultivate an environmentally sustainable city	0.05	0.00	0.00
Continue to develop transit, cycling and pedestrian options to get around the City	0.70	0.00	0.00
<b>Grand Total</b>	<b>3.09</b>	<b>0.37</b>	<b>0.13</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
City Wide Development Charges	0.33	0.12	0.45
Capital from Taxation	0.04	0.01	0.05
<b>Grand Total</b>	<b>0.37</b>	<b>0.13</b>	<b>0.50</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
PL-9533-13 New Community Areas Secondary Plan - Block 41	0.10	0.00
PL-9535-13 New Community Areas Secondary Plan - Block 27	0.10	0.00
PL-9550-16 Municipal Comprehensive (Official Plan) Review	0.17	0.13
<b>Total</b>	<b>0.37</b>	<b>0.13</b>

## APPROVED 2017 Budget 2018 Plan

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### 10.7.6 Building Standards

#### 10.7.6.1 Building Standards Service Statement

The Building Standards Department (BSD) 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) regulations, the Zoning By-law (ZBL) requirements, as well as other applicable laws.

Through the legislated authority of the Chief Building Official, the department enforces OBC standards on health, life safety, accessibility and energy conservation, building permit By-law requirements, and Zoning regulations.

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 taxation. The department plays a key role in achieving the Term of Council priorities including facilitating the development of the VMC, supporting the development of the hospital, creating and managing affordable housing options (secondary suites) and updating the Official Plan and supporting studies.

#### 10.7.6.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Fees	9.3	10.3	10.8
Reserves	2.3	3.1	3.1
Capital	0.1	0.1	0.1
<b>Total</b>	<b>11.7</b>	<b>13.5</b>	<b>14.0</b>
<b>Expenditures</b>			
Labour	7.5	8.3	8.5
Development & Training	0.1	0.1	0.1
Professional Fees	0.1	0.1	0.1
Other	0.2	0.3	0.2
<b>Total</b>	<b>7.9</b>	<b>8.8</b>	<b>8.9</b>
<b>Net Operating Budget</b>	<b>-3.9</b>	<b>-4.8</b>	<b>-5.1</b>

<b>Capital Plan</b>	<b>1.44</b>	<b>0.23</b>	<b>1.40</b>
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### 10.7.6.3 2016 Key Accomplishments

- Re-aligned duties, AMANDA upgrades (Technology) and streamlining of business processes
- Technology-based automation to increase efficiencies and provide faster communication and processing of applications
- Substantially improved building permit issuance and building inspection turnaround times to comply with legislated requirement
- Establishing service level guidelines for OBC permit review and inspections including division of responsibilities with Vaughan Fire and Rescue Service (VFRS)
- Pre-consultation meetings offered to designers and developers for mid-size to large and complex projects
- Initiated Automation for Letter of Credit release through AMANDA system
- Professional, consistent and visible presence of building inspectors through identification badges and clothing, and City vehicles for all building inspectors
- Introduction of a new mechanical building inspections program to address emerging energy efficiency requirements further boosting environmental sustainability efforts

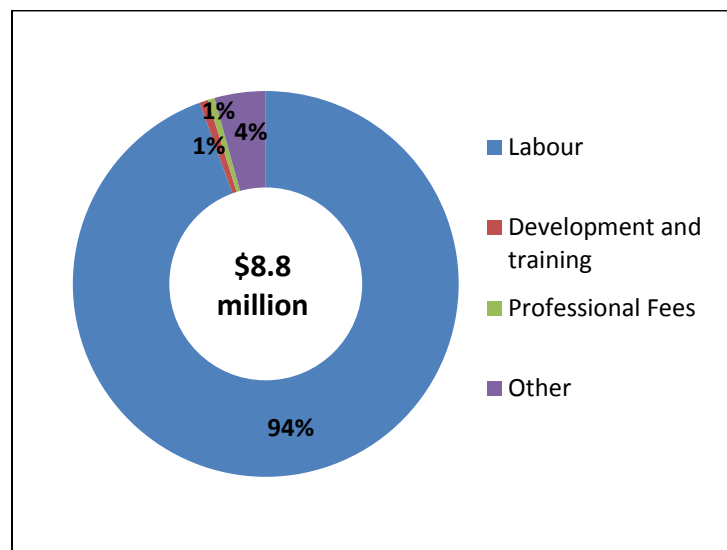
### 10.7.6.4 Commitments

- Support the development of the Mackenzie Vaughan Hospital by facilitating Zoning and Building Permits Approval
- Undertake a comprehensive review and update of the Zoning by-law to bring it in compliance with the Vaughan Official Plan
- Support the creation of affordable housing in the City through secondary suites implementation - establish and implement regulatory protocol and education program
- Continue to implement AMANDA (Case Management and Compliance System) Upgrade
- Undertake comprehensive review of Building Permit Fees to ensure fees continue to achieve full cost recovery

## APPROVED 2017 Budget 2018 Plan

### 10.7.6.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	10.3	76.3%
Reserves	3.1	23.0%
Capital	0.1	0.7%
<b>Total</b>	<b>13.5</b>	<b>100.0%</b>

**Budget Change:** The net operating budget change from 2016 to 2017 is mainly due to the introduction of new user fees in 2017 which are expected to generate an estimated \$0.6 million in revenue.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		-3.9	-4.8
Status Quo		-0.1	-0.3
Growth		-0.2	0.0
New		-0.6	-0.0
<b>Net Operating Budget</b>	<b>-3.9</b>	<b>-4.8</b>	<b>-5.1</b>

Full Time Equivalents (FTE's)	70.0	73.0	73.0
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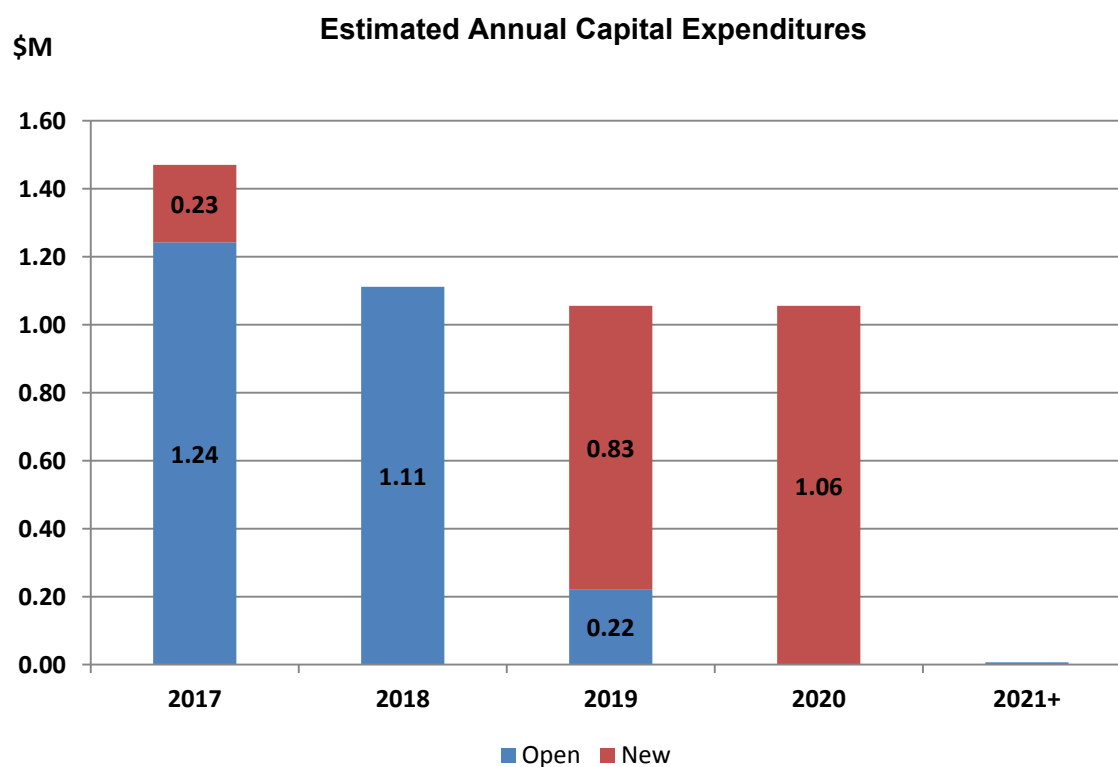


## APPROVED 2017 Budget 2018 Plan

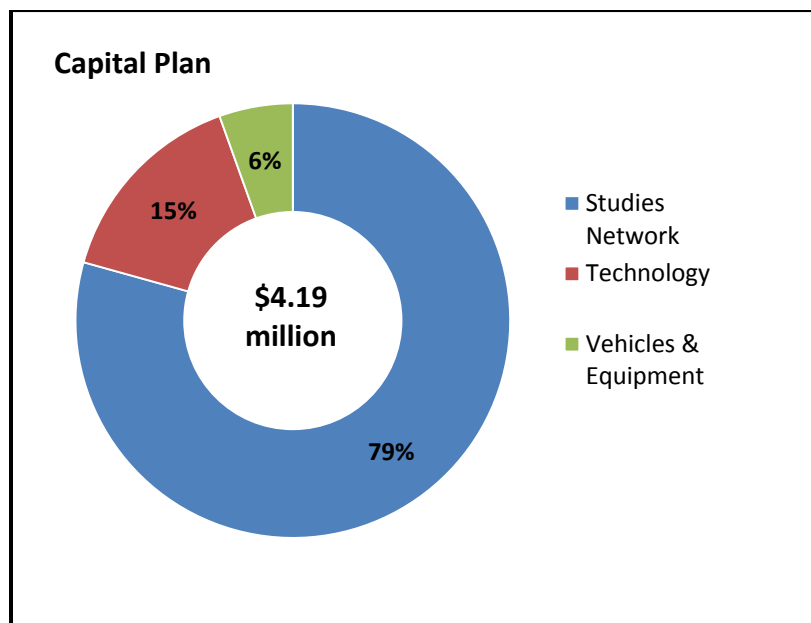
**New Requests:** Two additional resource requests have been approved for 2017. Both requests are required to comply with legislated requirements on building permit review and issuance turnaround time frame. They will be fully funded by permit fees.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
110-02-2017	Supervisors of Plans Review	2.0	0.00	0.00
110-01-2017	Zoning Plans Examiner	1.0	0.00	0.00
	<b>Total</b>	<b>3.0</b>	<b>0.00</b>	<b>0.00</b>

### 10.7.6.6 Capital Summary



## APPROVED 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	2.58	2.35
Plan	1.62	0.23
<b>Total</b>	<b>4.19</b>	<b>2.58</b>

The total capital plan includes \$0.2 million in capital projects that will be managed and reported on by Fleet Management Services.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.64	0.23	0.00
Update the Official Plan and supporting studies	1.94	0.00	1.40
<b>Grand Total</b>	<b>2.58</b>	<b>0.23</b>	<b>1.40</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
City Wide Development Charges	0.00	0.38	0.38
Capital From Taxation	0.00	0.73	0.73
Other	0.23	0.29	0.52
<b>Grand Total</b>	<b>0.23</b>	<b>1.40</b>	<b>1.63</b>

## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
BS-1006-15 Zoning Bylaw Review	0.00	1.40
<b>Managed by Fleet Department:</b>		
FL-5519-16 Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017	0.23	0.00
<b>Total</b>	<b>0.23</b>	<b>1.40</b>

## APPROVED 2017 Budget 2018 Plan

### 10.7.7 Parks Development

#### 10.7.7.1 Department Service Statement

The Parks Development Department is responsible for the planning, design, construction and lifecycle replacement of the City's Parks and Open Space system.

Through collaboration with residents and stakeholders, and through review of development applications, Parks Development is committed to providing the City with an innovative, accessible, sustainable and safe Parks and Open Space system that fosters physical activity, health and wellness for all citizens while meeting the City's strategic parkland objectives. The department plays a key role in achieving multiple Term of Council priorities including continuing to develop transit, cycling and pedestrian options to get around the City, facilitating the development of the VMC and supporting and promoting arts, culture, heritage and sports in the community.

#### 10.7.7.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Reserves	0.7	0.7	0.7
Capital	0.1	0.3	0.3
<b>Total</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>
<b>Expenditures</b>			
Labour	1.6	1.7	1.7
Other	0.1	0.1	0.1
<b>Total</b>	<b>1.7</b>	<b>1.8</b>	<b>1.8</b>
<b>Net Operating Budget</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>

<b>Capital Plan</b>	<b>4.78</b>	<b>10.44</b>	<b>11.96</b>
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#### 10.7.7.3 2016 Key Accomplishments

##### Parks & Open Space Planning

- Advanced Vaughan Metropolitan Centre (VMC) design and development (Transit Square and TTC Plaza development agreement, Expo Temporary Park design, RFP for Edgeley Pond and Park)
- Supported OMB Mediation (Vaughan Mills, VMC, Yonge Steeles)
- Supported Growth Planning initiatives including Bill 73, Coordinated Plans Review and Mobility Hub Planning at VMC
- Supported Block 27 and Block 41 New Community Areas Secondary Planning process

## APPROVED 2017 Budget 2018 Plan

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- Property acquisition for Block 18 District Park
- Coordinated Peer Review for Block 40/47 pedestrian/servicing bridge
- Conducted community consultation for Off-Leash Dog Park West of Hwy 400
- Implemented Block 40 Greenway development
- Finalized park development plans for Block 19 MapleGO Centre

### **Parks Development & Construction**

- Advanced North Maple Regional Park (RFI for Potential Public-Private-Partnerships, Phase 1 Park Development and Park Master Plan)
- Completed Playground Redevelopment at Yorkhill District Park
- Completed Tennis Court Reconstruction (Joey Panetta Park, Hefhill Park, City Hall)
- New Park Development (Lawford Park, Clearview Park, Secord Park)
- Community consultation for Block 40 District Park, Oakbank Pond boardwalk redevelopment and Bartley Smith Trail development
- Advanced Canada 150 Grant projects at Oakbank Pond and North Thornhill CC
- Completed Replacement of Playground Rubber Surfacing at Concord Thornhill District Park
- Completed Milani Boulevard Soccer Field Development
- Completed Playground Replacement and Safety Surfacing (Heatherton Parkette, Crieff Parkette, Mapes Park, HR Breta Park, Mellville Park)
- Completed Maple Reservoir Soccer Field Lighting and Field Improvements
- Completed Pedestrian Bridge Replacement and Repairs (Uplands Golf & Ski Centre, Marita Payne Park, Pinegrove Open Space, Mackenzie Glen Open Space, Keffer Marsh)

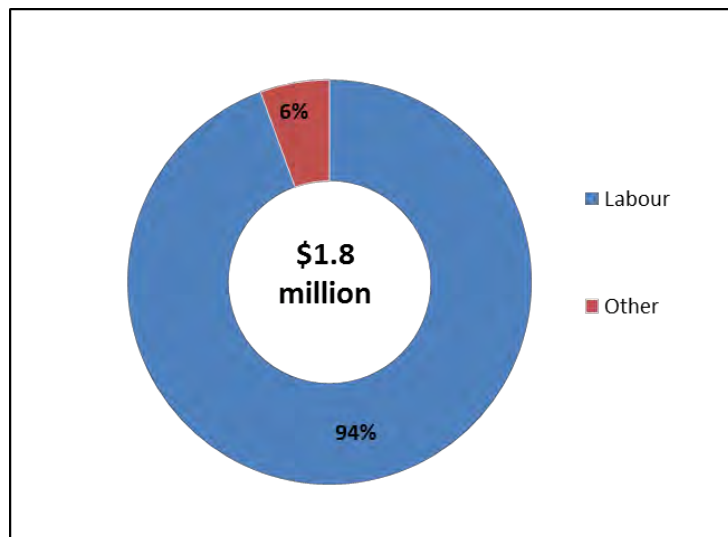
### 10.7.7.4 Commitments

- Continue to develop transit, cycling and pedestrian options to get around the City by building an Off-Road Trail for Don River/Bartley Smith Greenway
- Facilitate the development of the VMC by:
  - Initiating VMC Parks Development Plan and Implementation Strategy
  - Continuing development of VMC Mobility Hub - Transit Square and TTC Plaza Development
- Support and promote arts, culture, heritage and sports in the community by:
  - Advancing construction of Block 40 District Park
  - Continuing to advance North Maple Regional Park Development
  - Advancing development of Off leash Dog Park (west of Hwy 400)
  - Continuing the update of the Active Together Master Plan
- Develop a Park Redevelopment Strategy to determine needs and priorities with the retrofit and redesign of older municipal parks and to ensure park systems align with changing community needs
- Continue to develop and implement erosion mitigation plans
- Support Growth Management Studies (Municipal Comprehensive Review, Block 27/41 New Community Areas Secondary Plans, OMB Mediations, Mobility Hub planning)

## APPROVED 2017 Budget 2018 Plan

### 10.7.7.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.7	38.9%
Capital	0.3	16.7%
Taxation	0.8	44.4%
<b>Total</b>	<b>1.8</b>	<b>100.0%</b>

**Budget Change:** There are no major changes in the department's operating budget for 2017.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.8	0.8
Status Quo		0.0	0.0
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>

Full Time Equivalents (FTE's)*	15.7	15.7	15.7
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\* Two (2) OMB senior planner positions have been included in the department's FTE count for 2017, however, the financial impact of these two positions continues to reside in corporate.

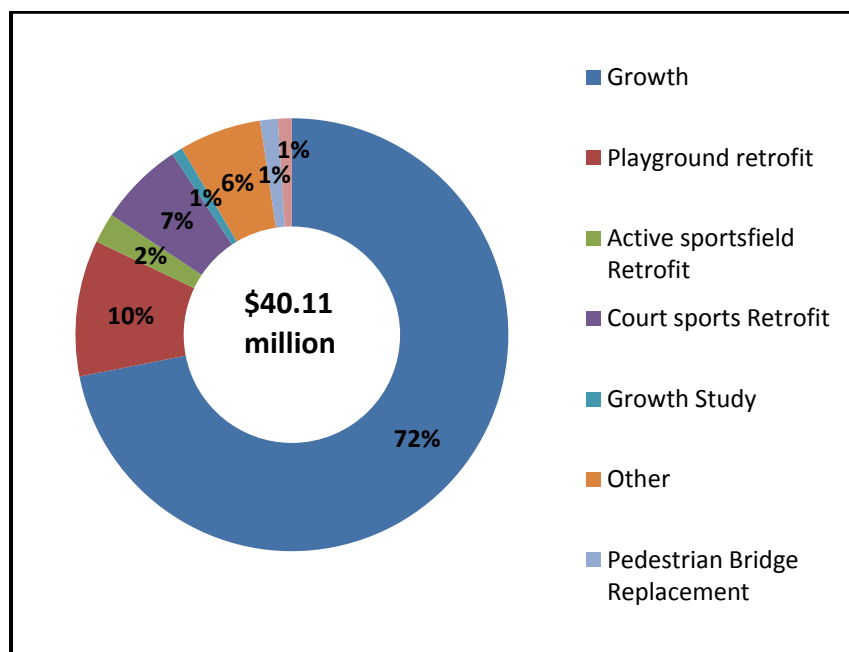
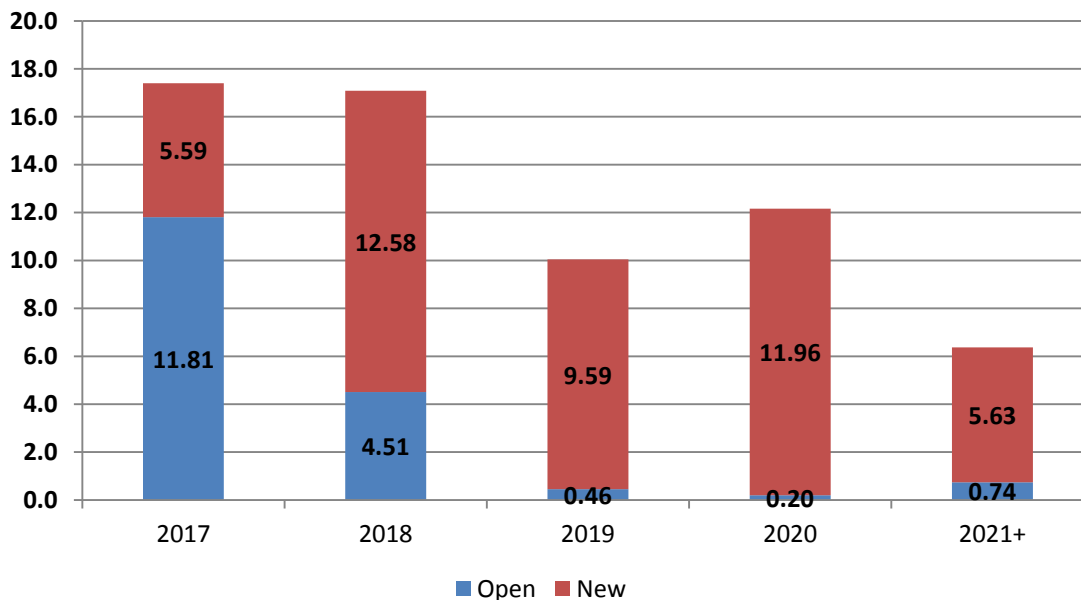
**New Requests:** No additional resource requests have been approved for 2017.

# APPROVED 2017 Budget 2018 Plan

## 10.7.7.6 Capital Summary

### Estimated Annual Capital Expenditures

\$M



\$M	Total	Cashflow
Open	17.71	16.32
Plan	22.40	18.17
<b>Total</b>	<b>40.11</b>	<b>34.49</b>



## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Continue to develop transit, cycling and pedestrian options to get around the City	0.24	0.00	0.00
Facilitate the development of the VMC	0.62	0.00	0.00
Invest, renew and manage infrastructure and assets	2.94	3.83	3.36
Continue to ensure the safety and well-being of citizens	0.00	0.00	0.00
Continue to cultivate an environmentally sustainable city	0.00	0.00	0.00
Support and promote arts, culture, heritage and sports in the community	13.91	6.61	8.60
<b>Grand Total</b>	<b>17.71</b>	<b>10.44</b>	<b>11.96</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.63	0.93	1.56
City Wide Development Charges	5.85	7.74	13.59
Gas Tax	0.88	0.00	0.88
Infrastructure	3.01	3.29	6.29
Other	0.08	0.00	0.08
<b>Grand Total</b>	<b>10.44</b>	<b>11.96</b>	<b>22.40</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
PK-6302-17 Off Leash Dog Park Development	0.14	0.00
PK-6345-17 Conley Park Park-Tennis Court Reconstruction	0.40	0.00
PK-6349-17 Vaughan Grove Sports Park-Soccer Field Lighting	0.58	0.00
PK-6365-17 Block 40 Chatfield District Park Construction (UV1-D4)	3.00	1.60
PK-6370-17 Uplands Golf & Ski Centre - Irrigation/Snow Making Water System	0.66	0.00
PK-6405-17 Trail Signage	0.11	0.00
PK-6418-17 Vaughan Mills Park-Playground Replacement and Safety Surfacing	0.21	0.00
PK-6420-17 Fossil Hill Park-Playground Replacement and Safety Surfacing	0.14	0.00
PK-6424-17 Block 61W Neighbourhood Park and Greenway Development (N3 and G8)	1.20	0.00
PK-6438-17 Marco Park-Tennis Court Redevelopment	0.23	0.00
PK-6461-17 Marco Park-Playground Replacement and Safety Surfacing	0.14	0.00

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
PK-6498-17 Block 59 District Park Developmen (WVEA59-D1)-Phase1	0.55	4.95
PK-6499-17 Block 11 Carrville District Centre Neighbourhood Park Development (CC11-N11)	1.20	0.00
PK-6533-17 West Don Valley-Pedestrian Bridge Replacement	0.12	0.00
PK-6543-17 Playground Surfacing Replacement-Various Locations	0.36	0.00
PK-6557-17 Alexander Elisa Park-Playground Replacement and Safety Surfacing	0.21	0.00
PK-6558-17 Father Ermanno Bulfon Park-Playground Replacement and Safety Surfacing	0.45	0.00
PK-6562-17 Basketball Court Improvements-Various Locations	0.17	0.00
PK-6564-17 Sportsfield Improvements-Various Locations	0.12	0.00
PK-6569-17 Block 8 Chateau Ridge Park- Playground Development (TN40)	0.20	0.00
PK-6571-17 Block 44 Maxey Park Playground Development (WN4)	0.21	0.00
PK-6574-17 Don River Valley Restoration	0.07	0.00
PK-6287-18 Block 18 District Park Development (UV2-D1)	0.00	0.57
PK-6360-18 Vellore Village Community Centre - Soccer Field Redevelopment	0.00	0.39
PK-6380-18 Sportsfield Improvements-Various Locations	0.00	0.14
PK-6416-18 Memorial Hill - Cultural Landscape Revitalization Study	0.00	0.07
PK-6456-18 Block 61 Neighbourhood Park Development (61W-N4)	0.00	0.81
PK-6459-18 Maple Lions Park - Playground Replacement and Safety Surfacing	0.00	0.15
PK-6462-18 Vellore Heritage Square - Playground Replacement and Safety Surfacing	0.00	0.13
PK-6472-18 Rosedale Park North - Tennis Court Reconstruction	0.00	0.25
PK-6502-18 Promenade Green Park-Tennis Court Reconstruction	0.00	0.48
PK-6503-18 Napa Valley Park-Tennis Court Reconstruction	0.00	0.21
PK-6505-18 Ramsey Armitage Park-Playground Replacement and Safety Surfacing	0.00	0.17
PK-6528-18 MacMillan Farm-Master Plan	0.00	0.06
PK-6547-18 Block 61 Greenway Park Development (61W-G8B Southern Portion)	0.00	0.37
PK-6556-18 Block 22 Liberty Maplecreek Public Square Development (VMC22-11)	0.00	0.25
PK-6559-18 Parwest Park-Playground Replacement and Safety Surfacing	0.00	0.20
PK-6561-18 Basketball Court Improvements-Various Locations	0.00	0.16
PK-6566-18 Playground Rubber Surfacing Replacement-Various Locations	0.00	0.71
PK-6582-18 Tinsmith Park-Playground Replacement and Safety Surfacing	0.00	0.16
PK-6592-18 Rosedale North Park-Playground Replacement and Safety Surfacing	0.00	0.17
<b>Total</b>	<b>10.44</b>	<b>11.96</b>

## APPROVED 2017 Budget 2018 Plan

### 10.7.8 Economic Development and Culture Services

#### 10.7.8.1 Department Service Statement

The Economic Development and Culture Services Department is focused on attracting, nurturing and growing the economic activity across the city. To achieve the economic prosperity in the City of Vaughan, the department's service delivery and priorities is focused on the following goals: position Vaughan as the gateway to economic activity in the Greater Toronto Area (GTA); enable entrepreneurial activities; provide best-in-class service; and grow Vaughan's quality of place and creative economy. The development and promotion of cultural initiatives contributes to the City's quality of place.

#### 10.7.8.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Grant and Other	0.01	0.05	0.00
<b>Total</b>	<b>0.01</b>	<b>0.05</b>	<b>0.00</b>
<b>Expenditures</b>			
Labour	1.59	1.69	1.69
Service Contract & Materials	0.10	0.18	0.18
Advertising & Promotion	0.12	0.14	0.14
Professional Fees	0.09	0.03	0.03
Other	0.10	0.13	0.09
<b>Total</b>	<b>1.99</b>	<b>2.18</b>	<b>2.14</b>
<b>Net Operating Budget</b>	<b>1.99</b>	<b>2.13</b>	<b>2.14</b>

<b>Capital Plan</b>	<b>0.00</b>	<b>0.14</b>	<b>0.00</b>
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#### 10.7.8.3 2016 Key Accomplishments

- Completed the Culture and Public Art Framework for the Vaughan Metropolitan Centre (VMC) and the City-Wide Public Art Study with Development Planning with the goal of facilitating the development of the VMC and promoting arts, culture, heritage and sports in the community
- Delivered 40+ events as part of the VMC Community and Marketing Outreach. Direct marketing outreach to 19,000 participants. Forty-six stories covered by the media had an audience reach of 22.5 million
- Executed a series of activities to reinforce the City as a world-class employment centre, and encourage new global business partnerships:

- Launched the Bridge@Lebovic Soft Landing Space pilot program of Vaughan International Commercialization Centre (VICC) as an incubator of entrepreneurial and economic activity for the region
  - Planned, organized and executed the Vaughan International Business Summit (inbound mission) and attracted 29 international registrants
  - Hosted the Vaughan Business Expo with more than 300 participants
- Signed agreements with the Ministry of Economic Development and Growth to increase funding for young entrepreneurs: 30 Summer Company students and 85 Starter Company entrepreneurs
- Executed Culture Days activities, which included the launch of Public Innovation Lab. Vaughan was one of five communities across the country to be awarded a Public Innovation Lab
- Hosted four On the Slate exhibits, including a reception to celebrate the Inspired Cities Exhibition

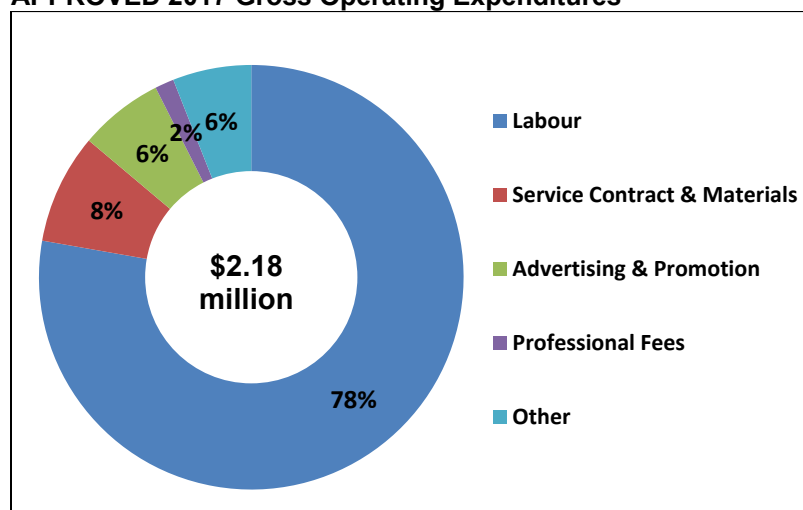
### 10.7.8.4 Commitments

- Implement the Cultural and Public Art Framework for the VMC to contribute to the creation of an engaging public realm with a strong sense of place
- Undertake Community Engagement and Marketing Plan for the VMC to promote economic and cultural buzz that spurs investment and raises the profile of the City
- Undertake and support a robust office attraction program to support the Community Improvement Plan for the VMC in order to drive economic growth in the area
- Complete an operational feasibility study for the VICC program to support its long-term sustainability
- Execute a series of community programs in celebration of Canada and Ontario's 150<sup>th</sup> anniversary, subject to government funding

# APPROVED 2017 Budget 2018 Plan

## 10.7.8.5 Operating Summary

### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Grant and other	0.05	2.3%
Taxation	2.13	97.7%
<b>Total</b>	<b>2.18</b>	<b>100.0%</b>

**Budget Change:** The change from 2016 to 2017 is mainly related to escalation in labour costs.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		1.99	2.13
Status Quo		0.14	0.01
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>1.99</b>	<b>2.13</b>	<b>2.14</b>

Full Time Equivalents (FTE's)	13.9	14.6	13.9
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**New Requests:** Two new resource requests have been approved for 2017. A request for \$0.05 million is for one year contract for a part-time event co-ordinator to plan, co-ordinate and execute special events in celebration of Canada's 150th Birthday. This position will only be filled if the City is successful in its application for funding from The Canada 150 Fund. A second request is for \$0.04 million in one-time funding for international business attraction activities.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
125-02-2017	Event Co-ordinator (Part Time, 1 yr contract)	0.69	0.00	0.00
125-01-2017	International Business	-	0.04	0.00
	<b>Total</b>	<b>0.69</b>	<b>0.04</b>	<b>0.00</b>

## APPROVED 2017 Budget 2018 Plan

### 10.7.8.6 Capital Summary

The total capital plan consists of \$0.14 million for the Economic Development and Employment Strategy Study.

<b>\$M</b>	<b>Total</b>	<b>Cashflow</b>
Open	0.00	0.00
Plan	0.14	0.14
<b>Total</b>	<b>0.14</b>	<b>0.14</b>

#### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

<b>SERVICE EXCELLENCE STRATEGY MAP (\$M)</b>	<b>Open</b>	<b>2017</b>	<b>2018</b>
Attract investment and create jobs	0.00	0.14	0.00
<b>Grand Total</b>	<b>0.00</b>	<b>0.14</b>	<b>0.00</b>

#### 2017-2018 Capital Plan by Funding Source:

<b>Group</b>	<b>2017</b>	<b>2018</b>	<b>Grand Total</b>
Capital From Taxation	0.14	0.00	0.14
<b>Grand Total</b>	<b>0.14</b>	<b>0.00</b>	<b>0.14</b>

#### 2017 – 2018 Capital Project List:

<b>Capital Project Number &amp; Title (\$M)</b>	<b>2017</b>	<b>2018</b>
<b>Department Managed:</b>		
EB-9545-17 Economic Development & Employment Strategy (EDES) Study	0.14	0.00
<b>Total</b>	<b>0.14</b>	<b>0.00</b>

## 10.8 Public Works Portfolio

### 10.8.1 Portfolio Overview

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

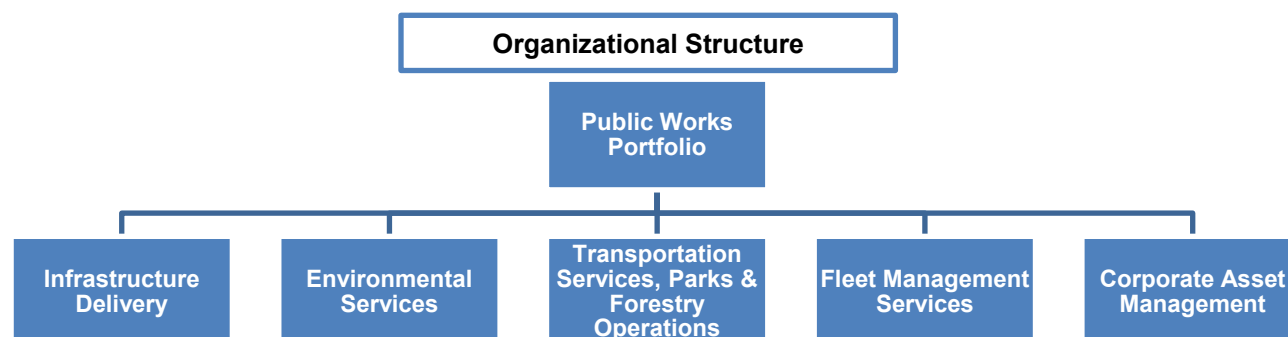
**Infrastructure Delivery** provides Capital project planning, design and construction for all of Vaughan's non-park and non-development built civic capital infrastructure, such as community centres, libraries and fire stations, roads/bridges, sidewalks; watermains and pumping stations; sanitary and storm sewers and pumping stations.

**Environmental Services** operates and maintains the city's municipal water distribution system and works with York Region to ensure access to safe municipal drinking water at all serviced municipal addresses. The department also operates and maintains the city's sanitary wastewater collection system and works with York Region to ensure sustainable treatment of all wastewater from serviced municipal addresses. In addition, the department operates and maintains Vaughan's stormwater collection system and management ponds and collects all residential solid waste streams.

**Transportation Services, Parks & Forestry Operations** operates and maintains the city's streets, lights, traffic signs and signals, bridges, and sidewalks as well as Vaughan parks, sports fields, and trails. The department also plants and maintains street and park trees, shrub beds, planters, and maintains Vaughan's urban forests.

**Fleet Management Services** purchases, maintains, performs monitoring, financial analysis and planning for a fleet of over 300 vehicles, and 650 pieces of specialized equipment.

**Corporate Asset Management** leads the implementation, ongoing management, and continuous improvement of a corporate asset management program ensuring sustainable lifecycle planning for all of Vaughan's asset activities including: asset condition data collection and management, computerized maintenance management, annual asset management planning and long-term lifecycle and financial management planning.



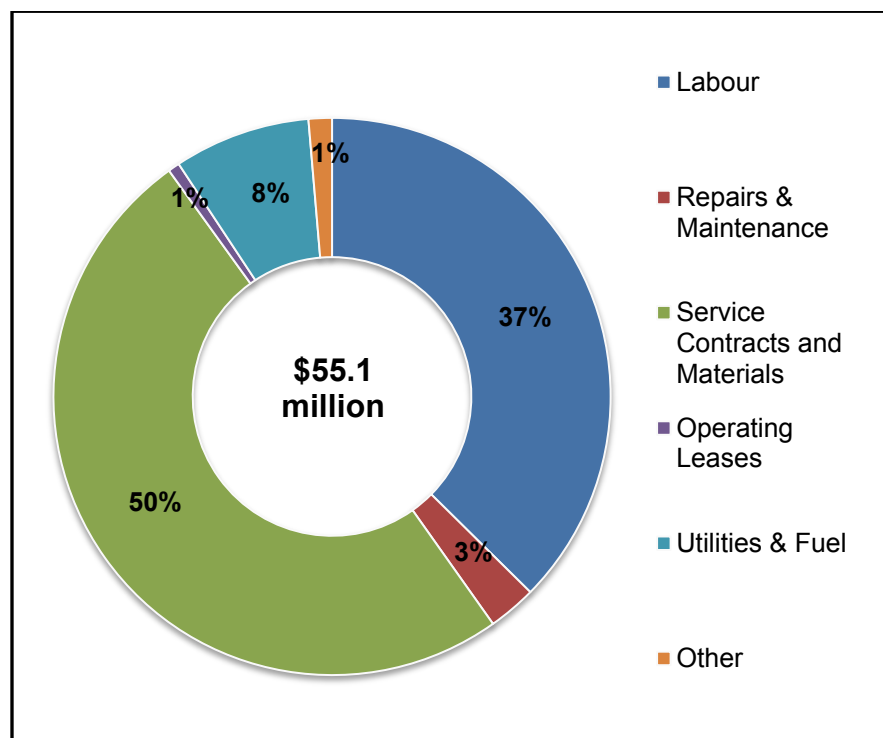
## APPROVED 2017 Budget 2018 Plan

### APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.9	0.9	0.9
Grants	1.1	1.2	1.2
Capital Fund	0.0	0.2	0.3
<b>Total</b>	<b>2.0</b>	<b>2.3</b>	<b>2.4</b>
<b>Expenditures</b>			
Labour	19.7	20.6	21.0
Service Contracts and Materials	26.6	27.5	28.5
Utilities & Fuel	4.2	4.4	4.7
Repairs & Maintenance	1.5	1.5	1.6
Operating Lease	0.4	0.4	0.4
Other	1.1	0.7	0.7
<b>Total</b>	<b>53.5</b>	<b>55.1</b>	<b>56.9</b>
<b>Net Operating Budget</b>	<b>51.5</b>	<b>52.8</b>	<b>54.5</b>
<b>Capital Plan</b>	<b>29.5</b>	<b>66.7</b>	<b>56.5</b>

### Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.9	1.7%
Grants	1.2	2.1%
Capital	0.2	0.4%
Taxation	52.8	95.8%
<b>Total</b>	<b>55.1</b>	<b>100.0%</b>



## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
<b>Public Works Portfolios:</b>			
Improve municipal road network	2.38	0.56	1.44
Continue to develop transit, cycling and pedestrian options to get around the City	6.84	4.18	4.64
Facilitate the development of the VMC	0.00	0.11	20.98
Re-establish the urban tree canopy	0.01	2.54	2.54
Invest, renew and manage infrastructure and assets	28.59	38.13	26.90
Continue to ensure the safety and well-being of citizens	0.11	0.10	0.00
Attract investment and create jobs	0.68	0.00	0.00
Continue to cultivate an environmentally sustainable city	4.89	16.86	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.25	0.00
<b>Sub-Total</b>	<b>43.49</b>	<b>62.74</b>	<b>56.51</b>
<b>Other Portfolios:</b>			
Support the development of the hospital	7.93	0.00	0.00
Invest, renew and manage infrastructure and assets	4.73	3.09	0.00
Continue to ensure the safety and well-being of citizens	5.83	0.00	0.00
Continue to cultivate an environmentally sustainable city	2.78	0.00	0.00
Support and promote arts, culture, heritage and sports in the community	8.44	0.90	0.00
<b>Sub-Total</b>	<b>29.71</b>	<b>3.99</b>	<b>0.00</b>
<b>Grand Total</b>	<b>73.20</b>	<b>66.73</b>	<b>56.51</b>

## APPROVED 2017 Budget 2018 Plan

### 10.8.2 Deputy City Manager - Public Works Portfolio

#### 10.8.2.1 Department Overview

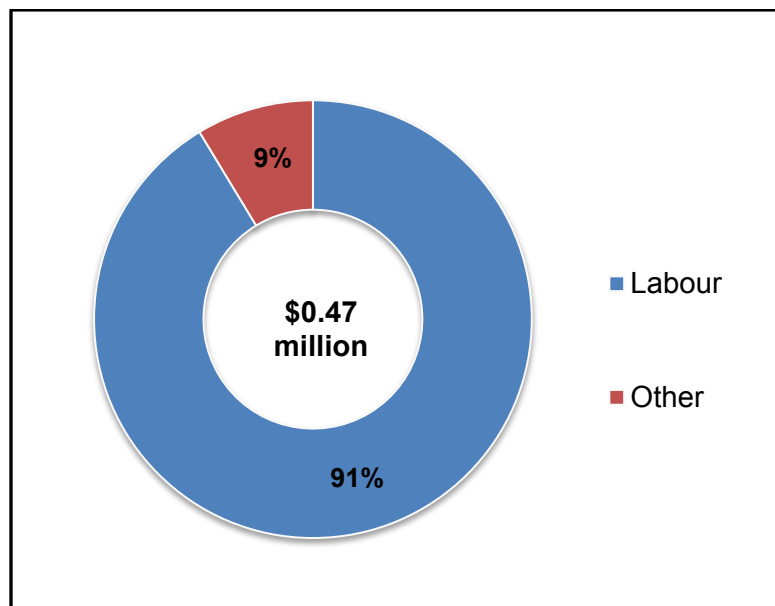
The Deputy City Manager – Public Works oversees the Infrastructure Delivery, Environmental Services, Transportation Services, Parks & Forestry Operations, Fleet Management Services and Corporate Asset Management departments.

#### 10.8.2.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Expenditures</b>			
Labour	0.42	0.43	0.45
Other	0.03	0.04	0.04
<b>Total</b>	<b>0.45</b>	<b>0.47</b>	<b>0.49</b>
<b>Net Operating Budget</b>	<b>0.45</b>	<b>0.47</b>	<b>0.49</b>

#### 10.8.2.3 Operating Summary

##### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.47	100.0%
<b>Total</b>	<b>0.47</b>	<b>100.0%</b>

## APPROVED 2017 Budget 2018 Plan

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Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.45	0.47
Status Quo		0.02	0.02
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>0.45</b>	<b>0.47</b>	<b>0.49</b>

<b>Full Time Equivalents (FTE's)</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>
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## APPROVED 2017 Budget 2018 Plan

### 10.8.3 Infrastructure Delivery

#### 10.8.3.1 Department Service Statement

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

#### 10.8.3.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.0	0.0	0.0
Capital	0.0	0.2	0.3
<b>Total</b>	<b>0.0</b>	<b>0.3</b>	<b>0.3</b>
<b>Expenditures</b>			
Labour	2.5	2.8	3.0
Service Contracts and Materials	0.2	0.2	0.2
Professional Fees	0.1	0.1	0.1
Other	0.2	0.2	0.2
<b>Total</b>	<b>3.0</b>	<b>3.3</b>	<b>3.4</b>
<b>Net Operating Budget*</b>	<b>3.0</b>	<b>3.0</b>	<b>3.1</b>

<b>Capital Plan</b>	<b>19.62</b>	<b>39.66</b>	<b>44.55</b>
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\*Excludes Water/Wastewater/Stormwater Operating Budgets

#### 10.8.3.3 2016 Key Accomplishments

- Completed all of the following activities within the Vaughan Healthcare Centre:
  - Installed all watermains, sanitary and storm sewers
  - New signalized intersection at Jane Street
  - Prepared Blocks 2 & 3 for Mackenzie Vaughan Hospital (to be undertaken by Infrastructure Ontario)
- Completed construction of Vaughan Civic Centre Resource Library (officially opened on September 10)
- Completed design of library at Vellore Village Community Centre
- Initiated renovation projects for Kleinburg United Church, Garnett A. Williams Community Centre, Bathurst Clark Resource Library

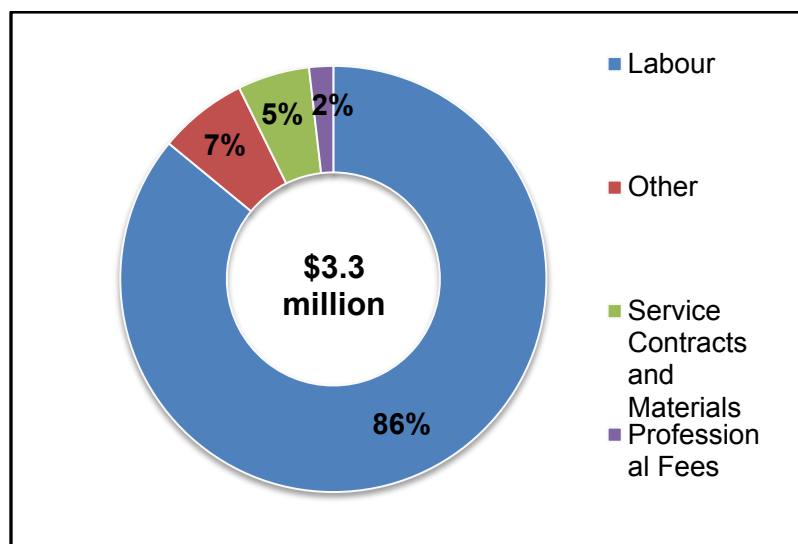
## APPROVED 2017 Budget 2018 Plan

### 10.8.3.4 Commitments

- Continue with facility renovations for Garnet A. Williams Community Centre, Bathurst Clark Library, Kleinburg United Church, Dufferin Clark Community Centre, and Vellore Village Community Centre
- Initiate construction of library at Vellore Village Community Centre
- Continue to plan for the Community Centre, Library and District Park Implementation Strategy in Block 11 and initiate design phase
- Implement a LED Street Light Retrofit strategy, using an innovative procurement model, to drive energy efficiencies and improve lighting
- Construction of streetscaping within the Vaughan Healthcare Centre Precinct
- Continue to work with Fire & Rescue Services on the construction of two new Fire stations: Station 7-3 will service Woodbridge and include a York Region Paramedic Response unit, and Station 7-4 will service Kleinburg
- Support the detailed design of Edgeley Storm Water Management Pond and surrounding urban park

### 10.8.3.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



\*Excludes Water/Wastewater/Stormwater Operating Budgets

Funding Type	\$M	%
User Fees	0.0	0.4%
Capital Fund	0.2	7.4%
Taxation	3.0	92.2%
<b>Total*</b>	<b>3.3</b>	<b>100.0%</b>

## APPROVED 2017 Budget 2018 Plan

**Budget Change:** The change from 2016 to 2017 is largely attributed to a new resource request offset by labour recovery from capital. The 2018 change is due to the full year impact of previous year additional resource requests and labour progression.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		3.0	3.0
Status Quo		-0.1	0.1
Growth		0.0	0.0
New		0.1	0.0
<b>Net Operating Budget</b>	<b>3.0</b>	<b>3.0</b>	<b>3.1</b>

Full Time Equivalents (FTE's)	22.6	24.6	24.6
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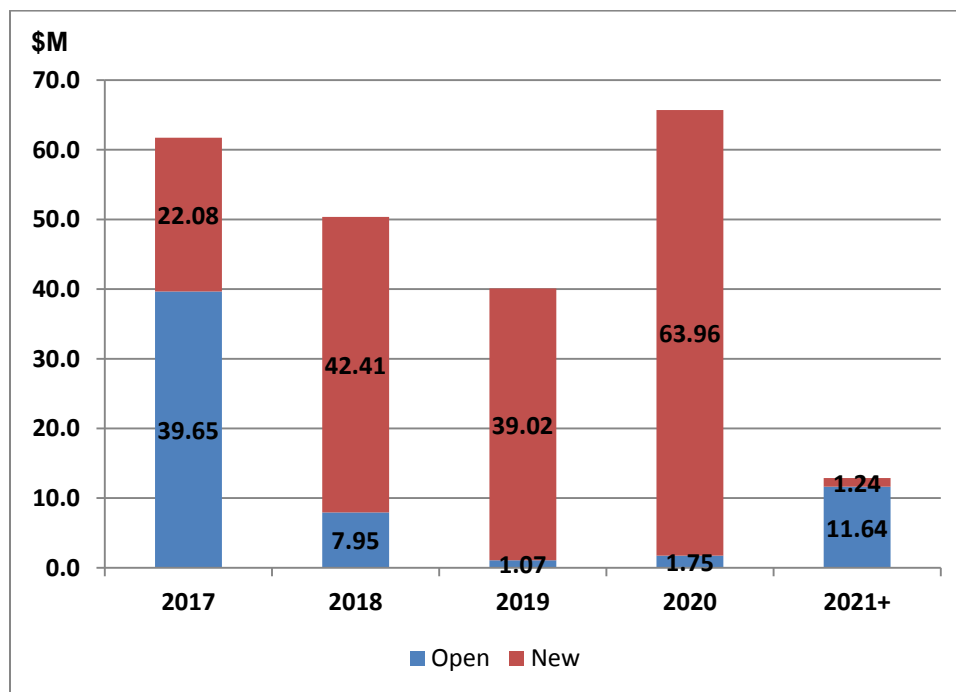
**New Requests:** There are two additional resource requests for 2017. The Project Manager - VMC Edgeley Pond will facilitate project management for the detailed design and construction of the pond and will be funded from development charges. The Project Manager will facilitate the master plan study for the city's internal space utilization.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
135-01-2017	Project Manager – VMC Edgeley Pond (2 Year Contract)	1.0	0.0	0.0
135-02-2017	Project Manager (18 Month Contract)	1.0	0.1	0.0
	<b>Total</b>	<b>2.0</b>	<b>0.1</b>	<b>0.0</b>

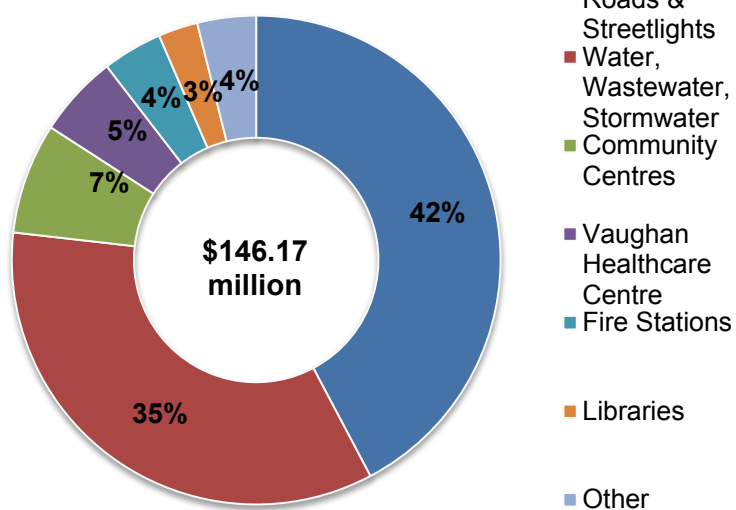
# APPROVED 2017 Budget 2018 Plan

## 10.8.3.6 Capital Summary

### Estimated Annual Capital Expenditures



### Capital Plan



\$M	Total	Cashflow
Open	61.95	47.60
Plan	84.21	64.33
<b>Total</b>	<b>146.17</b>	<b>111.93</b>

Total capital plan consists of projects that are managed and reported on by the Infrastructure Delivery department for various service departments across the organization.

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Improve municipal road network	1.83	0.49	0.97
Continue to develop transit, cycling and pedestrian options to get around the City	5.79	2.28	2.64
Facilitate the development of the VMC	0.00	0.11	20.98
Support the development of the hospital	7.93	0.00	0.00
Invest, renew and manage infrastructure and assets	25.57	19.33	19.96
Continue to ensure the safety and well-being of citizens	5.83	0.10	0.00
Attract investment and create jobs	0.68	0.00	0.00
Continue to cultivate an environmentally sustainable city	5.88	16.45	0.00
Support and promote arts, culture, heritage and sports in the community	8.44	0.90	0.00
<b>Grand Total</b>	<b>61.95</b>	<b>39.66</b>	<b>44.55</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Citywide Development Charges	2.81	15.83	18.64
Infrastructure	10.08	8.21	18.29
Debenture Finance	22.20	16.73	38.93
Gas Tax	4.40	3.22	7.62
Capital from Taxation	0.00	0.56	0.56
Other	0.17	0.00	0.17
<b>Grand Total</b>	<b>39.66</b>	<b>44.55</b>	<b>84.21</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Managed on behalf of Water/Wastewater/Stormwater:</b>		
CD-2019-15 - 2017 Watermain Replacement	2.61	0.00
CD-2002-16 - 2018 Watermain Replacement	0.00	6.80
CD-2027-17 - 2019 Watermain Replacement	0.57	0.00
ID-2046-18 - 2020 Watermain Replacement	0.00	0.57
EN-1998-14 - Watermain and Sanitary Installation in the Millwood Estates Community	1.81	0.00
ID-2040-17 - Watermain Installation for 10 & 11 Sonya Place	0.49	0.00
CD-2017-15 - Sanitary Installation in the Coldspring Road Putting Green Crescent Community	1.13	0.00
EN-1971-13 - Sanitary Sewer Rehabilitation/ Replacement - Rivermede Rd & Rayette Rd	0.16	0.00



## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
ID-2039-17 - Sanitary Sewer Installation for 10 & 11 Sonya Place	0.28	0.00
CD-2014-15 - Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	0.00	0.23
CD-2020-16 - Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue	0.00	0.57
DE-7175-17 - VMC Edgeley Pond Construction	0.11	20.98
ID-2036-17 - Storm Water Improvements on Islington Ave	0.57	0.00
ID-2049-18 - SWM Improvements at Napa Valley Pond	0.00	0.06
<b>Sub-Total</b>	<b>7.72</b>	<b>29.20</b>
<b>Managed on behalf of Transportation:</b>		
CD-2018-15 - 2017 Road Rehabilitation/ Reconstruction	7.68	0.00
CD-2026-17 - 2019 Road Rehabilitation/ Reconstruction	0.34	0.00
CD-2001-16 - 2018 Road Rehabilitation/ Reconstruction	0.00	11.24
ID-2047-18 - 2020 Road Rehabilitation/ Reconstruction	0.00	0.34
CD-1980-18 - Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.00	0.05
CD-2007-18 - Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	0.00	1.47
CD-2008-18 - Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.00	0.24
CD-2013-15 - Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	0.06	0.17
EN-1961-13 - Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.16	0.00
ID-2035-17 - Sidewalk & Street Lighting on Jane St - Hwy 7 to Langstaff Rd	1.70	0.00
ID-2037-17 - Sidewalk on Rivermede Road - Keele St to Rayette Rd	0.03	0.06
CD-1984-17 - Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.08	0.59
CD-1991-17 - Traffic Signal Installation - Interchange Way and Interchange Way	0.32	0.00
ID-2031-17 - Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.11	0.52
ID-2032-17 - Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.06	0.26
CD-1978-18 - Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.00	0.06
ID-2041-17 - Active Transportation Facility & Street Lighting on Dufferin St	0.31	0.00
CD-2006-15 - Major Mackenzie Drive Streetscape - Phase 1b City Hall Campus	0.00	0.00
ID-2034-17 - Geodetic Control Survey Monumentation	0.17	0.00
ID-2038-17 - Intersection Improvements at Jane St & Avro Rd	0.88	0.00
CD-1957-18 - Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave	0.00	0.06
ID-2048-18 - Street Lighting on Nashville Road - Hwy 27 to Huntington Rd	0.00	0.11
CD-2005-16 - Street Lighting on Teston Road - Hwy 400 to Weston Road	0.00	0.19

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
RP-2058-15 - LED Streetlight Conversion	16.45	0.00
CD-1996-17 - Municipal Structure Inspection and Reporting in 2017	0.10	0.00
<b>Sub-Total</b>	<b>28.44</b>	<b>15.35</b>
<b>Managed on behalf of Recreation Services:</b>		
BF-8512-17 - Al Palladini CC - Exterior Concrete Removal & Replacement	0.06	0.00
BF-8513-17 - Chancellor CC - Exterior Concrete Removal & Replacement	0.07	0.00
ID-2044-17 - Chancellor CC - Innovative Path System	0.08	0.00
BF-8519-17 - Chancellor CC - Parking & Drive Way Retrofit	0.36	0.00
BF-8515-17 - Dufferin Clark CC - Exterior Concrete Removal & Replacement	0.07	0.00
BF-8511-17 - Garnet Williams CC - Exterior Concrete Removal & Replacement	0.06	0.00
ID-2045-17 - Garnet A. Williams Consultant Design	0.31	0.00
BF-8514-17 - Maple CC - Exterior Concrete Removal & Replacement	0.09	0.00
ID-2043-17 - Vellore Village CC - Main Entrance Improvements	0.18	0.00
BF-8479-15 - Kleinburg United Church Renovation	0.90	0.00
<b>Sub-Total</b>	<b>2.17</b>	<b>0.00</b>
<b>Managed on behalf of Facility Maintenance Services:</b>		
ID-2033-17 - Utility Relocations for City Hall Campus Improvements	1.13	0.00
<b>Managed on behalf of Vaughan Public Libraries:</b>		
ID-2042-17 - Bathurst Clark Resource Library - Main Entrance Improvements	0.20	0.00
<b>Total</b>	<b>39.66</b>	<b>44.55</b>

## APPROVED 2017 Budget 2018 Plan

### 10.8.4 Environmental Services

#### 10.8.4.1 Department Service Statement

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 property taxes and water, wastewater and stormwater are funded through rates. The operating budget for water, wastewater and stormwater will be discussed in a separate section.

#### 10.8.4.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.2	0.2	0.2
Grants	1.1	1.2	1.2
<b>Total</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>
<b>Expenditures</b>			
Labour	0.8	0.7	0.7
Service Contracts and Materials	9.7	10.2	10.9
Other	0.2	0.2	0.2
<b>Total</b>	<b>10.6</b>	<b>11.1</b>	<b>11.7</b>
<b>Net Operating Budget*</b>	<b>9.2</b>	<b>9.7</b>	<b>10.3</b>

<b>Capital Plan</b>	<b>0.88</b>	<b>11.42</b>	<b>32.79</b>
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\*Excludes Water/Wastewater/Stormwater Operating Budgets

#### 10.8.4.3 2016 Key Accomplishments

- Issued a Request for Proposal for a Supervisory Control and Data Acquisition (SCADA) system to provide the City the ability to remotely monitor and control water and wastewater infrastructure
- Completed the Inflow and Infiltration Strategy that will support York Region's mandate to decrease inflow and infiltration into York Region to meet Ministry of the Environment and Climate Change requirements
- Established a separate Stormwater Charge for 2017 implementation to provide a sustainable funding source to support the City's comprehensive stormwater program

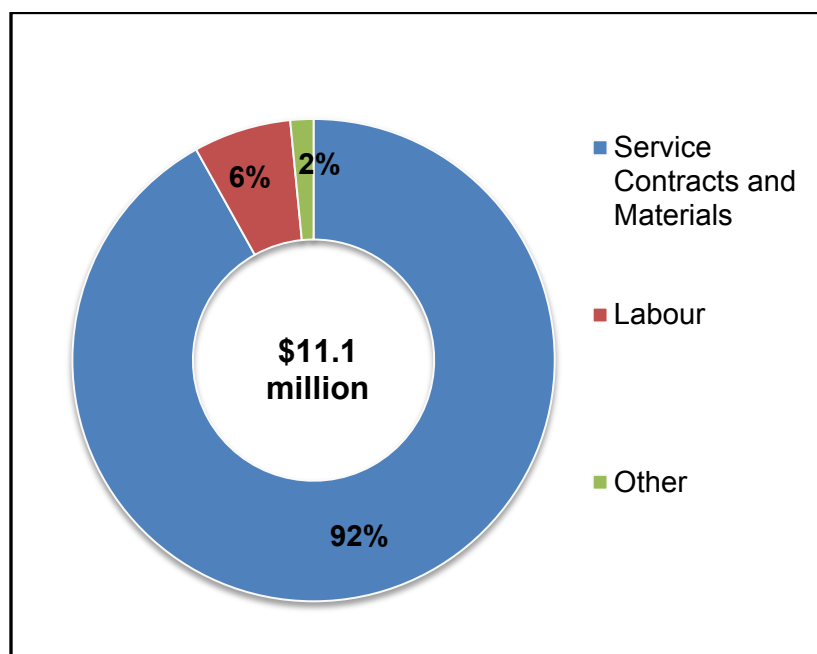
## APPROVED 2017 Budget 2018 Plan

### 10.8.4.4 Commitments

- Support Wastewater Data Condition Assessments for effective planning of asset renewal
- Develop and implement Wastewater Program Efficiency Improvement Strategy that will support Asset Management of Wastewater Assets
- Develop and implement Water Program Efficiency Improvement Strategy that will support Asset Management of Water Assets
- Procure new Solid Waste Collection Contract (2018 start)

### 10.8.4.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures – Solid Waste



Funding Type	\$M	%
User Fees	0.2	2.1%
WDO Grant	1.2	10.4%
Taxation	9.7	87.5%
<b>Total*</b>	<b>11.1</b>	<b>100.0%</b>

*\*Excludes Water/Wastewater/Stormwater Operating Budgets*

**Budget Change:** The change from 2016 to 2017 is largely attributed to increases in the residential solid waste contract due to price and residential volume growth. The APPROVED 2017 budget also includes the additional resource request for a Contract Waste Management Coordinator. The 2018 increase is largely attributed to provision of solid waste service to residential growth.

## APPROVED 2017 Budget 2018 Plan

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		9.2	9.7
Status Quo		0.1	0.4
Growth		0.4	0.2
New		0.0	0.0
<b>Net Operating Budget</b>	<b>9.2</b>	<b>9.7</b>	<b>10.3</b>

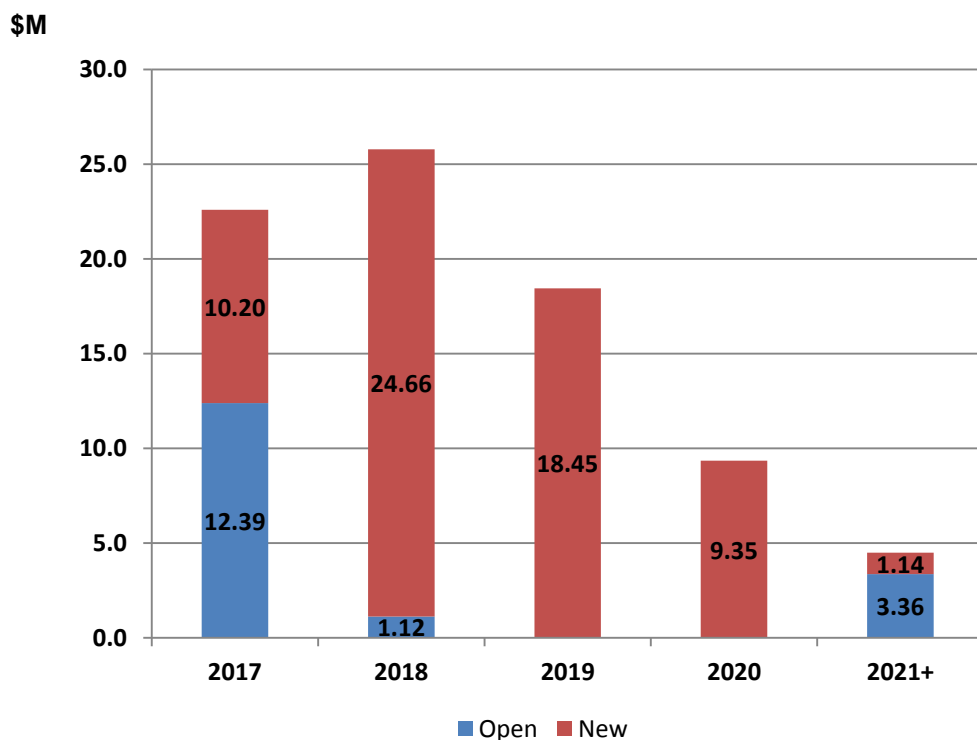
Full Time Equivalents (FTE's)	8.8	7.4	6.4
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**New Requests:** One additional resource request has been approved for 2017 for a Contract Waste Management Coordinator to facilitate the implementation of solid waste services to eligible multi-residential units.

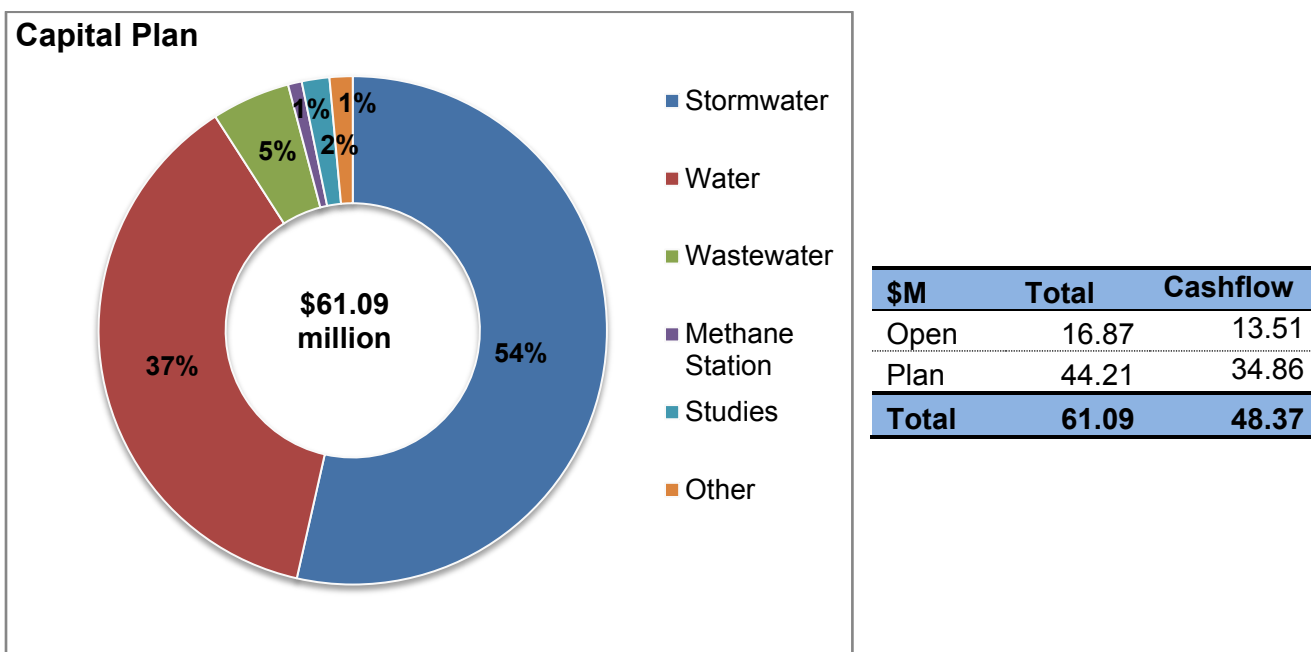
Index Number	New Requests (\$M)	(FTE's)	2017	2018
155-01-2017	Waste Management Coordinator (1 year contract)	1.0	0.1	0.0
	<b>Total</b>	<b>1.0</b>	<b>0.1</b>	<b>0.0</b>

### 10.8.4.6 Capital Summary (Water, Wastewater, Stormwater and Solid Waste)

#### Estimated Annual Capital Expenditures



## APPROVED 2017 Budget 2018 Plan



The total capital plan includes \$50.57 million and \$0.79 million in capital projects that will be managed and reported on by the Infrastructure Delivery and Fleet Management Services departments, respectively.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Facilitate the development of the VMC	0.00	0.11	20.98
Invest, renew and manage infrastructure and assets	15.09	10.90	11.81
Continue to cultivate an environmentally sustainable city	1.79	0.41	0.00
<b>Grand Total</b>	<b>16.87</b>	<b>11.42</b>	<b>32.79</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.00	0.56	0.56
Citywide Development Charges	0.06	12.28	12.34
Debenture Financing	0.56	8.15	8.70
Infrastructure Reserves	10.80	11.81	22.61
<b>Grand Total</b>	<b>11.42</b>	<b>32.79</b>	<b>44.21</b>

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
EV-2092-17 - Retrofit of Rainbow Creek Outfall (S of Hwy 7 and W of Rainbow Creek crossing)	0.34	1.92
EV-2093-17 - Retrofit of 97-Ashbridge Pond Design & Construction	0.04	0.09
EV-2100-17 - Retrofit of 66-Lady Nadia Pond - Design and Work	0.25	1.43
EV-2101-17 - Stormwater Pond Cleaning - Pond 11 Sugar Bush Pond	0.08	0.00
EV-2112-17 - Stormwater Pond cleaning - Fossil Hill Pond (Pond 84)	0.14	0.00
EV-2063-15 - ICI Water Meter Replacement Program	0.41	0.00
EV-2094-17 - Pinegrove Pumping Station Storage Tank	0.13	0.00
EV-2096-17 - SCADA project - Phase 2	0.15	0.00
EV-2099-17 - Church Street Stormwater Pumping Station Pump Improvements	0.05	0.00
EV-2104-17 - Water Services - Mobile Devices Field Purchase and Implementation	0.10	0.00
EV-2114-17 - Repair and Rehabilitation of Pump Stations and Booster Station	0.31	0.00
EV-2116-17 - New West End Bulk Water Taking Station	0.06	0.00
EV-2106-17 - Public Works Portable Water Trailer Purchase	0.05	0.00
EV-2109-17 - Maple Community Centre Well Upgrades	0.10	0.00
EV-2110-18 - Maplewood Booster Station Controls Upgrades	0.00	0.15
EV-2117-17 - Methane Station Rehabilitation	0.52	0.00
EV-2103-17 - City of Vaughan - Smart Meter Implementation Strategy	0.41	0.00
EV-2115-17 - Watermain Condition Assessment	0.23	0.00
EV-2097-17 - Additional Storage Yard Building	0.04	0.00
EV-2113-17 - Mobility Devices	0.07	0.00
<b>Sub-total</b>	<b>3.48</b>	<b>3.59</b>
<b>Managed by Infrastructure Delivery:</b>		
CD-2014-15 - Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	0.00	0.23
CD-2020-16 - Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue	0.00	0.57
DE-7175-17 - VMC Edgeley Pond Construction	0.11	20.98
ID-2036-17 - Storm Water Improvements on Islington Ave	0.57	0.00
ID-2049-18 - SWM Improvements at Napa Valley Pond	0.00	0.06
CD-2019-15 - 2017 Watermain Replacement	2.61	0.00
CD-2002-16 - 2018 Watermain Replacement	0.00	6.80
CD-2027-17 - 2019 Watermain Replacement	0.57	0.00
ID-2046-18 - 2020 Watermain Replacement	0.00	0.57
EN-1998-14 - Watermain and Sanitary Installation in the Millwood Estates Community	1.81	0.00
ID-2040-17 - Watermain Installation for 10 & 11 Sonya Place	0.49	0.00
CD-2017-15 - Sanitary Installation in the Coldspring Road Putting Green Crescent Community	1.13	0.00
EN-1971-13 - Sanitary Sewer Rehabilitation/ Replacement -	0.16	0.00

## APPROVED 2017 Budget 2018 Plan

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Capital Project Number & Title (\$M)	2017	2018
Rivermede Rd & Rayette Rd		
ID-2039-17 - Sanitary Sewer Installation for 10 & 11 Sonya Place	0.28	0.00
<b>Sub-total</b>	<b>7.72</b>	<b>29.20</b>
<b>Managed by Fleet Management Services:</b>		
FL-5466-17 - PW-WATER--Replace Unit #1665 with 3/4 Ton Cargo Van	0.06	0.00
FL-5525-17 - Sewer Use By-Law Sampling Van	0.05	0.00
FL-5528-17 - Supervisor - Water and Wastewater/Stormwater Vehicles	0.11	0.00
<b>Sub-total</b>	<b>0.22</b>	<b>0.00</b>
<b>Total</b>	<b>11.42</b>	<b>32.79</b>



# APPROVED 2017 Budget 2018 Plan

## 10.8.5 Transportation Services Parks and Forestry Operations

### 10.8.5.1 Transportation Services Parks and Forestry Operations Service Statement

A dynamic and collaborative team dedicated to planning, designing, constructing, operating and maintaining roads, parks and forestry services for current and future generations. We are custodians of transportation services, parks and forestry in the City of Vaughan. We take pride in serving our community and ensuring we contribute to the safety, well-being and quality of life for the citizens of Vaughan. Our Can-Do Attitude is our team's commitment to deliver citizen-focused services within our mandate, in a timely, effective and consistent manner.

Transportation Services Parks and Forestry Operations (TSFPO) 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.

### 10.8.5.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.6	0.7	0.7
<b>Total</b>	<b>0.6</b>	<b>0.7</b>	<b>0.7</b>
<b>Expenditures</b>			
Labour	14.6	15.1	15.4
Service Contracts and Materials	16.7	17.0	17.3
Utilities and Fuel	4.1	4.3	4.7
Other	1.0	0.6	0.6
<b>Total</b>	<b>36.3</b>	<b>36.9</b>	<b>38.0</b>
<b>Net Operating Budget</b>	<b>35.7</b>	<b>36.2</b>	<b>37.3</b>

<b>Capital Plan</b>	<b>7.10</b>	<b>50.64</b>	<b>23.41</b>
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### 10.8.5.3 2016 Key Accomplishments

- Completed the LED Streetlight Retrofit Business Case and received Council endorsement for staff's recommendation to proceed with procurement of energy performance contract
- Implemented the first performance based contract for Winter Maintenance
- Continued to re-establish the urban tree canopy by planting approximately 7,000 trees in residential areas and continued to conduct the hazard tree assessment throughout the City
- Developed a city-wide beautification strategy – Vaughan a beautiful experience

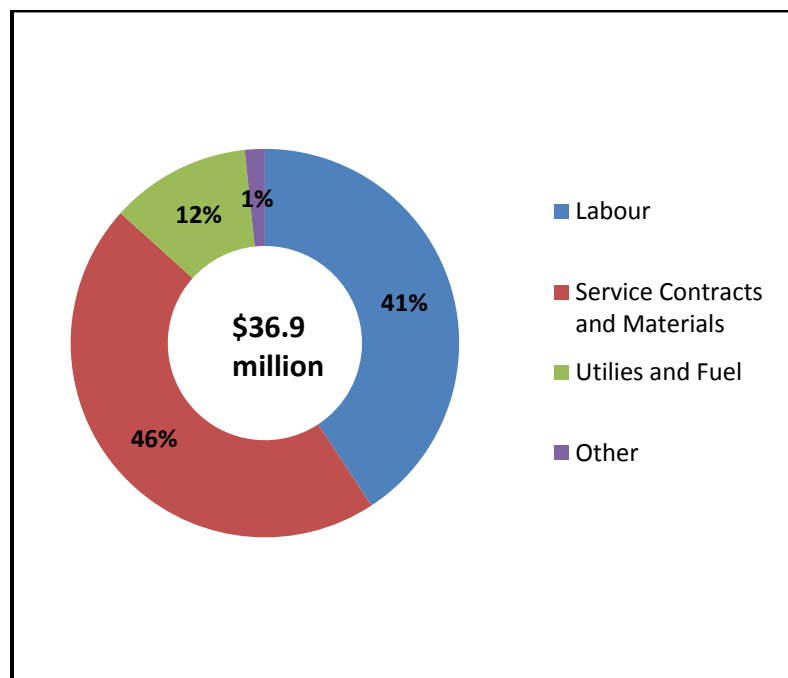
### 10.8.5.4 Commitments

- Continue to deliver the Tree Replacement Plan to ensure all residential boulevard trees are restored by the end of 2018
- Develop a Tree Maintenance Strategy to ensure the continued healthy growth of the city's trees, contributing to a safe and healthy environment
- Secure Land for the New Public Works Yard
- Continue to improve the roads network by:
  - Developing a Traffic Signal Control System Management Plan
  - Expanding the Speed Compliance Program through the replacement and purchase of new radar message boards
  - Developing a Road Safety Strategy and Transportation Data Management Program
- Provide effective service delivery for winter maintenance through performance based contract

## APPROVED 2017 Budget 2018 Plan

### 10.8.5.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.7	1.9%
Taxation	36.3	98.1%
Total	36.9	100.0%

**Budget Change:** The change from the 2016 Budget to 2017 APPROVED Budget is primarily due to increase in labour costs related to one additional resource request, as well as contract and utility costs increases which are partially offset by efficiencies in salt, general maintenance and recoveries from Storm Water rates.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		35.7	36.2
Status Quo		0.2	0.7
Growth		0.3	0.3
New		0.0	0.0
Net Operating Budget	35.7	36.2	37.3

Full Time Equivalents (FTE's)	169.6	170.6	170.6
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## APPROVED 2017 Budget 2018 Plan

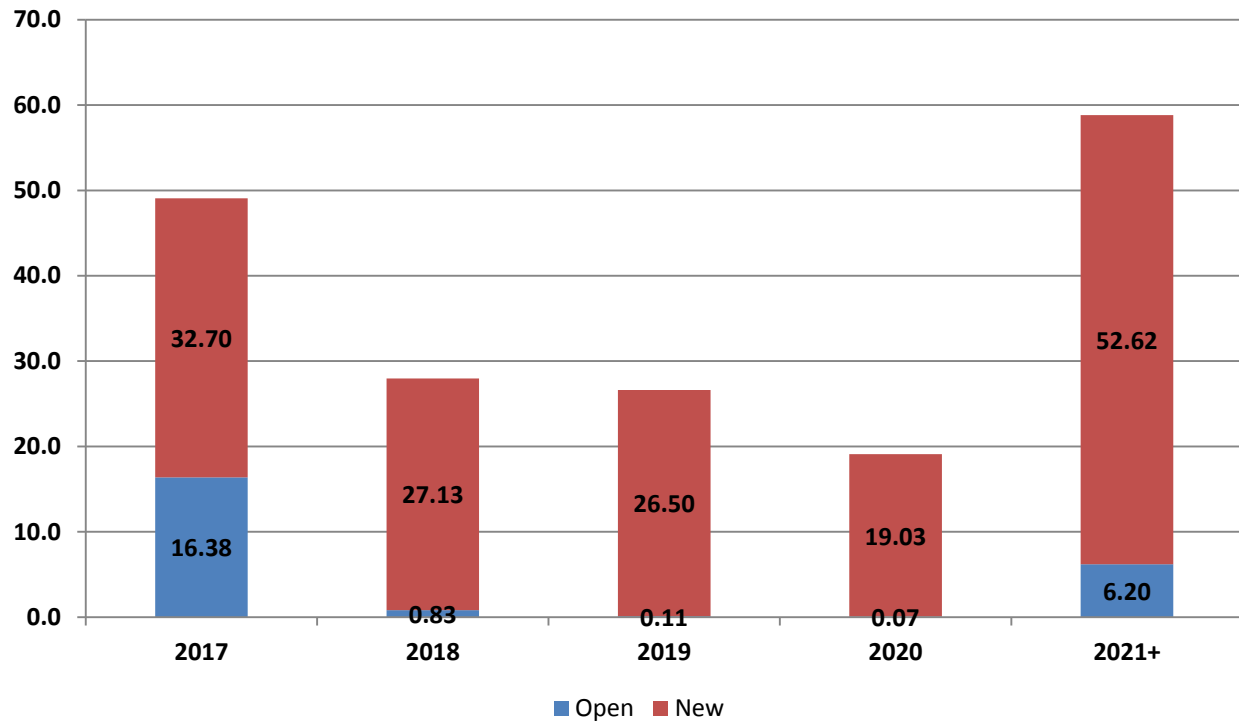
**New Requests:** An additional resource request has been approved for 2017 for an Afternoon Supervisor, which is required to oversee the increase in volume of call-outs.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
205-01-2017	Afternoon Supervisor	1.0	0.1	0.0
	<b>Total</b>	<b>1.0</b>	<b>0.1</b>	<b>0.0</b>

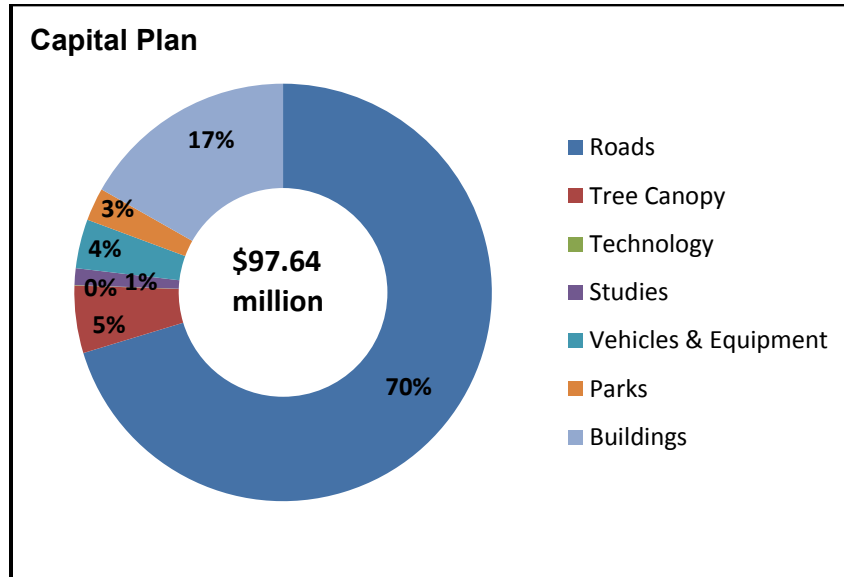
### 10.8.5.6 Capital Summary

#### Estimated Annual Capital Expenditures

\$M



## APPROVED 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	23.59	17.21
Plan	74.05	59.83
<b>Total</b>	<b>97.64</b>	<b>77.04</b>

The total capital plan includes \$43.9 million in capital projects that will be managed and reported on by the Infrastructure Delivery department, as well as \$2.18 million by Fleet Management Services.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Improve municipal road network	2.05	0.56	1.44
Continue to develop transit, cycling and pedestrian options to get around the City	6.84	4.18	4.64
Re-establish the urban tree canopy	0.01	2.54	2.54
Invest, renew and manage infrastructure and assets	10.81	26.55	14.79
Continue to ensure the safety and well-being of citizens	0.11	0.10	0.00
Attract investment and create jobs	0.68	0.00	0.00
Continue to cultivate an environmentally sustainable city	3.10	16.45	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.25	0.00
<b>Grand Total</b>	<b>23.59</b>	<b>50.64</b>	<b>23.41</b>

## APPROVED 2017 Budget 2018 Plan

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	2.98	3.54	6.52
City Wide Development Charges	12.86	3.55	16.41
Debenture Finance	27.11	8.58	35.69
Gas Tax	6.30	5.22	11.52
Infrastructure	1.22	2.52	3.74
Other	0.17	0.0	0.17
<b>Grand Total</b>	<b>50.64</b>	<b>23.41</b>	<b>74.05</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
RP-2035-15 Curb and Sidewalk Repair & Replacement	1.90	2.00
RP-6762-16 Supplementary Tree Planting Program	1.15	1.15
RP-6700-15 Tree Planting Program-Regular	0.61	0.61
RP-6757-15 Tree Planting - Regular - Additional Costs	0.41	0.41
RP-6739-15 Tree Replacement Program-EAB	0.37	0.37
RP-2013-15 Street Light Pole Replacement Program	0.31	0.31
RP-6754-15 Parks Concrete Walkway Repairs/Replacements	0.22	0.30
RP-6753-19 CTS Mobile Handheld Program	0.16	0.27
RP-6759-18 Pedestrian Crossing Enhancement Program – Pavement Marking	0.00	0.21
RP-6763-17 Baseball Diamond Redevelopment/Reconstruction	0.14	0.15
RP-6746-15 Fence Repair & Replacement Program	0.11	0.11
RP-6766-17 Speed Compliance Program - Radar Message Boards	0.08	0.08
RP-6761-18 Melville Avenue Operational Review	0.00	0.03
RP-1972-17 Public Works and Parks Operations Yard Expansion and Upgrade Strategy	16.21	0.00
RP-6764-17 Beautification strategy - Enhanced garden displays	0.25	0.00
<b>Subtotal</b>	<b>21.92</b>	<b>6.01</b>
<b>Managed by other Departments:</b>		
<b>Infrastructure Delivery</b>		
CD-2001-16 2018 Road Rehabilitation/ Reconstruction	0.00	11.24
CD-2007-18 Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	0.00	1.47
CD-1984-17 Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.08	0.59

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
ID-2031-17 Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.11	0.52
ID-2047-18 2020 Road Rehabilitation/ Reconstruction	0.00	0.34
ID-2032-17 Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.06	0.26
CD-2008-18 Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.00	0.24
CD-2005-16 Street Lighting on Teston Road - Hwy 400 to Weston Road	0.00	0.19
CD-2013-15 Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	0.06	0.17
CD-1853-19 Lay-by Parking on Vellore Woods Boulevard	0.00	0.15
ID-2048-18 Street Lighting on Nashville Road - Hwy 27 to Huntington Rd	0.00	0.11
CD-1957-18 Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.00	0.06
CD-1978-18 Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.00	0.06
ID-2037-17 Sidewalk on Rivermede Road - Keele St to Rayette Rd	0.03	0.06
CD-1980-18 Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.00	0.05
RP-2058-15 LED Streetlight Conversion	16.45	0.00
CD-2018-15 2017 Road Rehabilitation/ Reconstruction	7.68	0.00
ID-2035-17 Sidewalk & Street Lighting on Jane St - Hwy 7 to Langstaff Rd	1.70	0.00
ID-2038-17 Intersection Improvements at Jane St & Avro Rd	0.88	0.00
CD-2026-17 2019 Road Rehabilitation/ Reconstruction	0.34	0.00
CD-1991-17 Traffic Signal Installation - Interchange Way and Interchange Way	0.32	0.00
ID-2041-17 Active Transportation Facility & Street Lighting on Dufferin St	0.31	0.00
ID-2034-17 Geodetic Control Survey Monumentation	0.17	0.00
EN-1961-13 Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.16	0.00
CD-1996-17 Municipal Structure Inspection and Reporting in 2017	0.10	0.00
<b>Subtotal</b>	<b>28.44</b>	<b>15.50</b>
<b>Fleet Management Services:</b>		
FL-5427-18 PW-RDS-Replace Unit #1159 with tandem dump truck	0.00	0.31
FL-5428-18 PW-RDS-Replace Unit #1289 with tandem dump truck	0.00	0.31
FL-5421-18 PW-RDS-Replace Unit #1344 with Regenerative street sweeper	0.00	0.29
FL-5426-18 PW-RDS-Replace Unit #1373 with Regenerative street sweeper	0.00	0.29
FL-5411-18 PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	0.00	0.23
FL-5250-18 PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	0.00	0.13
FL-5295-18 PW-RDS- Additional steamer/generator	0.00	0.05

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
FL-5409-18 PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	0.00	0.05
FL-5290-18 PW-RDS-Additional Small Equipment	0.00	0.04
FL-5292-18 PW-RDS- Additional concrete grinder	0.00	0.04
FL-5285-18 PKS-FORESTRY- Additional 9" drum chipper	0.00	0.04
FL-5317-18 PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.03
FL-5293-18 PW - RDS - 1 New additional Anti-Icing Tank	0.00	0.03
FL-5274-18 PKS- Additional loader and fork attachment for Unit #1856	0.00	0.02
FL-5275-18 PKS- Additional loader and fork attachment for Unit #1857	0.00	0.02
FL-5276-18 PKS- Additional loader and fork attachment for Unit #1858	0.00	0.02
FL-5286-18 PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	0.00	0.02
FL-5522-17 PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.07	0.00
FL-5523-17 PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.07	0.00
FL-5323-17 PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	0.05	0.00
FL-5192-17 PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	0.05	0.00
FL-5527-17 Pickup Truck 4x4 - 1/2 Ton Crew Cab - Wastewater/Stormwater	0.04	0.00
<b>Subtotal</b>	<b>0.28</b>	<b>1.90</b>
<b>Total</b>	<b>50.64</b>	<b>23.41</b>



## APPROVED 2017 Budget 2018 Plan

### 10.8.6 Fleet Management Services

#### 10.8.6.1 Department Service Statement

Fleet Management Services executes and administers cost effective fleet services designed to both deliver training focused on developing safe and efficient drivers, and to ensure the maintenance and availability of safe, reliable and sustainable vehicles and equipment for use by City of Vaughan employees. Principal client groups are: Bylaw & Animal Services, Building Standards, Building & Facilities, Transportation Services, Parks & Forestry, Environmental Services, Infrastructure Delivery, Development Engineering & Infrastructure Planning, Clerks, and Recreation Services.

#### 10.8.6.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	1.05	1.11	1.14
Repairs & Maintenance	1.21	1.25	1.25
Parts & Supplies	0.19	0.20	0.20
Licensing	0.10	0.11	0.12
Other	0.12	0.12	0.12
<b>Total</b>	<b>2.67</b>	<b>2.79</b>	<b>2.83</b>
<b>Net Operating Budget</b>	<b>2.67</b>	<b>2.79</b>	<b>2.83</b>

<b>Capital Plan</b>	<b>1.80</b>	<b>0.99</b>	<b>2.21</b>
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#### 10.8.6.3 2016 Key Accomplishments

- Engaged a third party to perform an analysis of lifetime vehicle costs in support of long term asset management planning
- Rebranded approximately 120 City of Vaughan vehicles to support a positive City image

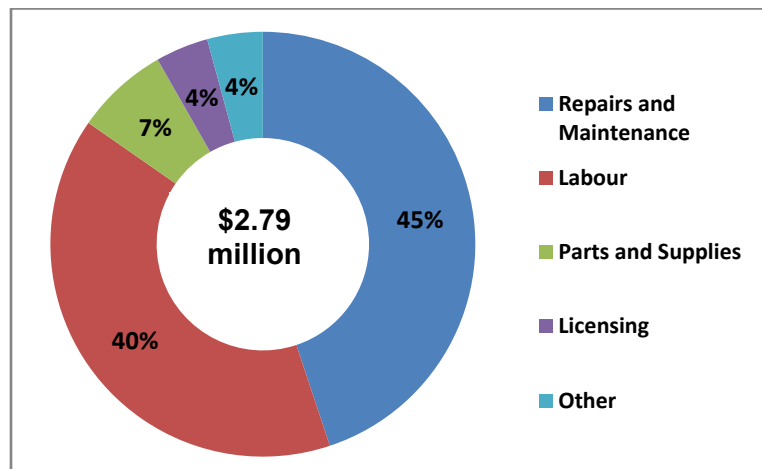
#### 10.8.6.4 Commitments

- Support effective asset management by:
  - Developing and implementing a Sustainable Fleet Financing Policy
  - Developing reports with metrics on asset usage

## APPROVED 2017 Budget 2018 Plan

### 10.8.6.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	2.79	100.0%
<b>Total</b>	<b>2.79</b>	<b>100.0%</b>

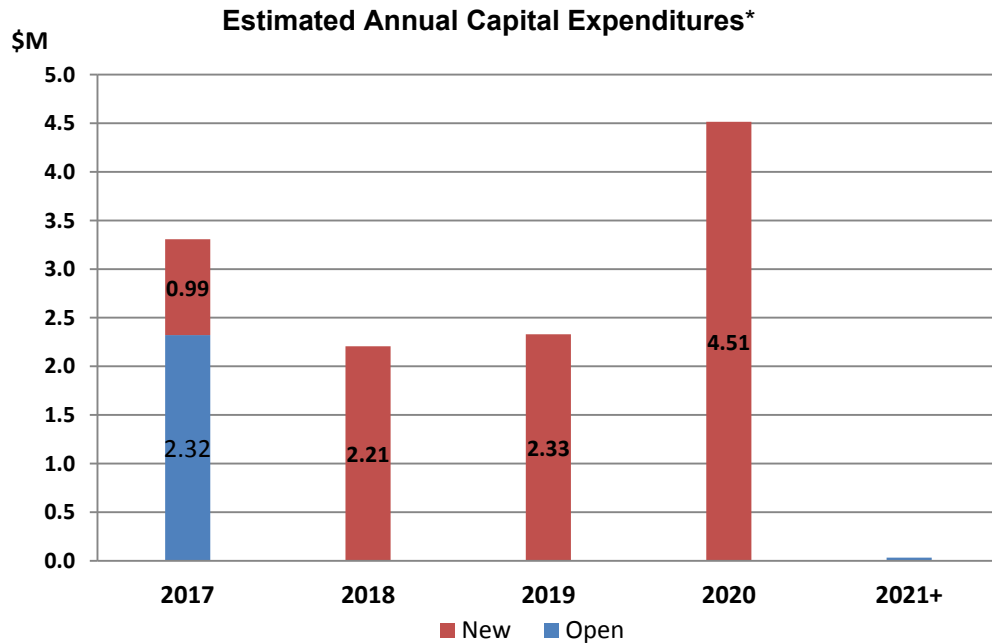
**Budget Change:** The increase in the APPROVED 2017 operating budget is mainly due to increased labour costs. This increase is partly offset by savings initiatives that have been identified in maintenance activities.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		2.67	2.79
Status Quo		0.06	0.03
Growth		0.05	0.01
New		0.00	0.00
<b>Net Operating Budget</b>	<b>2.67</b>	<b>2.79</b>	<b>2.83</b>

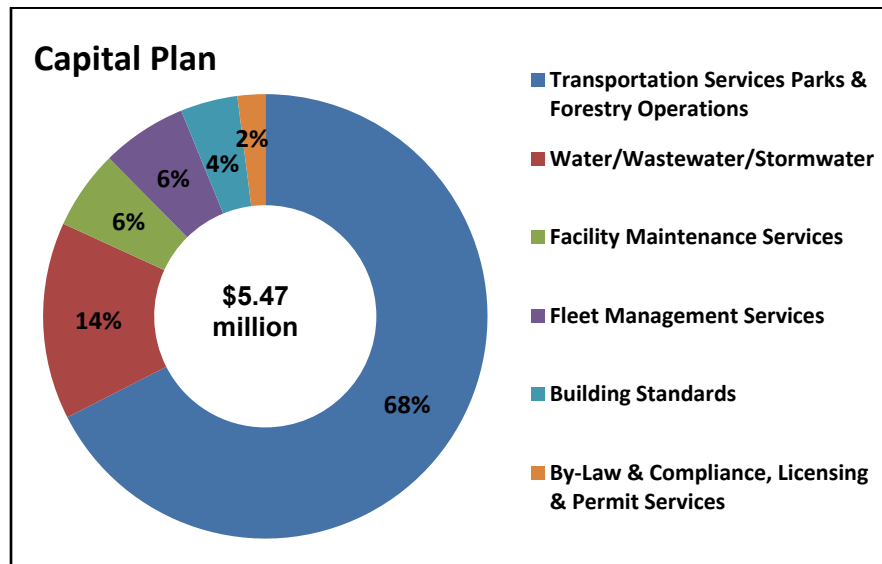
Full Time Equivalents (FTE's)	10.0	10.0	10.0
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# APPROVED 2017 Budget 2018 Plan

## 10.8.6.6 Capital Summary



\*All capital projects for 2018 and beyond will be reassessed during next budget cycle based on results from life cycle analysis



\$M	Total	Cashflow
Open	2.32	2.32
Plan	3.15	3.15
<b>Total</b>	<b>5.47</b>	<b>5.47</b>

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

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	2.32	0.99	2.21
<b>Grand Total</b>	<b>2.32</b>	<b>0.99</b>	<b>2.21</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Building Standards Reserve	0.23	0.00	0.23
Infrastructure Reserves	0.20	1.91	2.11
Capital From Taxation	0.01	0.30	0.31
Citywide Development	0.55	0.00	0.55
<b>Grand Total</b>	<b>0.99</b>	<b>2.21</b>	<b>3.20</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
<b>Managed on behalf of Building Standards</b>		
FL-5519-16 - Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017	0.23	0.00
<b>Managed on behalf of By-Law &amp; Compliance, Licensing &amp; Permit Services</b>		
FL-5200-17 - BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	0.04	0.00
FL-5529-17 - BYLAW- Two additional 1/2 ton pickups	0.07	0.00
<b>Subtotal</b>	<b>0.11</b>	<b>0.00</b>
<b>Managed on behalf of Development Engineering and Infrastructure Planning Services</b>		
FL-5530-17 - New Vehicle Municipal Inspector Service Connections	0.04	0.00
<b>Managed on behalf of Facility Maintenance Services</b>		
FL-5313-17 - B&F- Replace Unit #1070 with ice resurfer	0.11	0.00
<b>Managed by Transportation Services Parks &amp; Forestry Operations</b>		
FL-5192-17 - PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	0.05	0.00
FL-5323-17 - PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	0.05	0.00
FL-5522-17 - PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.07	0.00
FL-5523-17 - PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.07	0.00
FL-5527-17 - Pickup Truck 4x4 - 1/2 Ton Crew Cab - Wastewater/Stormwater	0.04	0.00
FL-5250-18 - PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	0.00	0.13

## APPROVED 2017 Budget 2018 Plan

Capital Project Number & Title (\$M)	2017	2018
FL-5274-18 - PKS- Additional loader and fork attachment for Unit #1856	0.00	0.02
FL-5275-18 - PKS- Additional loader and fork attachment for Unit #1857	0.00	0.02
FL-5276-18 - PKS- Additional loader and fork attachment for Unit #1858	0.00	0.02
FL-5285-18 - PKS-FORESTRY- Additional 9" drum chipper	0.00	0.04
FL-5286-18 - PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	0.00	0.02
FL-5290-18 - PW-RDS-Additional Small Equipment	0.00	0.04
FL-5292-18 - PW-RDS- Additional concrete grinder	0.00	0.04
FL-5293-18 - PW - RDS - 1 New additional Anti-Icing Tank	0.00	0.03
FL-5295-18 - PW-RDS- Additional steamer/generator	0.00	0.05
FL-5317-18 - PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.03
FL-5409-18 - PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	0.00	0.05
FL-5411-18 - PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	0.00	0.23
FL-5421-18 - PW-RDS-Replace Unit #1344 with Regenerative street sweeper	0.00	0.29
FL-5426-18 - PW-RDS-Replace Unit #1373 with Regenerative street sweeper	0.00	0.29
FL-5427-18 - PW-RDS-Replace Unit #1159 with tandem dump truck	0.00	0.31
FL-5428-18 - PW-RDS-Replace Unit #1289 with tandem dump truck	0.00	0.31
<b>Subtotal</b>	<b>0.28</b>	<b>1.92</b>
<b>Managed on behalf of Water/Wastewater/Stormwater</b>		
FL-5466-17 - PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	0.06	0.00
FL-5525-17 - Sewer Use By-Law Sampling Van	0.05	0.00
FL-5528-17 - Supervisor - Water and Wastewater/Stormwater Vehicles	0.11	0.00
FL-5526-18 - CCTV Truck	0.00	0.31
<b>Subtotal</b>	<b>0.22</b>	<b>0.31</b>
<b>Total</b>	<b>0.99</b>	<b>2.21</b>

# APPROVED 2017 Budget 2018 Plan

## 10.8.7 Corporate Asset Management

### 10.8.7.1 Department Service Statement

Corporate Asset Management facilitates and coordinates the annual Asset Management Plan and 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.

### 10.8.7.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	0.40	0.43	0.45
Other	0.01	0.01	0.01
<b>Total</b>	<b>0.42</b>	<b>0.44</b>	<b>0.46</b>
<b>Net Operating Budget*</b>	<b>0.42</b>	<b>0.44</b>	<b>0.46</b>

<b>Capital Plan</b>	<b>0.10</b>	<b>0.64</b>	<b>0.00</b>
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\*Excludes Water/Wastewater/Stormwater Operating Budgets

### 10.8.7.3 2016 Key Accomplishments

- Coordinated collection of asset inventory and condition data for community centres, parks and boulevard trees
- Led Request for Proposal development and evaluation to select vendors for Work Order Management system
- Coordinated development of map-based use cases for mobile device pilot

### 10.8.7.4 Commitments

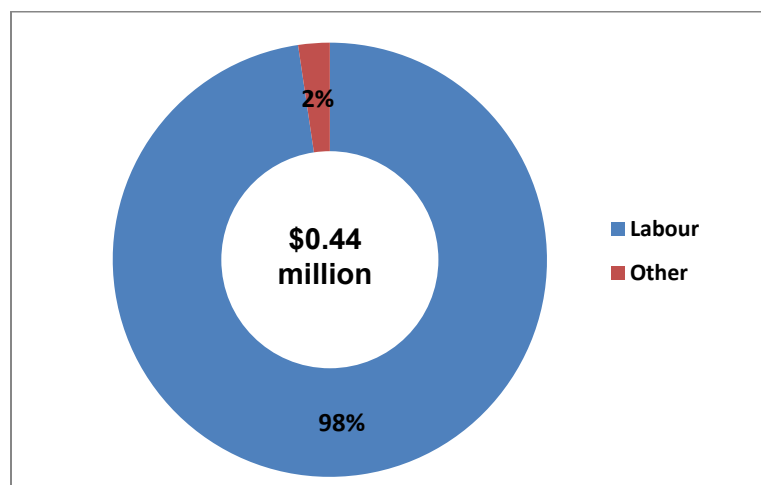
- Lead and coordinate the City's Corporate Asset Management program:
  - Coordinate collection of asset inventory and condition data for buildings, open space trees and horticulture assets
  - Lead implementation of Work Order Management System
  - Lead requirement gathering and selection of Asset Management Planning System
  - Coordinate development of project prioritization approach

## APPROVED 2017 Budget 2018 Plan

- Establish consistency in asset data across the organization through master data management
- Improve asset management decision making by integrating business requirements into Geographic Information System upgrades

### 10.8.7.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	0.44	100.0%
<b>Total*</b>	<b>0.44</b>	<b>100.0%</b>

\*Excludes Water/Wastewater/Stormwater Operating Budgets

**Budget Change:** There are no major changes in the department's operating budget for 2017.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.42	0.44
Status Quo		0.03	0.03
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>0.42</b>	<b>0.44</b>	<b>0.46</b>

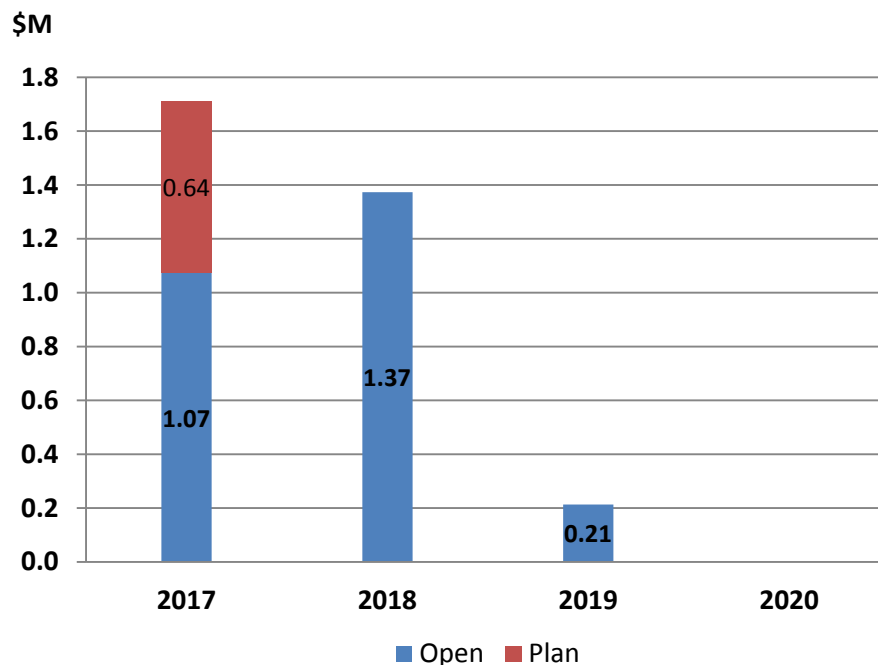
Full Time Equivalents (FTE's)*	4.4	3.4	3.4
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\* FTE excludes positions funded from Water/Wastewater/Stormwater

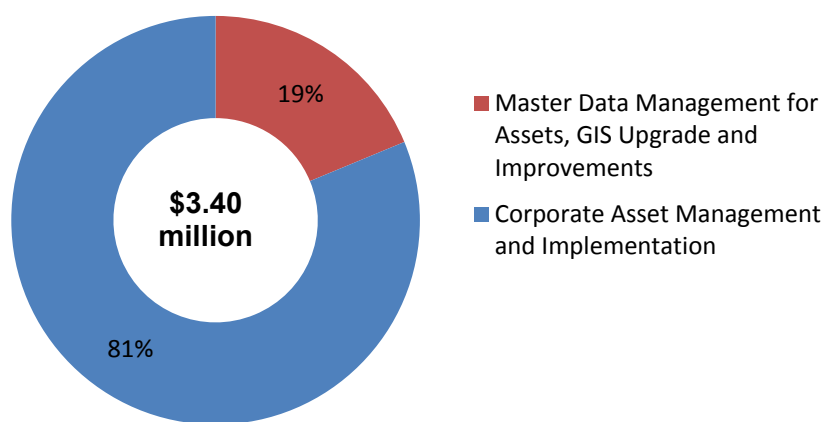
## APPROVED 2017 Budget 2018 Plan

### 10.8.7.6 Capital Summary

Estimated Annual Capital Expenditures



Capital Plan



\$M	Total	Cashflow
Open	2.76	2.44
Plan	0.64	0.64
<b>Total</b>	<b>3.40</b>	<b>3.08</b>



## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	2.76	0.64	0.00
<b>Grand Total</b>	<b>2.76</b>	<b>0.64</b>	<b>0.00</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.64	0.00	0.64
<b>Grand Total</b>	<b>0.64</b>	<b>0.00</b>	<b>0.64</b>

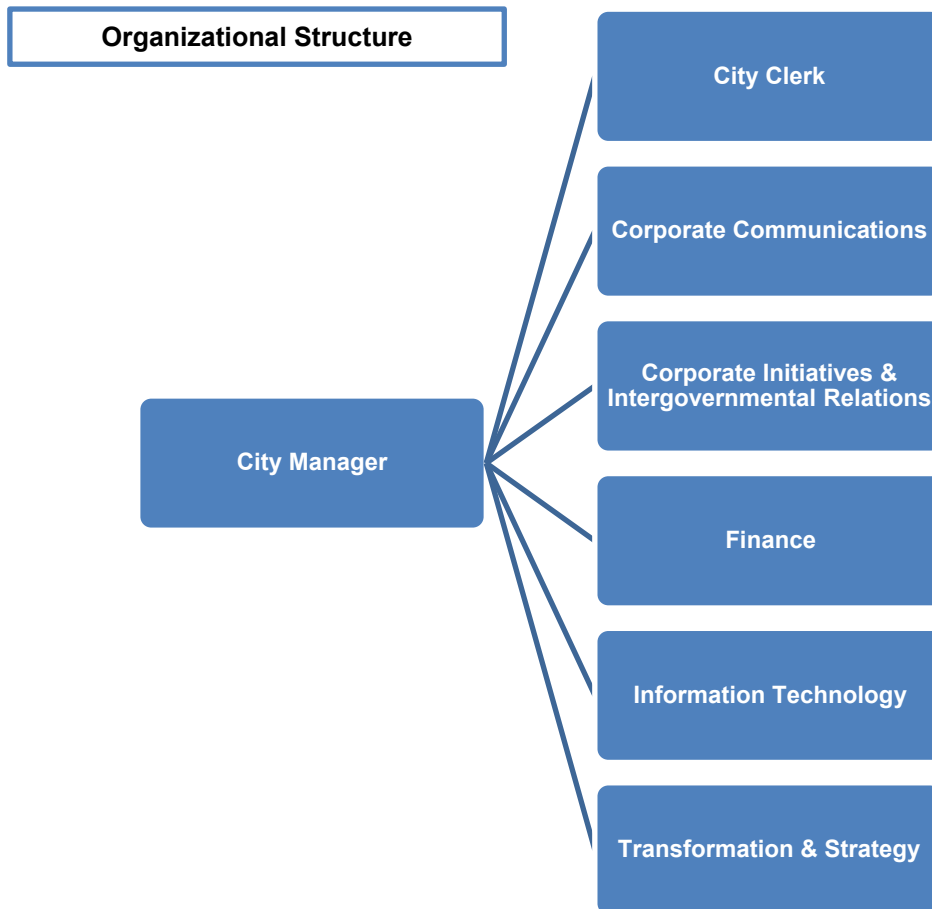
### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
AM-2528-17 - GIS Upgrade and Improvements	0.31	0.00
AM-2529-17 - Master Data Management for Assets	0.31	0.00
AM-2530-17 - Laptops for Work Order Management improvements in Fleet Services	0.02	0.00
<b>Total</b>	<b>0.64</b>	<b>0.00</b>

## 10.9 Centres of Expertise

### 10.9.1 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 2017 Budget 2018 Plan

## 10.9.2 Office of the City Clerk

### 10.9.2.1 Office Overview

As a key component of the City's governance structure, the Office of the City Clerk is one of the primary points of contact for Vaughan's citizens and businesses, and is an information and service focal point for Members of Council and City Staff. The Office of the City Clerk is an amalgam of statutory, corporate and independent functions and services, best known for its support for the legislative processes for Council and its associated committees through the provision of Corporate Secretariat Services.

### 10.9.2.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	1.0	1.0	1.1
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.1</b>
<b>Expenditures</b>			
Insurance	6.0	6.1	6.4
Labour - OCC	3.7	3.9	4.0
Labour – Council Admin	1.4	1.4	1.4
Postage	0.6	0.6	0.7
Other	0.5	0.5	0.6
Council Corporate	0.1	0.1	0.1
<b>Total</b>	<b>12.3</b>	<b>12.6</b>	<b>13.2</b>
<b>Net Operating Budget</b>	<b>11.3</b>	<b>11.6</b>	<b>12.1</b>

<b>Capital Plan</b>	<b>0.10</b>	<b>0.10</b>	<b>0.02</b>
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### 10.9.2.3 2016 Key Accomplishments

- Advanced key governance initiatives such as the adoption of a by-law to regulate lobbying and the completion of a ward boundary review
- Implemented corporate governance efficiencies such as the procurement of general insurance services, cost reductions for off-site records storage, and the implementation of AMANDA for Committee of Adjustment applications in order to improve the City's service and business processes

### 10.9.2.4 Key Commitments

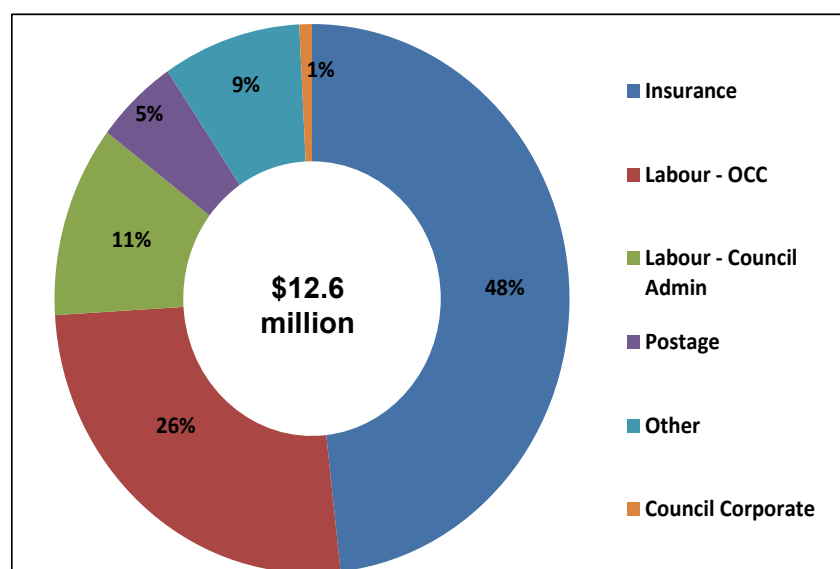
- Implement the Voluntary Lobbyist Registry to meet a Council priority.
- Implement results from the Ward Boundary Review

## APPROVED 2017 Budget 2018 Plan

- Implement phase 2 of the Corporate Agenda Management System to provide for a more efficient end-to-end process for producing and publishing agendas, and to enhance the public interface and overall user experience
- Initiate preparations for the 2018 Municipal Elections

### 10.9.2.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	1.0	8.0%
Taxation	11.6	92.0%
<b>Total</b>	<b>12.6</b>	<b>100.0%</b>

**Budget Change:** The increase in the APPROVED 2017 Operating Budget is largely driven by labour progression.

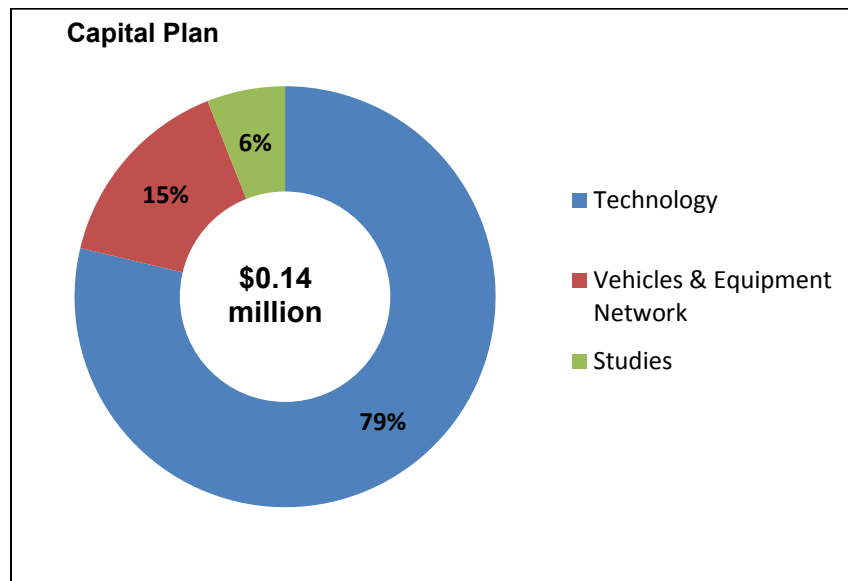
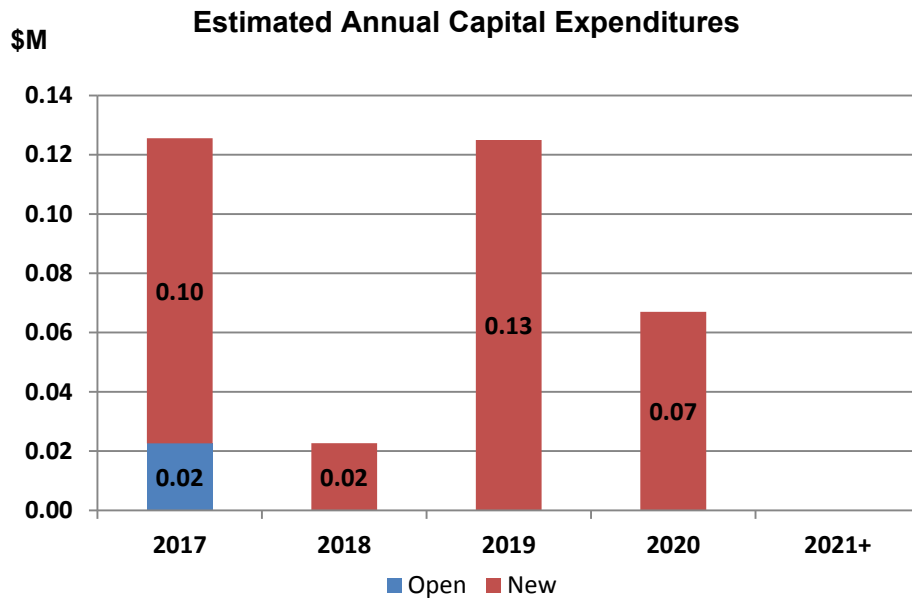
Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		11.3	11.6
Status Quo		0.3	0.5
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget</b>	<b>11.3</b>	<b>11.6</b>	<b>12.1</b>

Full Time Equivalents (FTE's)	46.1	46.4	46.4
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\*The difference in the FTE count from 2016 to 2017 is the inclusion of the Joint Municipal Ombudsman

# APPROVED 2017 Budget 2018 Plan

## 10.9.2.6 Capital Summary



\$M	Total	Cashflow
Open	0.02	0.02
Plan	0.12	0.12
<b>Total</b>	<b>0.14</b>	<b>0.14</b>

Total capital plan includes \$0.14 million in capital projects that will be managed and reported on by the Office of the City Clerk.

## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.00	0.10	0.02
Continue to advance a culture of excellence in governance	0.02	0.00	0.00
<b>Grand Total</b>	<b>0.02</b>	<b>0.10</b>	<b>0.02</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital From Taxation	0.10	0.02	0.12
<b>Grand Total</b>	<b>0.10</b>	<b>0.02</b>	<b>0.12</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
CL-2520-18 City Archives Outreach Equipment	0.00	0.02
CL-2531-17 SAMS System Enhancement	0.10	0.00
<b>Total</b>	<b>0.10</b>	<b>0.02</b>

## APPROVED 2017 Budget 2018 Plan

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### 10.9.3 Office of Corporate Communications

#### 10.9.3.1 Office Overview

Our goal is to enhance the City of Vaughan's communications by fostering a culture of proactive, two-way communications and sharing the Service Excellence journey with stakeholders. The department is committed to engaging our citizens and measuring our effectiveness in communications to ensure a broader awareness and understanding of City programs and services.

#### 10.9.3.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
<b>Total</b>	-	-	-
<b>Expenditures</b>			
Labour	1.17	1.20	1.25
Corp. Publications	0.04	0.02	0.02
Other	0.05	0.06	0.06
Advertising and Promotions	0.04	0.04	0.04
Professional Fees	0.01	0.01	0.01
<b>Total</b>	<b>1.32</b>	<b>1.33</b>	<b>1.38</b>
<b>Net Operating Budget</b>	<b>1.32</b>	<b>1.33</b>	<b>1.38</b>

#### 10.9.3.3 2016 Key Accomplishments

- Received over 15 industry awards recognizing communications effectiveness and citizen and employee engagement
- Enhanced internal communications with a focus on sharing the Service Excellence journey with staff
- Employed a new approach to media relations that focuses on proactive pitching and networking
- Achieved social media milestones with more than 10,000 followers on Twitter and a new Instagram account
- Embarked on a new collaboration to create a magazine about Vaughan that features the annual Momentum Report

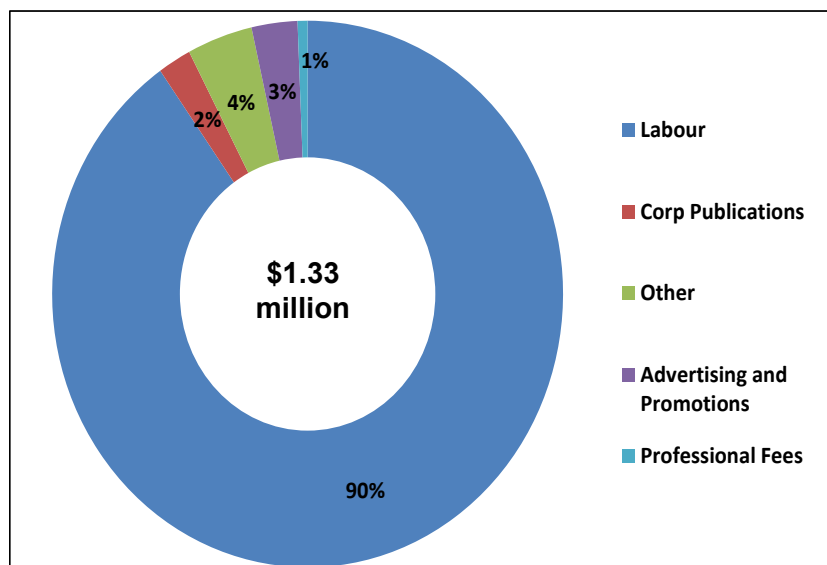
## APPROVED 2017 Budget 2018 Plan

### 10.9.3.4 Commitments

- Improve the City of Vaughan website experience to facilitate stronger citizen engagement
- Support ongoing Service Excellence communications and staff engagement initiatives

### 10.9.3.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	1.33	100.0%
<b>Total</b>	<b>1.33</b>	<b>100.0%</b>

**Budget Change:** The change from 2016 to 2017 is largely related to annual salary changes.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		1.32	1.33
Status Quo		0.01	0.05
Growth		0.00	0.00
New		0.00	0.00
<b>Net Operating Budget</b>	<b>1.32</b>	<b>1.33</b>	<b>1.38</b>

Full Time Equivalents (FTE's)	9.5	9.5	9.5
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**New Requests:** There are no Additional Resource Requests submissions for this office.



## APPROVED 2017 Budget 2018 Plan

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### 10.9.4 Office of the Chief of Corporate Initiatives and Intergovernmental Relations

#### 10.9.4.1 Office Service Statement

The Office of Corporate Initiatives & Intergovernmental Relations has a continued focus on providing direction and support to the City Manager on major Corporate Initiatives and working collaboratively with other levels of government and third party entities on transformational city projects.

The Office of Municipal Partnerships provides effective leadership, strategic direction and management of corporate sponsorship agreements and new emerging opportunities while fostering positive client relationships with internal / external stakeholders.

#### 10.9.4.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Other	0.29	0.32	0.35
<b>Total</b>	<b>0.29</b>	<b>0.32</b>	<b>0.35</b>
<b>Expenditures</b>			
Labour	0.56	0.73	0.75
Other	0.09	0.09	0.11
<b>Total</b>	<b>0.66</b>	<b>0.82</b>	<b>0.86</b>
<b>Net Operating Budget</b>	<b>0.36</b>	<b>0.50</b>	<b>0.51</b>

<b>Capital Plan</b>	<b>No new projects</b>
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#### 10.9.4.3 2016 Key Accomplishments

- Collaborated with various City departments, other public agencies and interested stakeholders to manage and facilitate the timely delivery of development in the Vaughan Metropolitan Centre consistent with the strategic goals and objectives of the City
  - PwC, Berkley Development and YMCA/Library/Community Centre
- Initiated implementation of the Council Endorsed Strategy for the Office of Municipal Partnerships including identifying opportunities to generate non-tax revenues from sponsorship and naming rights
- Initiated implementation of an Intergovernmental Relations Strategic Framework and Action Plan including city-wide coordinated Provincial and Federal Budget submissions and infrastructure funding proposals

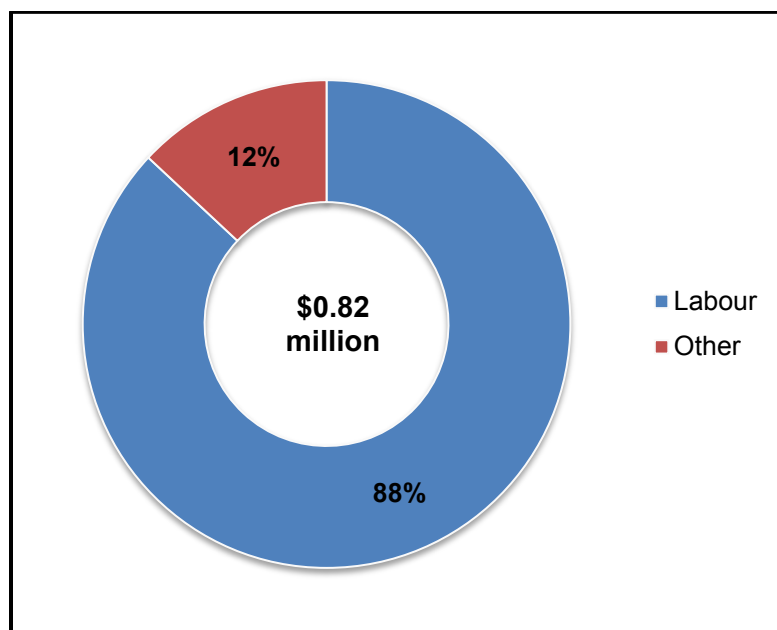
## APPROVED 2017 Budget 2018 Plan

### 10.9.4.4 Commitments

- Facilitate and support the development of the VMC including the Mobility Hub – YMCA, Vaughan Library, Community Centre Partnership
- Continue to advance a culture of excellence in government through the Intergovernmental Relations Strategic Framework and Action Plan
- Advance the work plan and strategy of the Office of Municipal Partnerships

### 10.9.4.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.32	38.7%
Taxation	0.50	61.3%
<b>Total</b>	<b>0.82</b>	<b>100.0%</b>

**Budget Change:** This is a small department with minimal operating costs.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.36	0.50
Status Quo		0.01	0.01
Growth		0.00	0.00
New		0.13	0.00
<b>Net Operating Budget</b>	<b>0.36</b>	<b>0.50</b>	<b>0.51</b>

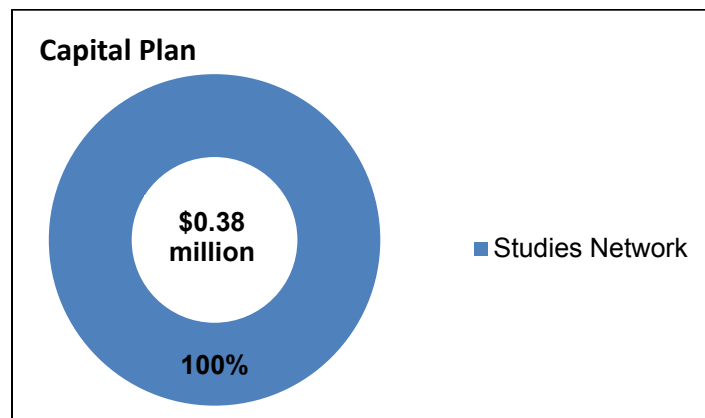
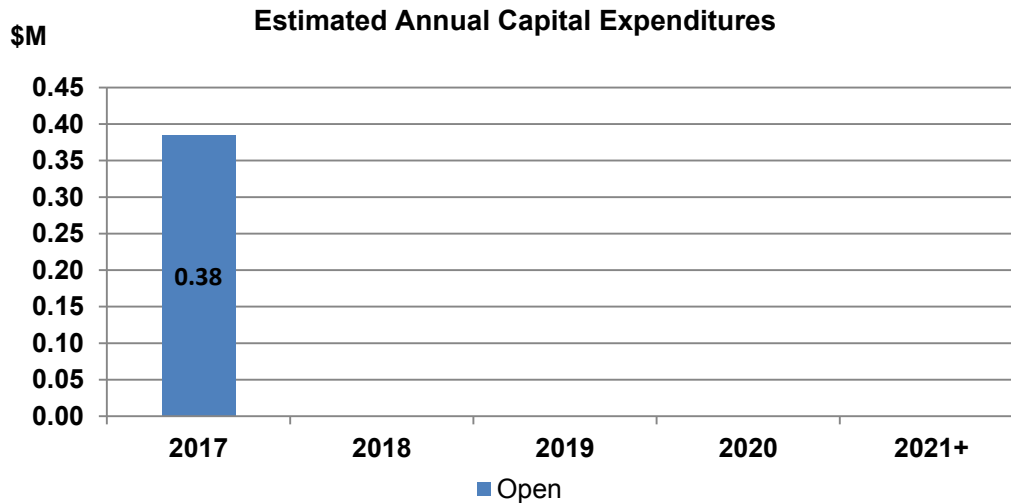
Full Time Equivalents (FTE's)	4.0	5.0	5.0
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## APPROVED 2017 Budget 2018 Plan

**New Requests:** The approved Intergovernmental Specialist position will assist in keeping Members of Council informed of the issues at all levels of government and government organizations and the impact they have on the City of Vaughan.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
022-01-2017	Intergovernmental Specialist	1.0	0.13	0.00
	<b>Total</b>	<b>1.0</b>	<b>0.13</b>	<b>0.00</b>

### 10.9.4.6 Capital Summary



	\$M	Total	Cashflow
Open	0.38		0.38
Plan	0.00		0.00
<b>Total</b>	<b>0.38</b>		<b>0.38</b>

## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Facilitate the development of the VMC	0.38	0.00	0.00
<b>Grand Total</b>	<b>0.38</b>	<b>0.00</b>	<b>0.00</b>

### 2017-2018 Capital Plan by Funding Source:

There are no capital projects in the current capital plan.

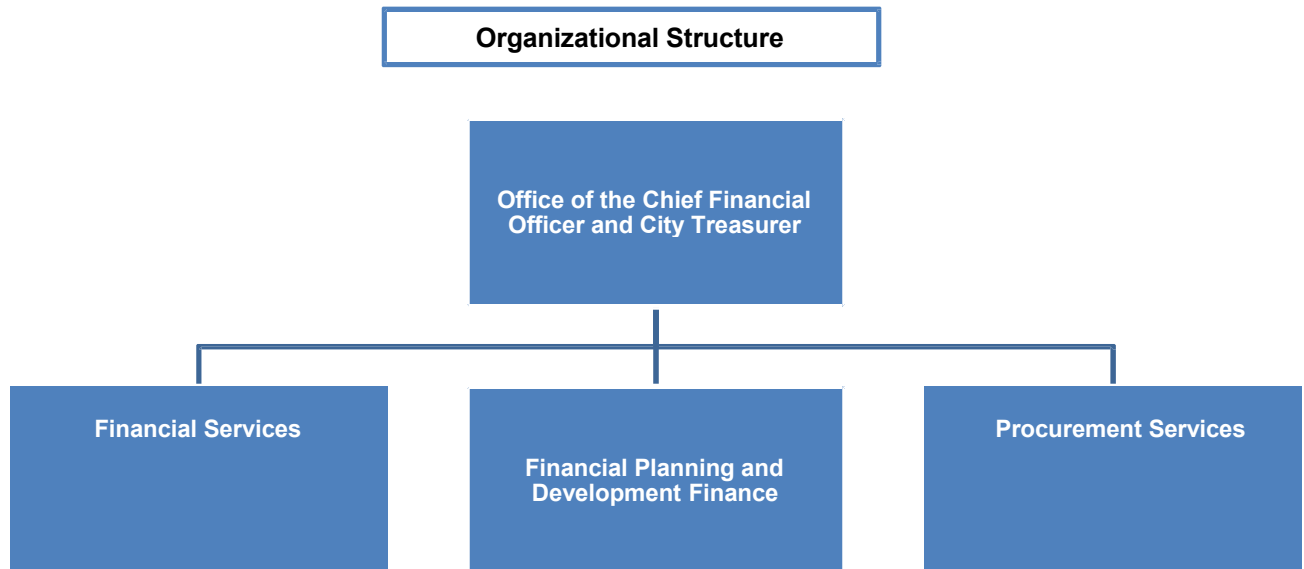
## APPROVED 2017 Budget 2018 Plan

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### 10.9.5 Office of the Chief Financial Officer and City Treasurer

#### 10.9.5.1 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. Procurement 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 2017 Budget 2018 Plan

### 10.9.5.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.9	1.3	1.2
<b>Total</b>	<b>0.9</b>	<b>1.3</b>	<b>1.2</b>
<b>Expenditures</b>			
Labour	8.6	9.2	9.2
Service Contracts	0.1	0.1	0.1
Other	0.5	0.5	0.4
<b>Total</b>	<b>9.2</b>	<b>9.8</b>	<b>9.7</b>
<b>Net Operating Budget*</b>	<b>8.3</b>	<b>8.5</b>	<b>8.5</b>

<b>Capital Plan</b>	<b>0.36</b>	<b>0.21</b>	<b>0.55</b>
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\*Excludes Water/Wastewater/Stormwater Operating Budgets

### 10.9.5.3 2016 Key Accomplishments

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Presented and received Council approval for a comprehensive and unique Financial Strategy for the \$97 million Black Creek infrastructure in the Vaughan Metropolitan Centre
- Co-led the implementation of a Community Improvement Plan (CIP) to provide Financial Incentives for Major Office Development in the Vaughan Metropolitan Centre
- Presented and received approval from council to execute the procurement modernization plan

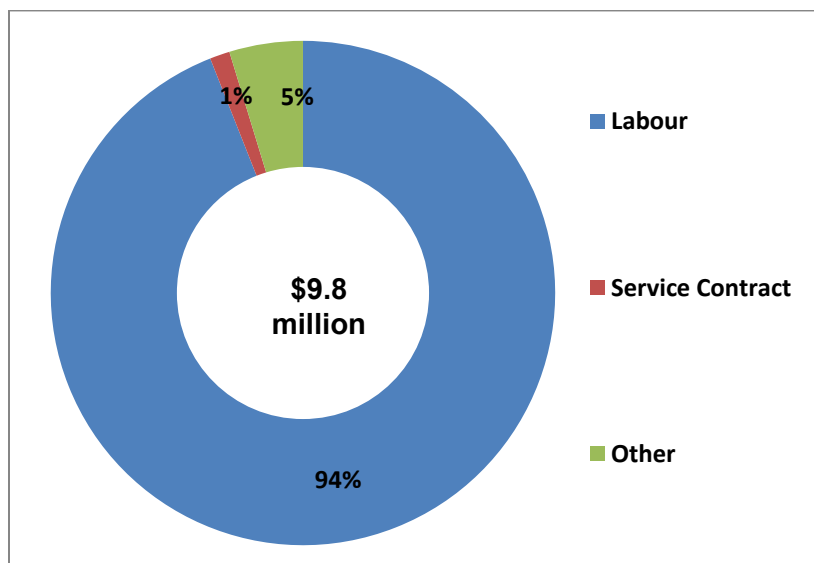
### 10.9.5.4 Commitments

- Complete and present to Council a new conceptual Fiscal Framework to guide Financial Sustainability
- Initiate an update to Fiscal policies to support Financial Sustainability
- Initiate the 2018 Development Charge Background Study and By-law review
- Continue the implementation of procurement modernization plan to enhance operational performance across the city
- Initiate additional inter-municipal collections agreements to ensure the city receives revenues owed

## APPROVED 2017 Budget 2018 Plan

### 10.9.5.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	1.3	13.3%
Taxation	8.5	86.7%
<b>Total*</b>	<b>9.8</b>	<b>100.0%</b>

\*Excludes Water/Wastewater/Stormwater Operating Budgets

**Budget Change:** The change from 2016 to 2017 is largely related to annual salary changes.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		8.3	8.5
Status Quo		0.2	0.0
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget*</b>	<b>8.3</b>	<b>8.5</b>	<b>8.5</b>

Full Time Equivalents (FTE's)*	76.5	79.5	77.8
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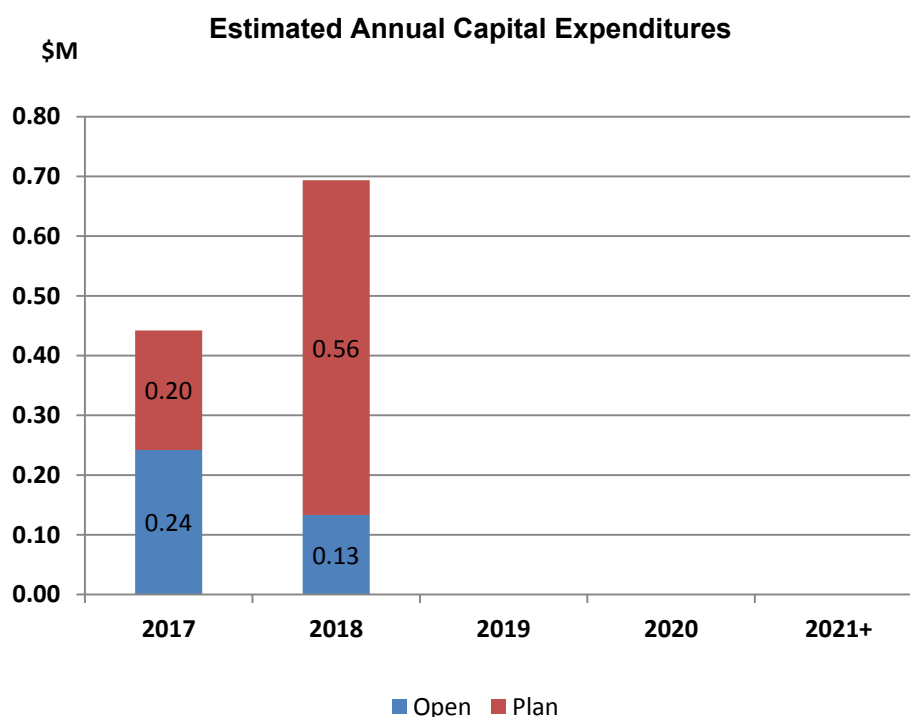
\*Excludes Water/Wastewater/Stormwater Operating Budgets

## APPROVED 2017 Budget 2018 Plan

**New Requests:** For 2017, one new resource request has been included in the budget. It is to add a Development Finance Co-ordinator who will act as the primary point of contact both internally and externally for a portfolio of development finance files (by geography and inclusive of the Vaughan Metropolitan Centre). The Development Finance Coordinator will be responsible for all City, Regional and Schoolboard Development Charge (DC) assessments for their assigned portfolio. It will be fully offset by collection of development related fees.

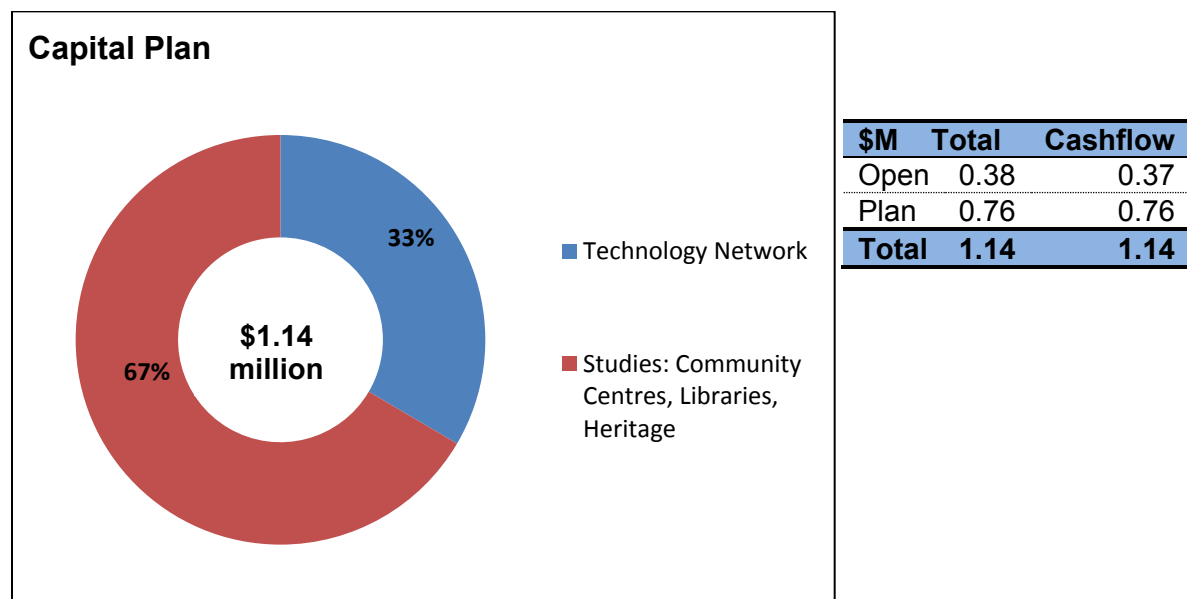
Index Number	New Requests (\$M)	(FTE's)	2017	2018
078-01-2017	Development Finance Coordinator	1.0	0.00	0.00
	<b>Total</b>	<b>1.0</b>	<b>0.00</b>	<b>0.00</b>

### 10.9.5.6 Capital Summary





## APPROVED 2017 Budget 2018 Plan



Total capital plan includes \$0.4 million in capital projects that will be managed and reported on by the Service Excellence Strategic Initiatives department.

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.06	0.00	0.00
Continue to advance a culture of excellence in governance	0.00	0.00	0.36
Operational Performance	0.31	0.21	0.19
<b>Grand Total</b>	<b>0.38</b>	<b>0.21</b>	<b>0.55</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.00	0.36	0.36
Citywide Development Charges	0.21	0.19	0.40
<b>Grand Total</b>	<b>0.21</b>	<b>0.55</b>	<b>0.76</b>

## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
FI-0073-18 New Property Tax System	0.00	0.36
<b>Reported on through Service Excellence Initiatives:</b>		
DI-0075-15 Development Charges Background Studies - City-Wide Preliminary and New SACs	0.21	0.19
<b>Total</b>	<b>0.21</b>	<b>0.55</b>

## APPROVED 2017 Budget 2018 Plan

### 10.9.5.7 Corporate Revenues and Expenditures

#### 10.9.5.7.1 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, dividends and investments, and tax fines and penalties.

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

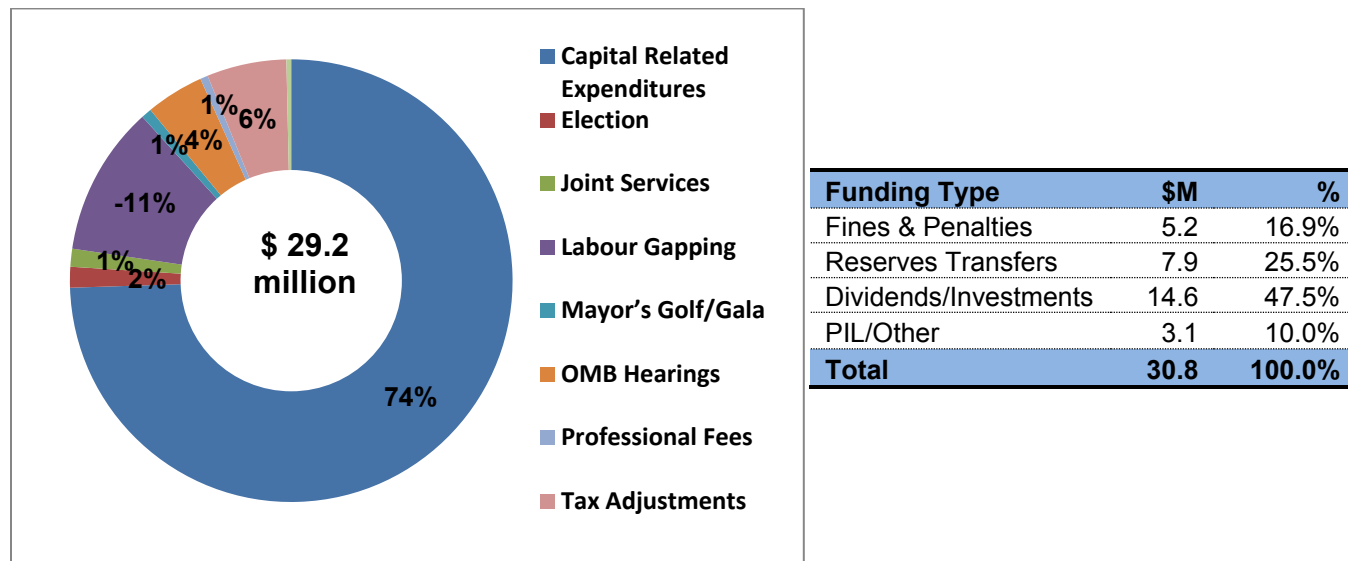
#### 10.9.5.7.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Fines & Penalties	5.2	5.2	5.2
Reserve Transfers	10.7	7.9	6.1
Dividends & Investments	13.1	14.6	15.6
Payment in Lieu	2.6	2.6	2.6
Other	0.5	0.5	0.5
<b>Total</b>	<b>32.1</b>	<b>30.8</b>	<b>30.0</b>
<b>Expenditures</b>			
Capital Related Expenditures	27.5	27.8	31.9
Election	0.6	0.6	1.7
Joint Services	0.5	0.5	0.5
Labour Gapping	-1.9	-4.3	-4.1
Mayor's Golf/Gala	0.3	0.3	0.3
OMB Hearings	1.2	1.7	1.2
Professional Fees	0.2	0.2	0.2
Tax Adjustments	2.3	2.3	2.3
Other	0.3	0.1	0.1
<b>Total</b>	<b>31.2</b>	<b>29.2</b>	<b>34.2</b>
<b>Net Operating Budget</b>	<b>-0.8</b>	<b>1.5</b>	<b>-4.1</b>

## APPROVED 2017 Budget 2018 Plan

### 10.9.5.7.3 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



**Budget Change:** The Corporate Expenditures and Revenue budget changes are minimal. These changes are resulting from a net increase in reserve contributions and increased dividend revenues.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		-0.8	1.5
Status Quo		2.3	-5.6
Growth		0.0	0.0
New		0.0	0.0
<b>Net Operating Budget</b>	<b>-0.8</b>	<b>1.5</b>	<b>-4.1</b>

<b>Full Time Equivalents (FTE's)</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**New Requests:** For 2017 new resource requests were approved for the conversion of current contract roles (4years) to permanent positions.

New Requests (\$M)	(FTE's)	2017	2018
VMC – Project Manager (Lawyer)	0	0.0	0.0
VMC – Project Manager (Law Clerk)	0	0.0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

## APPROVED 2017 Budget 2018 Plan

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### 10.9.6 Office of the Chief Information Officer

#### 10.9.6.1 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 office is responsible for the engineering, architecting, 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. In addition, the newly created Corporate Project Management Office (CPMO) enables City departments to achieve strategic and business objectives through effective application of Project Management tools, methodologies and best practices

#### 10.9.6.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Joint Service	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Expenditures</b>			
Labour	6.6	6.9	7.1
Contracts	1.7	2.6	2.9
Professional Fees	0.4	0.4	0.4
Other	1.0	1.0	1.0
<b>Total</b>	<b>9.6</b>	<b>10.9</b>	<b>11.4</b>
<b>Net Operating Budget</b>	<b>9.6</b>	<b>10.9</b>	<b>11.4</b>

<b>Capital Plan</b>	<b>1.66</b>	<b>1.63</b>	<b>2.05</b>
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#### 10.9.6.3 2016 Key Accomplishments

- Completed major upgrades to email, networking, telephone, Wi-Fi and internet systems to realize efficiencies and accommodate increased demand
- Deployed new mobile workforce enabling technology allowing the City's departments to provide more effective service delivery
- Created a new corporate project management office and developed a corporate-wide digital services strategy

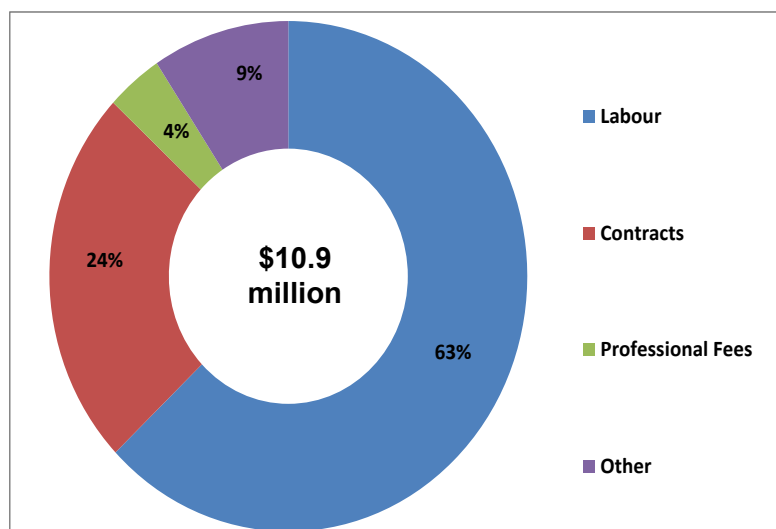
## APPROVED 2017 Budget 2018 Plan

### 10.9.6.4 Commitments

- Implement Microsoft Office 365 Productivity suite in order to fully leverage existing technology and comply with Microsoft's new licensing model
- Define and complete Phase 1 of the online Lobbyist Registry ultimately allowing greater corporate transparency
- Define the implementation phases for the Digital Service Strategy in order to service through multiple channels (Phone, Web, Mobile)
- Create a pilot project for Open Data which will allow the City to integrate data from different sources in order to manage data as a single consistent entity

### 10.9.6.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Taxation	10.9	100.0%
Total	10.9	100.0%

**Budget Change:** The department's APPROVED operating budget for 2017 has increased from 2016 due to the additional resource requests listed below.

Budget Change (\$M)	2016	2017	2018
Net Operating Budget		9.6	10.9
Status Quo		0.3	0.3
Growth		0.4	0.0
New		0.6	0.2
Net Operating Budget	9.6	10.9	11.4

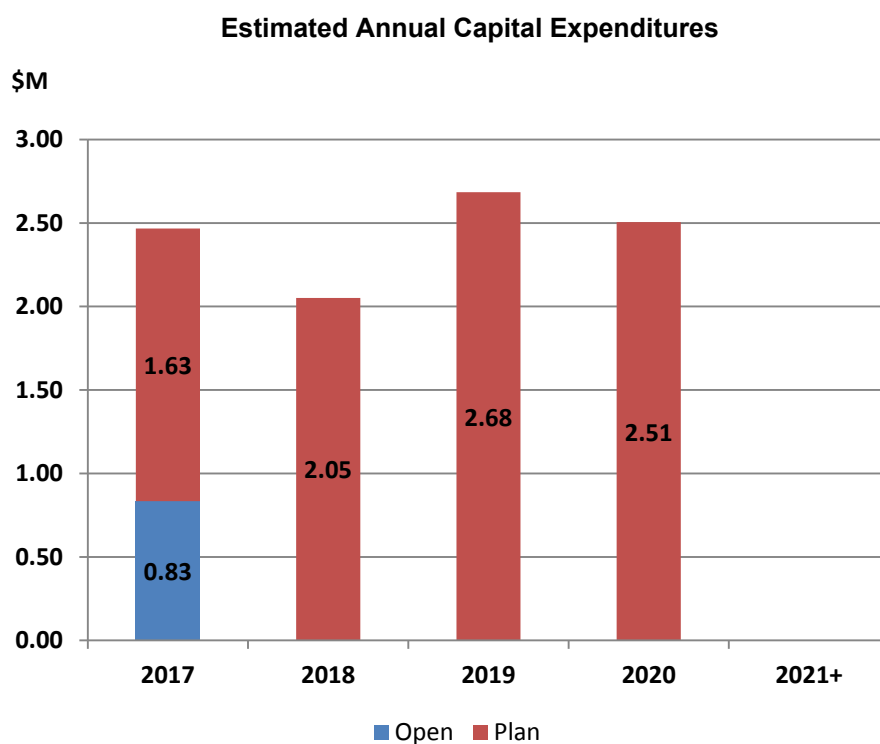
Full Time Equivalents (FTE's)	52.7	52.7	52.7
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## APPROVED 2017 Budget 2018 Plan

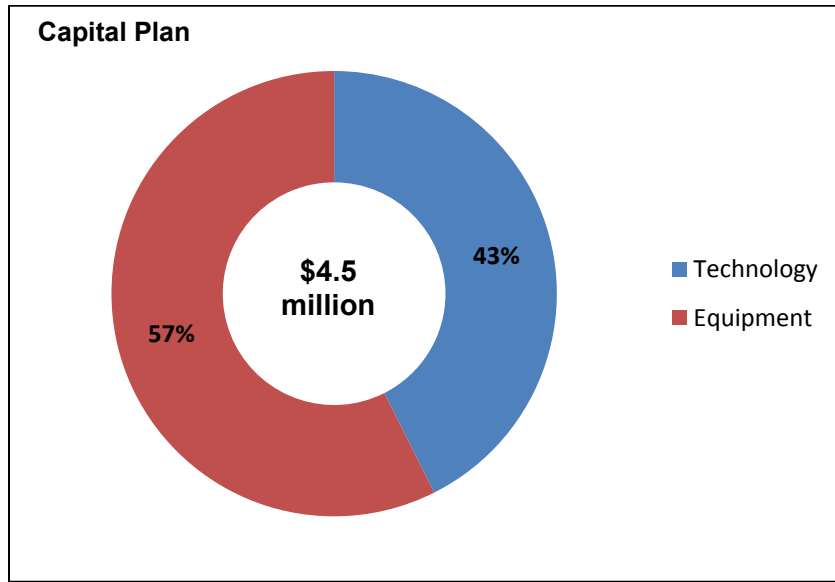
**New Requests:** Service Contracts - Growth relates to the growth of the City and the additional buildings that will now require Information technology (IT) services. The new Service Contracts relates to new initiatives that now require IT services. The Mobile Operating fund will be utilized by the OCIO department in support of new initiatives for mobile devices (tablets and/or Toughbook) which departments are planning to rollout in the latter part of 2017-2018.

Index Number	New Requests (\$M)	(FTE's)	2017	2018
050-03-2017	OCIO Service Contracts - Growth	0.0	0.36	0.00
050-04-2017	OCIO Service Contracts - New	0.0	0.58	0.00
050-08-2017	Mobile Operating Fund - Asset Management	0.0	0.05	0.00
	<b>Total</b>	<b>0.0</b>	<b>0.99</b>	<b>0.00</b>

### 10.9.6.6 Capital Summary



## APPROVED 2017 Budget 2018 Plan



\$M	Total	Cashflow
Open	0.83	0.83
Plan	3.68	3.68
<b>Total</b>	<b>4.51</b>	<b>4.51</b>

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	0.80	1.48	1.90
Continue to advance a culture of excellence in governance	0.00	0.00	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.15	0.15
Citizen Experience	0.04	0.00	0.00
<b>Grand Total</b>	<b>0.83</b>	<b>1.63</b>	<b>2.05</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Infrastructure Reserves	1.23	1.36	2.60
Capital From Taxation	0.40	0.69	1.09
<b>Grand Total</b>	<b>1.63</b>	<b>2.05</b>	<b>3.69</b>



## APPROVED 2017 Budget 2018 Plan

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### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
IT-3016-13 Personal Computer (PC) Assets Renewal	0.45	0.58
IT-3019-13 Central Computing Infrastructure Renewal	0.78	0.78
IT-3020-14 Continuous Improvement - City Website (Vaughan Online)	0.15	0.15
IT-9546-17 AV Infrastructure Renewal	0.24	0.54
<b>Total</b>	<b>1.63</b>	<b>2.05</b>

## APPROVED 2017 Budget 2018 Plan

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### 10.9.7 Office of Transformation and Strategy

#### 10.9.7.1 Office Service Statement

The Transformation and Strategy Office supports the City of Vaughan to achieve Service Excellence through the coordination of strategic initiatives, facilitation of departmental business plans, measuring progress and performance, and corporate governance and accountability.

#### 10.9.7.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
Reserves		0.26	0.14
<b>Total</b>	-	<b>0.26</b>	<b>0.14</b>
<b>Expenditures</b>			
Labour	0.46	0.90	0.79
Professional Fees	0.02	0.05	0.05
Other	0.03	0.04	0.03
<b>Total</b>	<b>0.52</b>	<b>0.99</b>	<b>0.88</b>
<b>Net Operating Budget</b>	<b>0.52</b>	<b>0.73</b>	<b>0.74</b>

<b>Capital Plan</b>		<b>1.83</b>	<b>0.37</b>
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#### 10.9.7.3 2016 Key Accomplishments

- Initiated the Service Excellence Strategic Initiatives - 10 organization-wide initiatives to improve citizen experience, operational performance and staff engagement
- Developed and launched regular progress reports on key activities supporting the Term of Council Service Excellence Strategy Map
- Launched the 2016 bi-annual citizen survey (for report to Council in Q1 2017)
- Facilitated the development of the 2017 department business plans, in alignment with the budget process
- Enhanced internal communication including hosting the annual October 2016 staff forum

#### 10.9.7.4 Commitments

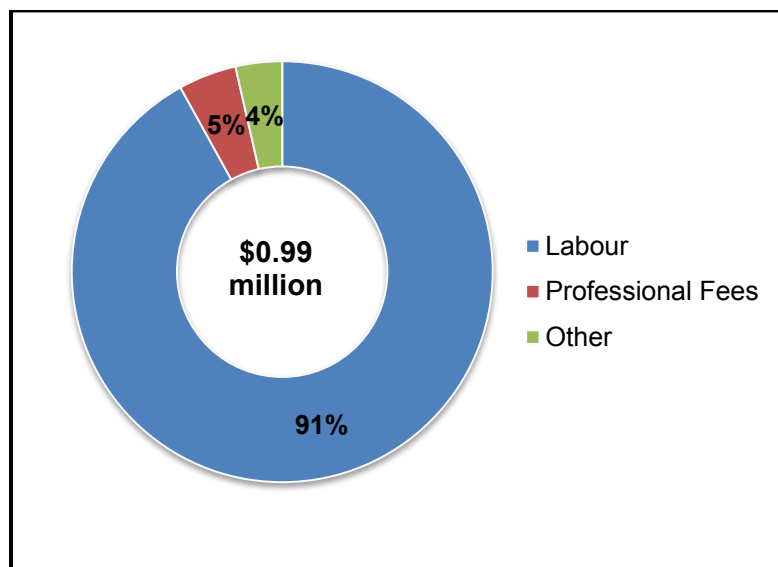
- Manage the initiation of the Service Vaughan program, a consistent customer service approach for the City of Vaughan

## APPROVED 2017 Budget 2018 Plan

- Improve staff engagement, in partnership with the Chief Human Resources Officer, by:
  - Managing the development of a Workforce Management System Business Case
  - Managing the launch of the Service Excellence Master's program for managers and supervisors focused on communications, continuous improvement and change management
  - Managing the launch of the Rewards and Recognition program for Service Excellence
  - Managing a review of the Job Descriptions and Evaluation program
- Manage the delivery of the Leadership Alignment program to define roles and responsibilities to deliver on Council's priorities and foster a culture of Service Excellence
- Initiate the development of a consistent, city wide approach to citizen engagement

### 10.9.7.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
Reserves	0.26	26.3%
Taxation	0.73	73.7%
Total	0.99	100.0%

## APPROVED 2017 Budget 2018 Plan

**Budget Change:** There are no significant changes.

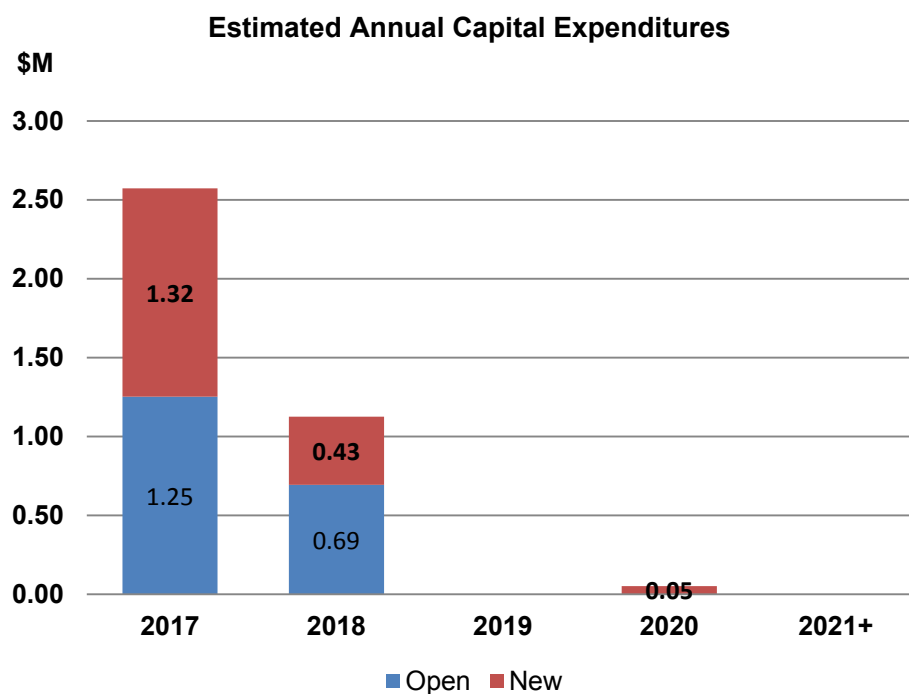
Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		0.52	0.86
Status Quo		0.16	0.01
Growth		0.00	0.00
New		0.18	0.00
<b>Net Operating Budget</b>	<b>0.52</b>	<b>0.86</b>	<b>0.87</b>

Full Time Equivalents (FTE's)	5.0	6.0	6.0
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**New Requests:** The Manager of Community Engagement would facilitate the process of developing an engagement model for the City of Vaughan and supporting departments in carrying out a consistent approach to community engagement.

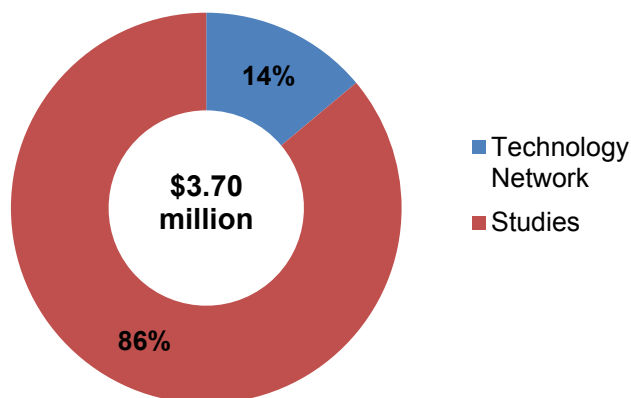
Index Number	New Requests (\$M)	(FTE's)	2017	2018
24-01-2017	Manager of Community Engagement	1.0	0.18	0.0
	<b>Total</b>	<b>1.0</b>	<b>0.18</b>	<b>0.0</b>

### 10.9.7.6 Capital Summary



## APPROVED 2017 Budget 2018 Plan

### Capital Plan



\$M	Total	Cashflow
Open	1.50	1.50
Plan	2.20	1.75
<b>Total</b>	<b>3.70</b>	<b>3.25</b>

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Continue to advance a culture of excellence in governance	0.00	0.26	0.00
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.00	0.39	0.18
Citizen Experience	0.06	0.00	0.00
Operational Performance	0.63	0.21	0.19
Staff Engagement	0.81	0.98	0.00
<b>Grand Total</b>	<b>1.50</b>	<b>1.83</b>	<b>0.37</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
City Wide Development Charges	0.19	0.19	0.38
Capital From Taxation	1.64	0.18	1.82
<b>Grand Total</b>	<b>1.83</b>	<b>0.37</b>	<b>2.20</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
SP-0016-17 Strategy Update	0.21	
SP-0017-18 Citizen Engagement Study		0.05
<b>Service Excellence Initiatives:</b>		
CM-2526-16 Service Excellence Strategic Initiatives	0.05	0.00

## APPROVED 2017 Budget 2018 Plan

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Capital Project Number & Title (\$M)	2017	2018
DI-0075-15 Development Charges Background Studies - City-Wide Preliminary and New SACs	0.21	0.19
FI-0087-17 Service Vaughan - Point of Sale	0.39	0.13
SE-0076-16 Job Description & Evaluation Process	0.05	0.00
SE-0079-16 Workforce Management System Business Case	0.18	0.00
SE-0080-16 Service Excellence Leads Program	0.23	0.00
SE-0081-16 Recognition Program for Service Excellence	0.02	0.00
SE-0082-16 Leadership Alignment	0.03	0.00
SE-0083-16 Service Excellence Communication Plan	0.03	0.00
SE-0088-16 Service Vaughan Phase I	0.45	0.00
<b>Total</b>	<b>1.83</b>	<b>0.37</b>

# APPROVED 2017 Budget 2018 Plan

## 10.10 Vaughan Public Libraries

### 10.10.1 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.

There are a total of 9 libraries, including the addition of the recently opened Civic Centre Resource Library.

### 10.10.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016	2017	2018
<b>Revenue</b>			
User Fees	0.4	0.4	0.4
Grants	0.1	0.1	0.1
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
<b>Expenditures</b>			
Labour	13.2	13.3	13.4
Reserve Contribution	1.7	1.7	1.8
Maintenance & Utilities	0.6	0.6	0.6
Periodicals	0.5	0.5	0.5
Service Contracts	0.3	0.4	0.4
Others	1.3	1.4	1.4
<b>Total</b>	<b>17.6</b>	<b>17.9</b>	<b>18.1</b>
<b>Net Operating Budget</b>	<b>17.1</b>	<b>17.4</b>	<b>17.6</b>
<b>Capital Plan</b>	<b>3.09</b>	<b>2.20</b>	<b>2.28</b>

### 10.10.3 2016 Key Accomplishments

- Opened the new Civic Centre Resource Library as a welcoming destination for collaboration, creation and learning using the latest in library technology and design
- Improved customer experience by extending branch opening hours and increasing integration of self-serve technology (mini-sorters for check-in, self-checkout; iPad and notebook dispensers; on-line payment of fines)
- Developed and opened distinctive digital creation spaces for two resource libraries

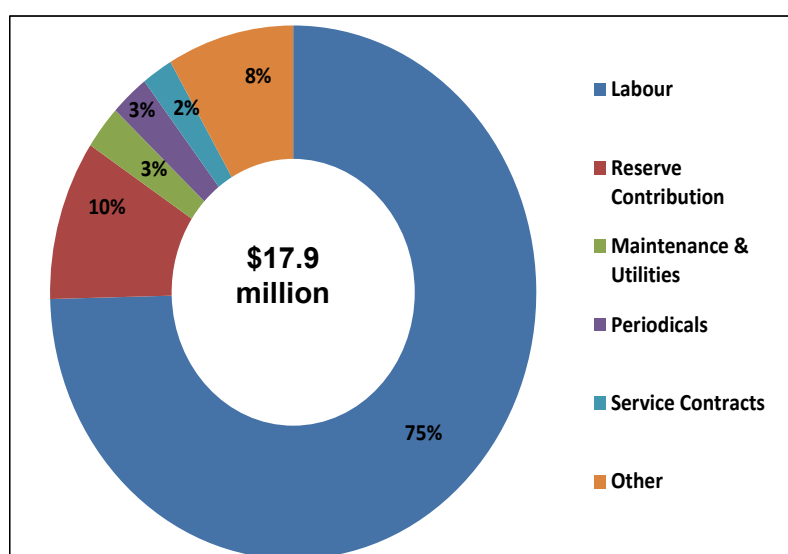
## APPROVED 2017 Budget 2018 Plan

### 10.10.4 Commitments

- Continue to invest in technology upgrades, library resources and Vellore Village Community Centre Library
- Promote arts, culture, heritage through the Learn It, Make it, and Create It programs
- Plan and design a new library facility in the Vaughan Metropolitan Centre

### 10.10.5 Operating Summary

#### APPROVED 2017 Gross Operating Expenditures



Funding Type	\$M	%
User Fees	0.4	2.2%
Grants	0.1	0.8%
Taxation	17.4	97.0%
<b>Total</b>	<b>17.9</b>	<b>100.0%</b>

**Budget Change:** The increase in the 2017 APPROVED operating budget is largely related to salary progressions. This increase was partly offset by corporate saving initiatives identified in other areas of the budget. The increases reflected beyond 2017 are mainly related to labour cost increases from salary progressions.

Budget Change (\$M)	2016	2017	2018
<b>Net Operating Budget</b>		17.0	17.4
Status Quo		0.4	0.1
Growth			
New			
<b>Net Operating Budget</b>	<b>17.0</b>	<b>17.4</b>	<b>17.6</b>

Full Time Equivalents (FTE's)	137.3	135.6	135.6
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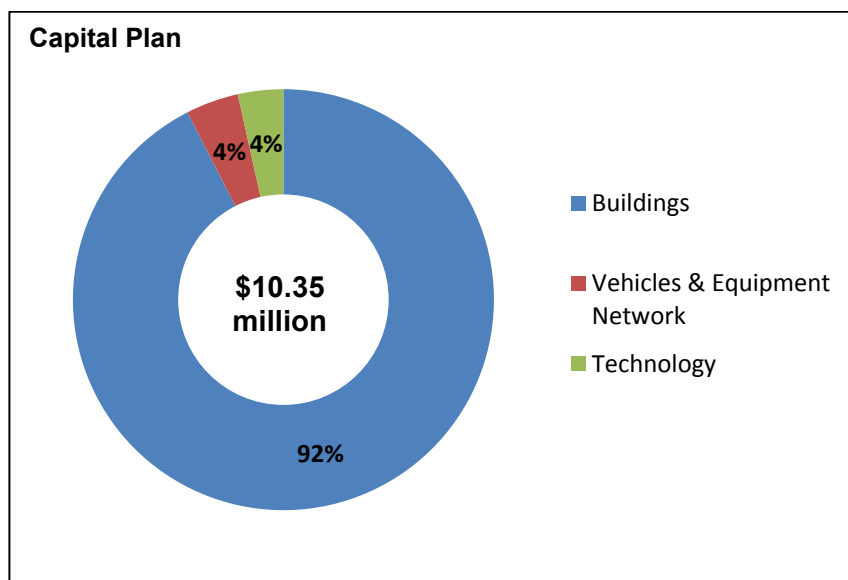
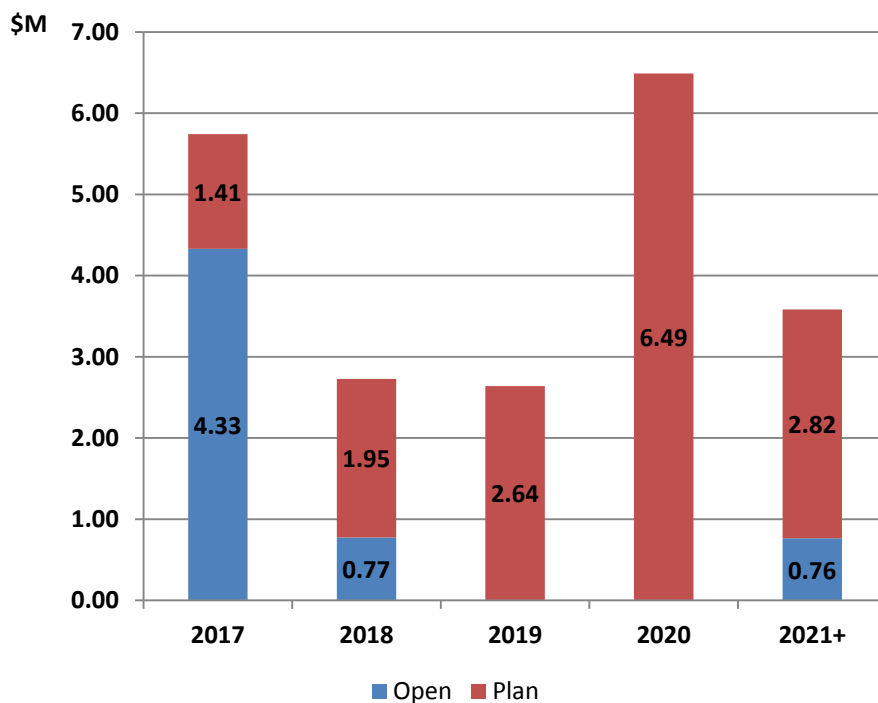
Note Does not include casual staff



# APPROVED 2017 Budget 2018 Plan

## 10.10.6 Capital Summary

Estimated Annual Capital Expenditures



\$M	Total	Cashflow
Open	5.87	5.10
Plan	4.48	3.36
<b>Total</b>	<b>10.35</b>	<b>8.46</b>

Total capital plan includes \$6.08 million in capital projects that will be reported on by Vaughan Public Libraries.

## APPROVED 2017 Budget 2018 Plan

### 2017 – 2018 Capital Plan including Open Projects by Strategy Map:

SERVICE EXCELLENCE STRATEGY MAP (\$M)	Open	2017	2018
Invest, renew and manage infrastructure and assets	1.35	2.20	1.91
Support and promote arts, culture, heritage and sports in the community	4.50	0.00	0.38
Enhance civic pride through a consistent city-wide approach to citizen engagement	0.02	0.00	0.00
<b>Grand Total</b>	<b>5.87</b>	<b>2.20</b>	<b>2.28</b>

### 2017-2018 Capital Plan by Funding Source:

Group	2017	2018	Grand Total
Capital from Taxation	0.22	0.18	0.40
Citywide Development Charges	0.00	0.34	0.34
Infrastructure	1.98	1.77	3.75
<b>Grand Total</b>	<b>2.20</b>	<b>2.28</b>	<b>4.48</b>

### 2017 – 2018 Capital Project List:

Capital Project Number & Title (\$M)	2017	2018
<b>Department Managed:</b>		
LI-4504-13 Library Technology Upgrade	0.14	0.14
LI-4537-13 Capital Resource Purchases	1.73	1.77
LI-4553-17 Library Operating System Replacement	0.08	0.00
LI-4554-17 VMC Library - Resource Material, F&E, Comm/Hrdwr	0.00	0.37
<b>Managed by Other Department:</b>		
BF-8510-17 Ansley Grove Library RTU Replacement	0.05	0.00
ID-2042-17 Bathurst Clark Resource Library - Main Entrance Improvements	0.20	0.00
<b>Total</b>	<b>2.20</b>	<b>2.28</b>

# APPROVED 2017 Budget 2018 Plan

## 10.11 Water, Wastewater and Stormwater

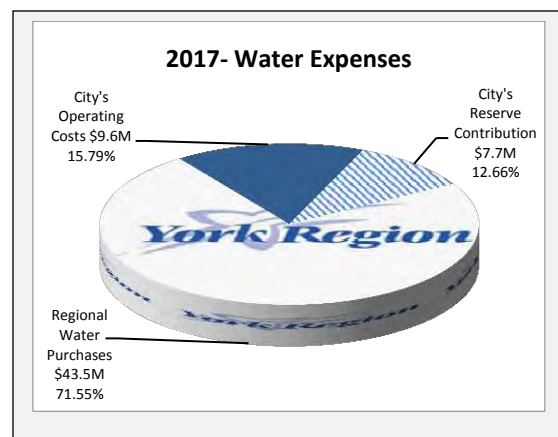
### 10.11.1 Water

#### 10.11.1.1 Overview

The 2017 budget increase for water is 8.50%.

Bulk water purchase costs represent approximately 71.55% 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 2017 budget for unmetered water is at 13.00% maintaining the same level as in the past few years.



The non-revenue water (NRW) can be broken down as:

- apparent losses – customer meter degradation;
- real losses – leakage on mains, service connections; and
- unbilled consumption – fire suppression, main flushing and maintenance.

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.

#### 10.11.1.2 APPROVED 2017 Budget and 2018 Plan

##### Budget Summary

(\$M)	2016 Budget	2017 Budget	2018 Plan
Revenue	54.8	60.8	66.5
Purchases	38.5	43.5	48.1
<b>Gross Margin</b>	<b>16.3</b>	<b>17.3</b>	<b>18.4</b>
<b>Other Revenue</b>	<b>1.2</b>	<b>1.9</b>	<b>1.9</b>
<b>Expenditures</b>			
Maintenance & Installation	6.4	6.7	6.7
General Administration	2.6	2.9	2.9
Other	1.5	1.9	2.0
<b>Total</b>	<b>10.5</b>	<b>11.5</b>	<b>11.6</b>
<b>Lifecycle Contribution - Reserve</b>	<b>7.0</b>	<b>7.7</b>	<b>8.7</b>

The 2017 rate increase for water provided by the Region is 11.70%. The anticipated annual increase in the Region's bulk water costs for 2018 is 8.80%. The Region's forecasted rate has been incorporated into the City's forecasted rate.

## APPROVED 2017 Budget 2018 Plan

### 10.11.1.3 Recent Accomplishments

- Re-organization of the 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.
- Updated Water By-law.

### 10.11.1.4 Key Commitments

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

**New Requests:** For 2017 new resource requests were submitted for a Water Backflow Prevention Coordinator to enhance the safety of the water distribution system and a Program Planning Manager to provide additional strategical support to Water operations.

New Requests	Full Time Equivalent
Water Backflow Prevention Coordinator	1.00
Program Planning Manager	0.33
<b>Total</b>	<b>1.33</b>

### Change:

- Water rate is planned to increase 8.00% in 2018.
- Purchases - Region water costs are increasing at 8.80% in 2018.
- The change in Expenditures is mainly due to staff requests noted above, labour costs and contract increases and corporate reallocations.
- Other - Debenture payments cease in 2017.

(\$M)	2016 Actuals/ Forecast	2017 Budget	2018 Plan
Revenue		6.0	5.7
Purchases		5.0	4.6
<b>Gross Margin</b>		<b>1.0</b>	<b>1.1</b>

## APPROVED 2017 Budget 2018 Plan

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(\$M)	2016 Actuals/ Forecast	2017 Budget	2018 Plan
<b>Other Revenue</b>		<b>0.7</b>	<b>0.0</b>
<b>Expenditures</b>			
Maintenance & Installation		0.3	0.0
General Administration		0.3	0.0
Other		0.5	0.1
<b>Total</b>		<b>1.1</b>	<b>0.1</b>
<b>Lifecycle Contribution - Reserve</b>	<b>7.0</b>	<b>0.7</b>	<b>1.0</b>

# APPROVED 2017 Budget 2018 Plan

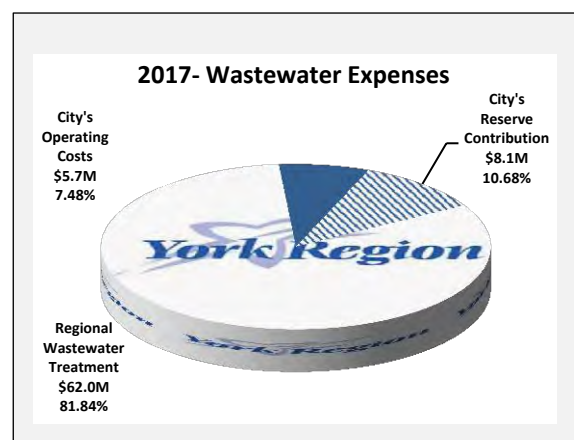
## 10.11.2 Wastewater\*

### 10.11.2.1 Overview

The 2017 budget increase for wastewater is 12.00%.

The City pays the Region to convey and treat the City's wastewater. These conveyance and treatment costs represent approximately 81.84% of the City's costs annually and therefore are a critical rate driver. The 2017 rate increase for wastewater collection and treatment by the Region is 7.20%.

The anticipated annual increase in the Region's wastewater service costs for 2018 is 9.20%. The Region's forecasted rate has been incorporated into the City's forecasted rate.



### 10.11.2.2 APPROVED 2017 Budget and 2018 Plan

#### Budget Summary

(\$M)	2016 Budget	2017* Budget	2018* Plan
Revenue	74.1	75.8	83.2
Purchases	55.2	62.0	68.2
<b>Gross Margin</b>	<b>18.9</b>	<b>13.8</b>	<b>15.0</b>
<b>Other Revenue</b>	<b>1.1</b>	<b>0.8</b>	<b>0.8</b>
<b>Expenditures</b>			
Maintenance & Installation	7.8	4.0	4.0
General Administration	1.7	1.5	1.6
Other	1.3	1.0	1.0
<b>Total</b>	<b>10.8</b>	<b>6.5</b>	<b>6.6</b>
<b>Lifecycle Contribution - Reserve</b>	<b>9.2</b>	<b>8.1</b>	<b>9.2</b>

\*In 2016, a stormwater rate study was presented to Council. Stormwater and wastewater are budgeted separately starting from 2017.

### 10.11.2.3 Recent Accomplishments

- Re-organization of the 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.

## APPROVED 2017 Budget 2018 Plan

- Condition assessment of pipes, pump stations and manholes contributes to corporate asset management program.
- Updated Sewer Use By-Law.
- Completed Inflow and Infiltration Strategy.

### 10.11.2.4 Key Commitments

- Inflow and Infiltration strategy implementation.
- Continued condition assessment of pipes and manholes.

**New Requests:** For 2017 new resource requests were submitted for a 2-year contract Program Manager position for stormwater and wastewater operations and a Program Planning Manager to provide additional strategical support to wastewater operations.

New Requests	Full Time Equivalent
Program Manager- Wastewater/Stormwater (2 year contract)	0.50
Program Planning Manager	0.33
<b>Total</b>	<b>0.83</b>

### Change:

- Rate reduction in 2017 is due to the splitting off of the stormwater charge.
- Wastewater rate is planned to increase 12.00% in 2018.
- Purchases - Region treatment costs are increasing at 9.20% in 2018.
- The change in expenditures is largely due to staff requests noted above and labour costs and contract increases which are offset by corporate reallocations and debenture retirement.

(\$M)	2016 Actuals/ Forecast	2017 Budget	2018 Plan
Revenue		1.7	7.5
Purchases		6.8	6.2
<b>Gross Margin</b>		<b>-5.1</b>	<b>1.3</b>
<b>Other Revenue</b>		<b>-0.3</b>	<b>0.0</b>
<b>Expenditures</b>		<b>0.0</b>	<b>0.0</b>

## APPROVED 2017 Budget 2018 Plan

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(\$M)	2016 Actuals/ Forecast	2017 Budget	2018 Plan
Maintenance & Installation		-3.8	0.0
General Administration		-0.2	0.0
Other		-0.3	0.0
<b>Total</b>		<b>-4.3</b>	<b>0.1</b>
<b>Lifecycle Contribution - Reserve</b>	<b>9.2</b>	<b>-1.1</b>	<b>1.1</b>

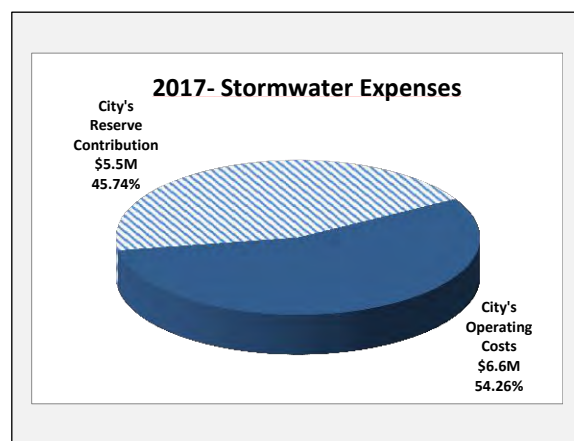


## APPROVED 2017 Budget 2018 Plan

### 10.11.3 Stormwater\*\*

#### 10.11.3.1 Overview

In 2016 the stormwater rate study was 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.



#### 10.11.3.2 APPROVED 2017 Budget and 2018 Plan

(\$M)	2016** Budget	2017* Budget	2018* Plan
Revenue		12.1	12.8
Purchases		N/A	N/A
<b>Gross Margin</b>	<b>0.0</b>	<b>12.1</b>	<b>12.8</b>
<b>Other Revenue</b>	<b>0.2</b>	<b>0.4</b>	<b>0.4</b>
<b>Expenditures</b>			
Maintenance & Installation	2.5	3.2	3.6
General Administration	1.0	1.6	1.7
Other	0.6	2.2	2.2
<b>Total</b>	<b>4.1</b>	<b>7.0</b>	<b>7.5</b>
<b>Lifecycle Contribution - Reserve</b>	<b>-3.9</b>	<b>5.5</b>	<b>5.8</b>

\*\*In the 2016 budget wastewater and stormwater are budgeted together. For comparison purposes, wastewater and stormwater costs are separated in the table

\*In 2016, a stormwater rate study was presented to Council. Stormwater and wastewater are budgeted separately starting from 2017.

#### 10.11.3.3 Recent Accomplishments

- Completion of Stormwater Infrastructure Funding Study.

#### 10.11.3.4 Key Commitments

- To protect public health and safety and the City's valuable natural and man-made resources by minimizing the impacts of stormwater runoff through on-going system assessments, proactive maintenance and operation of the City's assets, and well-thought-out investments in system upgrades and expansions.

## APPROVED 2017 Budget 2018 Plan

**New Requests:** For 2017 new resource requests were submitted for a Project Manager to support increased capital program as identified in the Storm Water Rate Study; a 2-year contract Program Manager position for stormwater and wastewater operations; and a Program Planning Manager to provide additional strategical support to stormwater operations.

New Requests	Full Time Equivalent
Project Manager	1.00
Program Manager- Wastewater/Stormwater (2 year contract)	0.50
Program Planning Manager	0.33
<b>Total</b>	<b>1.83</b>

**Change:**

- 2017 is the first year of stormwater charge implementation.
- 2018 stormwater charge, as determined in the stormwater rate study, will be increased by approximately 5%.
- The change in expenditures is due to the implementation of the stormwater program

(\$M)	2016 Actuals/ Forecast	2017 Budget	2018 Plan
Revenue		12.1	0.8
Purchases		0.0	0.0
<b>Gross Margin</b>		<b>12.1</b>	<b>0.8</b>
<b>Other Revenue</b>		<b>0.2</b>	<b>0.0</b>
<b>Expenditures</b>		0.0	0.0
Maintenance & Installation		0.7	0.4
General Administration		0.6	0.1
Other		1.6	0.0
<b>Total</b>		<b>2.9</b>	<b>0.5</b>
<b>Lifecycle Contribution - Reserve</b>	<b>-3.9</b>	<b>9.4</b>	<b>0.3</b>

### **11 Appendices**

#### **11.1 Budget Guidelines**

Following is the Council Extract from May 2, 2016 meeting of Council at which time approval of the 2017 Financial and Business Planning Guidelines was received.

# Approved 2017 Budget 2018 Plan

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## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

Item 3, Report No. 6, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on May 17, 2016.

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### 2017 FINANCIAL AND BUSINESS PLANNING GUIDELINES

The Finance, Administration and Audit Committee recommends approval of the recommendation contained in the following report of the Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance, and the Director of Transformation and Strategy, dated May 2, 2016:

#### Recommendation

The Chief Financial Officer and City Treasurer and the Director of Financial Planning and Development Finance, and the Director of Transformation and Strategy recommend:

1. That the Financial Planning and Business Planning Guidelines, summarized in this report be endorsed, and
2. That staff bring the 2017 Budget and 2018 Plan to the November 2016 Finance, Administration and Audit Committee meeting and December 2016 Special Council Meeting with Public Input.

#### Contribution to Sustainability

The Financial and Business Planning Guidelines align and allocate Vaughan's resources to achieve the City's objectives and priorities, as established in the Term of Council Service Excellence Strategy Map ("Strategy Map"). The Strategy Map enhances the City's ability to focus its resources on the priorities that provide the most value to citizens for this term of Council and for the long term sustainability of the City.

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 three per cent annually for the next two years.**

At the January 12, 2015 meeting of the Finance, Administration and Audit Committee (Item 5, Report No. 2), 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 in the following table are the recognized levy forecasts presented as part of the 2017-2018 plan. This forecast includes the budget reduction targets required for the City to achieve the directed three per cent tax rate increase.

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# Approved 2017 Budget 2018 Plan

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

Item 3, Finance Report No. 6 – Page 2

**Table 1: 2017-2018 Recognized Plan**

<i>\$M</i>	<i>2017</i>	<i>2018</i>
	<b>Recognized Plan</b>	
Gross Operating Expenses	273.4	284.0
Less: Non-Tax Revenue	83.0	83.6
Net Operating	190.4	200.4
Less: Assessment Growth	-5.4	-9.1
Less: Supplemental & PIL	-5.8	-5.8
Less: Efficiency Target	-0.5	-1.2
Net Levy Requirement	178.7	184.3
Incremental Levy	6.1	5.6
<b>Tax Rate Increase</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Total Capital Program</b>	<b>\$144.8</b>	<b>\$67.7</b>

The recognized 2017-18 Plan was developed in alignment with the Strategy Map and included proposed efficiency targets that would enable attainment of Council's tax rate increase target of no greater than three per cent each year. In 2016, departments accomplished \$5.4 million in savings, of which 89% are permanent department savings. These permanent savings have assisted in reducing the required expenditure savings in 2017, but a further \$1.7 million would be required to meet the projected target of three per cent.

#### **Revised Assessment Growth Estimates**

Recent growth estimates have been revised downward by the Municipal Property Assessment Corporation (MPAC). As a result, staff have amended the budgeted 2017 assessment growth rate from 2 per cent to 1.2 per cent. Consequently, the savings target required to achieve a maximum target of three per cent has been increased from \$0.5 million to \$1.7 million for 2017 and from \$1.2 million to \$2.1 million in 2018.

#### **Communications Plan**

Financial planning and business planning guidelines, preliminary budgets and detailed instructions packages will be provided to departments along with information about due dates in May 2016. In addition, department working/training sessions will be offered to staff to assist in preparing their financial and business plans.

A comprehensive multi-channel public communications plan will be developed to support the budget and to help ensure that Vaughan residents have opportunities to be informed and involved in the budget process.

#### **Purpose**

The purpose of this report is to obtain approval of the City's financial planning and business planning guidelines and timetable.

#### **Background - Analysis and Options**

##### **Financial Sustainability is a key pillar of Service Excellence**

The objective of the City's financial planning process is to develop a multi-year budget that contributes to sustainability by allocating resources to deliver the City's programs and services, achieve the priorities set out in the Term of Council Service Excellence Strategy map, and



# Approved 2017 Budget 2018 Plan

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## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

#### Item 3, Finance Report No. 6 – Page 3

achieve long-term financial sustainability. The initial step in this process is the approval of the 2017 Budget Guidelines (Attachment 1), which helps set the parameters within which the administration will proceed with developing the upcoming budget.

#### **A new Financial Framework is being developed to meet the fiscal challenges of the City**

One of the identified Service Excellence initiatives is the development of an overall sustainable fiscal framework that would also assist in demonstrating value for money for City programs and services. The financial framework will establish fiscal principles, review the current practices, develop new fiscal and budget control policies, and establish long-range financial forecasts to ensure the long term financial viability of the City. This initiative also includes the Development Charges Background Study Update.

The financial framework is one of the ten Service Excellence Initiatives as presented at the April 4<sup>th</sup> Financial, Administration and Audit Committee. The work to be completed through the Service Excellence initiatives should assist the City to develop plans to optimize existing resources to improve service delivery and achieve Council's tax rate increase target of no greater than three per cent each year until 2018 and help the City keep the tax rate increases manageable over the long term.

The following guidelines that were introduced during the 2016 budget process continue to be in place for the 2017 budget process:

- Cost increases must be absorbed through offsets or efficiencies
- Separate evaluation process for growth-related and new Additional Resource Requests (ARRs)
- Previously submitted ARRs that were not approved must be resubmitted if departments want them considered in this process
- ARRs must be offset (through savings, fees or assessment growth)
- Fees must align with cost recovery policies and a business case / timelines on achievement of cost recovery targets is required if recovery is to be phased in

#### **Savings Targets assigned at the Portfolio/Office level**

New for the 2017 budget process, the savings targets have been calculated on a portfolio and office basis. For 2017, the savings target is calculated to be 1 percent, equating to \$1.7 million. This savings target has been allocated to the portfolio's Deputy City Manager's budget or the Office's operating budget. Portfolio and Office department heads will work with their management teams in developing savings proposals that achieve the savings target with minimal impact on services.

#### **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. Strategic Planning will support departments to prepare their business plans. A

# Approved 2017 Budget 2018 Plan

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 17, 2016

#### Item 3, Finance Report No. 6 – Page 4

streamlined business planning template will be distributed to departments with the detailed instructions. Budget submissions should demonstrate alignment with department business plans. The 2017 Budget and 2018 Plan will include a summary of each department's key commitments for 2017-2018.

#### Financial Plan Timetable

This timetable has been developed to target a meeting of Special Council in early December 2016. This budget process is designed to build the department financial plan in a systematic and logical manner. Financial Planning and Development Finance (FP&DF) staff will be actively involved with departments to provide assistance with financial plan development.

<i>City of Vaughan</i> <b>2017 - 2018 Budget Process Timetable</b>	
<b>Dates</b>	<b>Activity</b>
<b>May 2, 2016</b>	Financial and Business Planning Guidelines
<b>May – October, 2016</b>	Development of Budget by Administration
<b>November 2016</b>	Finance, Administration and Audit Committee Deliberations
<b>December 2016</b>	Special Council Meeting with Public Input (Public notice requirement is 14 days)

#### Relationship to Term of Council Service Excellence Strategy Map (2014-18)

This report is consistent with the Term of Council Priority to meet Council tax rate targets of no greater than three percent.

One of the identified Service Excellence Strategic Initiatives is the development of an overall sustainable fiscal framework that would also assist in demonstrating value for money for City programs and services. The financial framework will review the current practices, develop new fiscal and budget control policies, and establish long-range financial forecasts to ensure the long term financial viability of the City. This initiative includes the Development Charges Background Study Update.

The financial framework is one of the ten Service Excellence Initiatives as presented at the April 4<sup>th</sup> Financial, Administration and Audit Committee. The work to be completed through the Service Excellence Strategic Initiatives should assist the City develop plans to optimize existing resources to improve service delivery and achieve Council's tax rate increase target of no greater than three per cent each year.

#### 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 three per cent over the remaining term of Council.

#### Attachments

1 – Financial and Business Planning Guidelines

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## 2017 FINANCIAL AND BUSINESS PLANNING GUIDELINES

Listed below are some high level concepts that should assist departments in their understanding of the budgeting and business planning principles to be applied when developing their departmental four year budgets (2017-2020). More detailed instructions will be available to further assist departments in the creation of their business plans and budgets.

Departments will continue to develop four year operating budgets and ten year capital plans. Council will be presented with budgets/plans for approval/recognition for the timeframe that aligns with the term of council. The term of council target of not more than three percent is expected to remain substantially the same post-2018. This will be confirmed with the new Council early in 2019.

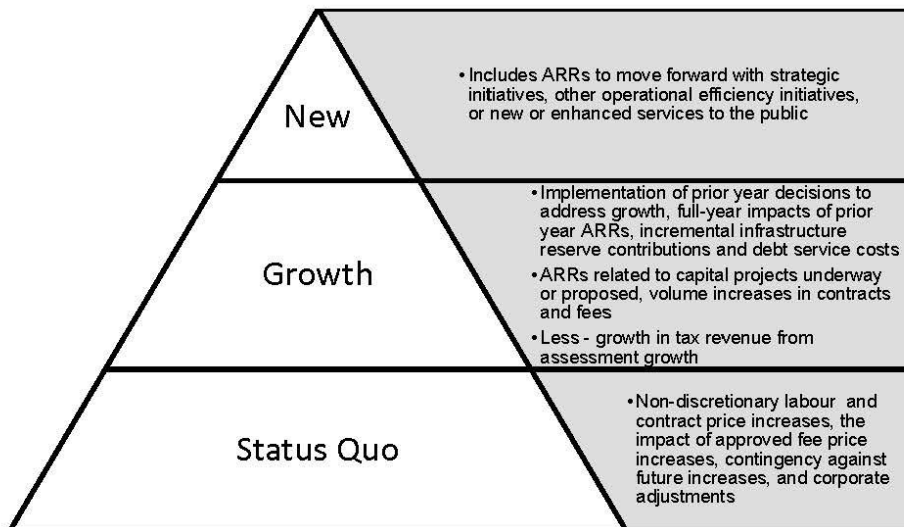
A more detailed Financial and Business Planning Timetable is provided to assist departments allocate time for departments to focus on specific process components.

### Conceptual Budget Framework

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

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

The illustration below provides a visual representation of this Conceptual Budget Framework:





## **Applying the Budget Framework**

### **Status Quo**

Preliminary department budgets will be set at the forecast from the Approved 2016 Budget and Recognized 2017-18 Plan. The expenditure reduction target of 1 per cent will be budgeted in the Deputy City Manager and Office budgets to be reallocated at the discretion of the Deputy City Managers and Office heads.

As departments work with Financial Planning & Development Finance (FP&DF) staff to develop their budget submissions and savings initiatives they should keep in mind that budget categories 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:

- 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, portfolio and office heads may consider inter-departmental reallocations to offset these increases.

### **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. In 2016, four user fee reviews have been completed and the resulting recommendations should be incorporated into the 2017-18 Plan.

For the 2017 financial planning process departments that already 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 2017 these increases should be three 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 revenue in the status quo should reflect rate increases only. Revenue increases that are expected from additional volume or growth should be identified separately.

*Note:* Departments should consult with the Office of the City Solicitor prior to including any new fees to ensure that all regulatory and legislative requirements to implement the proposed user fee are in place. Proposed new user fees that have not been vetted by the City Solicitor should not be included as a part of the department's revenue plan.

## **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 reserve contributions as a result of new infrastructure assets going into service
- Staff and operating costs for newly opened libraries, fire stations, community centres and other infrastructure, 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 and operational efficiency initiatives. As introduced during the 2016 budget process, non-growth related ARRs may only be 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 Portfolio/Office.

In rare cases, where a proposed new expenditure cannot be offset, Deputy City Managers and Office heads may propose the ARR for the Corporate Management Team's (CMT) consideration. Only ARRs that can be accommodated from within the tax rate increase of maximum of three percent will be proposed to Council.

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

If departments choose to submit ARRs, a separate business case must be submitted detailing links to the Term of Council Service Excellence Strategy Map, 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. Growth-related and new ARRs will be evaluated through separate staff processes.

ARR business cases must be submitted for new staff requests, proposed increases in service levels, or new or transformational 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 Portfolio/ Office.

In rare cases, where a proposed new expenditure cannot be offset, Deputy City Managers and Office heads may propose the ARR for the Corporate Management Team's (CMT) consideration. Only ARRs that can be accommodated from within the tax rate increase of maximum of three percent will be proposed to Council.



## **Savings Initiatives**

A preliminary expenditure savings target of 1 per cent has been incorporated into the 2017 fiscal plan. Deputy City Managers and Office heads are encouraged to work with their management teams 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. It is encouraged that initiatives identified generate longer term efficiencies 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.

It should be noted that 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 or as a result of revised tax revenue forecasts.

## **Capital Plan Guidelines**

The 2017-18 Capital Plan was developed in alignment with the Term of Council Service Excellence Strategy Map. Each capital project has been linked to an initiative under the Term of Council Priorities or Service Excellence Strategic Initiatives. Proposed additions to the capital plan will also need to be aligned to the Term of Council Priorities or Service Excellence Strategic Initiatives. In addition, 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.

## **Alignment of Scope and Project Budget**

The objective of the guidelines is to build a responsible Capital Plan that is in alignment with the Strategy Map, allocates resources in a way that balances needs and aspirations of the present while meeting the requirements of longer term sustainability.

Departments should review all open and recognized capital projects to ensure the project scope continues to align with the required works to be completed and to ensure that the requested funding is in alignment with what is needed to deliver a completed project. Capital project scopes should be revised to account for any changes to the purpose or requirements of the project. The capital project funding should be amended to account for any costing changes as a result of detailed design completion or project scope amendments. Capital funding requirements should be cash flowed to align funding requirements with the progression of the works completed.

## **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
- A non-capital expenditure that is time-limited or one-time in nature such as a major process improvement initiative that may have a technology component.

## **Identifying Funding Sources**

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

- Development/Special Area Charges Reserves
- Infrastructure Renewal Reserves
- Other Discretionary Reserves
- Grants and Other External funding sources
- Debenture or other financing sources
- Capital from Taxation

## **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 should be staged so that related operating costs can be accommodated from assessment growth and user fee volume increases. If the associated operating costs are anticipated to begin in the four year budget period, an ARR is required. If the operating costs are anticipated to begin beyond the four year budget period, these costs should be identified, even if at a high level.

## **Capital from Taxation**

The Capital from Taxation preliminary envelope for 2016 – 18 is consistent with the Recognized 2017-18 Plan but will be subject to change as the budget is refined.

## **Business Planning**

Strategic Planning will support departments to prepare their business plans. A streamlined business planning template will be distributed to departments with the detailed instructions. Budget submissions should demonstrate alignment with department business plans. The 2017 Budget and 2018 Plan will include a summary of each department's key commitments for 2017-2018.

## **Financial and Business Plan Timetable**

This timetable has been developed to target a meeting of Special Council in early December 2016. 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. May thru July – Departments develop business plans with support from Strategic Planning
2. End of July – Validate and submit base plans, including savings initiatives
3. Mid August – 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. FP&DF staff will be actively involved with departments to provide assistance with financial plan development.

## Approved 2017 Budget 2018 Plan

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City of Vaughan 2017 - 2018 Budget Process Timetable	
Dates	Activity
May 2, 2016	Financial and Business Planning Guidelines
May 6, 2016	Financial and Business Planning Instructions Issued To Departments
July 29, 2016	Base Financial and Business Plan Submissions
May - July, 2016	Departments develop business plans with support from Strategic Planning
July - August 2016	CMT Updates 2017-18 Financial Plan
August 12, 2016	Final DCM/Office signed Budget Submissions
August 15-26 2016	FP&DF review and analysis
August 15-26 2016	Preparation of DCM/Office City Manager Updates
August 29 – September 16, 2016	City Manager Updates
November 2016	Finance, Administration and Audit Committee Deliberations
December 2016	Special Council Meeting with Public Input. (Public notice requirement is 14 days)

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

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

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

### **6. Infrastructure Life Cycle Contributions (Adopted 2012)**

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

Overall the philosophy presented is twofold:

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



### **7. One-time Funding Sources** (General Practice)

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

### **8. Cash Management – 50% discretionary reserve policy** (Adopted 1995)

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

### **9. City of Vaughan Investment Policy** (Adopted 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 2017 Budget and 2018 Plan shows debt as a total of City revenue of 6.3 per cent, 5.9 per cent, 4.3 per cent, and 4.4 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
- 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 Approved 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.

## Approved 2017 Budget 2018 Plan

### 11.3 City Summary

Below is the Consolidated 2017 Budget for City operations and Water/Wastewater/Stormwater operations:

Budget Component	2017 Operating Budget				2017 Capital Budget	2017 Budget Total
	City Operations	Hospital Levy	Water & Wastewater Services	Total		
<b>REVENUES:</b>						
Taxation	186,086,336	7,094,339		193,180,675		193,180,675
Fees/Service Charges	50,104,353		151,773,909	201,878,262		201,878,262
Transfers from Resvs & Resv Funds	19,119,237			19,119,237		19,119,237
Corporate	20,321,755			20,321,755		20,321,755
Grant/Payment in Lieu	2,725,200			2,725,200		2,725,200
Local Improvements						-
Federal/Provincial Funding					7,285,700	7,285,700
Development & Special Area Charges					38,855,282	38,855,282
Transfer from Operating					37,522,981	37,522,981
Long Term Debt					29,933,831	29,933,831
Other Financing					807,833	807,833
<b>TOTAL REVENUES</b>	<b>278,356,881</b>	<b>7,094,339</b>	<b>151,773,909</b>	<b>437,225,129</b>	<b>114,405,627</b>	<b>551,630,756</b>
<b>EXPENDITURES:</b>						
Public Works	55,076,645			55,076,645	63,096,124	118,172,769
Community Services	53,508,289			53,508,289	11,714,835	65,223,124
Fire & Rescue Services	48,474,808			48,474,808	3,711,379	52,186,187
Planning & Growth Management	26,834,234			26,834,234	29,846,778	56,681,012
Legal & Human Resources	7,576,451			7,576,451	267,800	7,844,251
Vaughan Public Library	17,876,542			17,876,542	2,201,100	20,077,642
Debenture Payments	10,050,751		1,044,398	11,095,149		11,095,149
Offices: Centres of Excellence	36,520,285			36,520,285	3,567,611	40,087,896
Capital from Taxation Transfer	7,370,501			7,370,501		7,370,501
Corporate & Elections trsfrs to Capital	10,513,234	7,094,339		17,607,573		17,607,573
Contingency	1,472,100			1,472,100		1,472,100
Council	1,678,920			1,678,920		1,678,920
Office of the City Manager	577,741			577,741		577,741
City Auditor	567,057			567,057		567,057
Office of the Integrity Commissioner	259,323			259,323		259,323
Water/Wastewater Purchases			105,487,307	105,487,307		105,487,307
Water/Wastewater/Stormwater Expenses			23,962,669	23,962,669		23,962,669
Transfer to Water/Wastewater/Stormwater Resvs			21,279,535	21,279,535		21,279,535
<b>TOTAL EXPENDITURES</b>	<b>278,356,881</b>	<b>7,094,339</b>	<b>151,773,909</b>	<b>437,225,129</b>	<b>114,405,627</b>	<b>551,630,756</b>
<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## 11.4 Financial Summary

The following is the Financial Summary for the tax supported budget:

### CITY OF VAUGHAN 2017 BUDGET AND 2018 PLAN REVENUE AND EXPENDITURE SUMMARY

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$ %		2018 Forecast	INC. / (DEC.) \$ %		2019 Forecast	2020 Forecast
<b>REVENUES:</b>									
2015 TAXATION	174,788,711	174,788,711			174,788,711	-		174,788,711	174,788,711
ASSESSMENT GROWTH		2,943,442	2,943,442	1.68%	4,589,419	1,645,977	0.9%	6,300,033	8,077,822
<b>BASE TAXATION</b>	<b>174,788,711</b>	<b>177,732,153</b>	<b>2,943,442</b>	<b>1.7%</b>	<b>179,378,130</b>	<b>1,645,977</b>	<b>0.9%</b>	<b>181,088,744</b>	<b>182,866,533</b>
SUPPLEMENTAL TAXATION	3,200,000	3,200,000	0	0.0%	3,200,000	0	0.0%	3,200,000	3,200,000
GRANT / PAYMENT IN LIEU / OTHER	2,725,200	2,725,200	0	0.0%	2,725,200	0	0.0%	2,725,200	2,725,200
RESERVES	20,213,368	19,119,237	-1,094,131	-5.4%	17,684,317	-1,434,920	-7.5%	17,054,010	16,195,863
CORPORATE	18,736,735	20,321,755	1,585,020	8.5%	21,350,573	1,028,818	5.1%	21,744,998	21,744,350
FEES AND SERVICE CHARGES	45,515,258	50,104,353	4,589,095	10.1%	50,643,630	539,277	1.1%	50,970,503	51,414,587
<b>TOTAL REVENUES</b>	<b>265,179,272</b>	<b>273,202,698</b>	<b>8,023,426</b>	<b>2.9%</b>	<b>274,981,850</b>	<b>1,779,152</b>	<b>0.6%</b>	<b>276,783,455</b>	<b>278,146,533</b>
<b>EXPENDITURES:</b>									
DEPARTMENTAL	236,189,067	248,950,295	12,761,228	5.4%	256,294,232	7,343,937	2.9%	260,827,498	262,879,343
RESERVE CONTRIBUTION & CORPORATE EXP.	7,068,730	10,513,234	3,444,504	48.7%	8,696,482	-1,816,752	-17.3%	6,680,023	5,408,340
LONG TERM DEBT	13,144,068	10,050,751	-3,093,317	-23.5%	11,787,579	1,736,828	17.3%	13,450,311	16,382,756
CONTINGENCY	1,997,058	1,472,100	-524,958	-26.3%	1,858,355	386,255	26.2%	5,092,641	8,581,376
CAPITAL FROM TAXATION	6,780,349	7,370,501	590,152	8.7%	7,035,282	-335,219	-4.5%	7,176,381	7,317,480
<b>TOTAL EXPENDITURES</b>	<b>265,179,272</b>	<b>278,356,881</b>	<b>13,177,609</b>	<b>5.0%</b>	<b>285,671,930</b>	<b>7,315,049</b>	<b>2.6%</b>	<b>293,226,854</b>	<b>300,569,295</b>
<b>FUNDING REQUIREMENT</b>									
2016 TAXATION INCREASE	-0	5,154,183	5,154,183		5,154,183			5,154,183	5,154,183
2017 TAXATION INCREASE					5,535,897	5,535,897		5,535,897	5,535,897
2018 TAXATION INCREASE								5,753,319	5,753,319
2019 TAXATION INCREASE									5,979,362
<b>AVERAGE TAX RATE INCREASE IN PERCENTAGE TERMS</b>			<b>2.90%</b>			<b>3.00%</b>		<b>3.00%</b>	<b>3.00%</b>

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## CITY OF VAUGHAN 2017 BUDGET AND 2018 PLAN REVENUE BY MAJOR SOURCE

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$	INC. / (DEC.) %	2018 FORECAST	INC. / (DEC.) \$	INC. / (DEC.) %	2019 FORECAST	2020 FORECAST
<b>TAXATION</b>									
Supplemental	3,200,000	3,200,000	0	0.0%	3,200,000	0	0.0%	3,200,000	3,200,000
<b>GRANT</b>									
Library Grant	145,200	145,200	0	0.0%	145,200	0	0.0%	145,200	145,200
<b>PAYMENT IN LIEU / OTHER</b>									
Payment In Lieu / Other	2,580,000	2,580,000	0	0.0%	2,580,000	0	0.0%	2,580,000	2,580,000
<b>RESERVES</b>									
Engineering Reserve	6,287,000	7,243,440	956,440	15.2%	7,519,372	275,932	3.8%	7,691,139	7,762,306
Election	148,270	148,270	0	0.0%	1,200,000	1,051,730	709.3%	148,270	148,270
CIL Recreation Land Reserve	917,000	924,000	7,000	0.8%	958,000	34,000	3.7%	993,000	1,020,000
Administrative Recovery from Capital	1,500,000	1,500,000	0	0.0%	1,500,000	0	0.0%	1,500,000	1,500,000
Building Standards Service Continuity	2,270,029	3,095,721	825,692	36.4%	3,097,356	1,635	0.1%	2,928,601	2,368,287
Insurance Reserve	0	0	0	0.0%	0	0	0.0%	0	0
Tax Rate Stabilization Reserve	0	0	0	0.0%	0	0	0.0%	0	0
Working Capital Reserve	3,891,355	2,408,036	-1,483,319	-38.1%	269,589	-2,138,447	-88.8%	0	0
Debtenture Payment Reserve	2,500,000	1,350,000	-1,150,000	-46.0%	600,000	-750,000	-55.6%	1,100,000	700,000
Employer Benefit Reserve	696,714	18,770	-677,944	-97.3%	0	-18,770	-100.0%	0	0
Water & Wastewater Recovery	2,003,000	2,431,000	428,000	21.4%	2,540,000	109,000	4.5%	2,693,000	2,697,000
<b>TOTAL RESERVES</b>	<b>20,213,368</b>	<b>19,119,237</b>	<b>-1,094,131</b>	<b>-5.4%</b>	<b>17,684,317</b>	<b>-1,434,920</b>	<b>-7.5%</b>	<b>17,054,010</b>	<b>16,195,863</b>
<b>FEES/SERVICE CHARGES/RECOVERIES</b>									
<b>OFFICE OF CHIEF CORPORATE INITIATIVES &amp; INTERGOV. RELATIONS</b>	291,819	318,766	26,947	9.2%	352,244	33,478	10.5%	385,145	415,596
<b>OFFICE OF TRANSFORMATION &amp; STRATEGY</b>	0	262,374	262,374	0.0%	135,374	-127,000	-48.4%	0	0
<b>OFFICE OF THE CITY CLERK</b>									
City Clerk	264,253	249,498	-14,755	-5.6%	263,702	14,204	5.7%	271,460	279,865
Committee Of Adjustment	726,529	766,528	39,999	5.5%	808,400	41,872	5.5%	832,895	858,453
<b>OFFICE OF CFO/CITY TREASURER</b>									
Tax Certificates And Documents	734,760	829,621	94,861	12.9%	888,781	59,160	7.1%	1,060,079	1,060,079
Cashiering Services	54,635	54,635	0	0.0%	54,635	0	0.0%	54,635	54,635
Development Finance & Investments	4,000	387,255	383,255	9581.4%	216,897	-170,358	-44.0%	145,737	146,385
Purchasing Services	63,200	58,200	-5,000	-7.9%	58,200	0	0.0%	58,200	58,200
<b>OFFICE OF CITY SOLICITOR</b>									
Legal Services	73,558	344,109	270,551	367.8%	228,405	-115,704	-33.6%	228,405	228,405
<b>OFFICE OF DEPUTY CITY MANAGER COMMUNITY SERVICES</b>									
Community Grants & Advisory Committees	0	0	0	0.0%	0	0	0.0%	0	0
Recreation Services	19,444,150	20,328,550	884,400	4.5%	20,589,456	260,906	1.3%	20,856,985	21,028,519
Community Development & Events	560,400	610,400	50,000	8.9%	610,400	0	0.0%	610,400	610,400
Fire And Rescue Services	1,021,903	907,603	-114,300	-11.2%	1,003,153	95,550	10.5%	1,120,938	1,165,938
Facility Maintenance Services	303,474	309,590	6,116	2.0%	309,590	0	0.0%	309,590	309,590
Permits	3,559,533	3,923,159	363,626	10.2%	3,987,406	64,247	1.6%	4,037,617	4,050,770
<b>OFFICE OF DEPUTY CITY MANAGER PLANNING &amp; GROWTH MANAGEMENT</b>									
Development Planning	5,352,558	5,735,016	382,458	7.1%	5,895,922	160,906	2.8%	6,077,369	6,255,531
Development Eng & Infrastructure Planning	568,275	843,252	274,977	48.4%	752,231	-91,021	-10.8%	526,662	353,099
Economic Development & Culture Services	6,550	50,936	44,386	677.6%	550	-50,386	-98.9%	550	550
Policy Planning & Environmental Sustainability	447,641	697,818	250,177	55.9%	508,919	-188,899	-27.1%	226,767	110,214
Parks Development	137,158	273,500	136,342	99.4%	273,500	0	0.0%	273,500	273,500
Building Standards - Licenses/Permits	7,989,710	8,941,551	951,841	11.9%	9,372,538	430,987	4.8%	9,653,715	9,943,325
- Plumbing Permits	713,790	749,624	35,834	5.0%	786,532	36,908	4.9%	810,128	834,432
- Service Charges	766,270	754,941	-11,329	-1.5%	778,177	23,236	3.1%	745,215	709,821
<b>OFFICE OF DEPUTY CITY MANAGER PUBLIC WORKS</b>									
Infrastructure Delivery	14,040	258,479	244,439	1741.0%	296,072	37,593	14.5%	192,491	154,780
Environmental Services	1,372,034	1,386,608	14,574	1.1%	1,398,173	11,565	0.8%	1,409,853	1,421,650
Transportation Serv, Parks & Forestry	542,402	556,905	14,503	2.7%	565,939	9,034	1.6%	570,619	575,310
Cemeteries	104,716	107,535	2,819	2.7%	110,534	2,999	2.8%	113,648	117,640
<b>VAUGHAN PUBLIC LIBRARIES</b>	<b>397,900</b>	<b>397,900</b>	<b>0</b>	<b>0.0%</b>	<b>397,900</b>	<b>0</b>	<b>0.0%</b>	<b>397,900</b>	<b>397,900</b>
<b>TOTAL FEES / SERVICE CHARGES</b>	<b>45,515,258</b>	<b>50,104,353</b>	<b>4,589,095</b>	<b>10.1%</b>	<b>50,643,630</b>	<b>539,277</b>	<b>1.1%</b>	<b>50,970,503</b>	<b>51,414,587</b>
<b>TOTAL CORPORATE REVENUES</b>	<b>18,736,735</b>	<b>20,321,755</b>	<b>1,585,020</b>	<b>8.5%</b>	<b>21,350,573</b>	<b>1,028,818</b>	<b>5.1%</b>	<b>21,744,998</b>	<b>21,744,350</b>
<b>TOTAL REVENUE</b>	<b>90,390,561</b>	<b>95,470,545</b>	<b>5,079,984</b>	<b>5.6%</b>	<b>95,603,720</b>	<b>133,175</b>	<b>0.1%</b>	<b>95,694,711</b>	<b>95,280,000</b>

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## CITY OF VAUGHAN 2017 BUDGET AND 2018 PLAN

### Expenditure By Major Category

	2016 BUDGET	PROPOSED 2017 BUDGET	INC. / (DEC.) \$	%	2018 FORECAST	INC. / (DEC.) \$	%	2019 FORECAST	2020 FORECAST
<b>COUNCIL</b>	1,612,151	1,678,920	66,769	4.1%	1,724,073	45,153	2.7%	1,770,211	1,803,018
<b>OFFICE OF THE INTEGRITY COMMISSIONER</b>	221,260	259,323	38,063	17.2%	259,944	621	0.2%	262,630	263,352
<b>Internal Audit</b>	542,934	567,057	24,123	4.4%	598,230	31,173	5.5%	628,250	634,265
City Manager	804,155	577,741	-226,414	-28.2%	588,108	10,367	1.8%	599,318	601,680
Office of the Chief Corporate Initiatives & Intergov. Relations	655,274	823,098	167,824	25.6%	862,899	39,801	4.8%	906,856	942,193
Office of Transformation & Strategy	516,618	991,668	475,050	92.0%	877,531	-114,137	-11.5%	754,695	764,908
Office of Corporate Communications	1,321,350	1,331,695	10,345	0.8%	1,378,747	47,052	3.5%	1,414,163	1,420,239
Office of the Chief Information Officer	9,643,761	10,917,807	1,274,046	13.2%	11,437,576	519,769	4.8%	11,756,271	11,838,103
Office of the City Clerk	5,323,654	5,488,481	164,827	3.1%	5,671,839	183,358	3.3%	5,778,483	5,808,655
Committee of Adjustment	621,027	639,855	18,828	3.0%	655,024	15,169	2.4%	668,378	673,086
City Clerk - Insurance	6,397,786	6,494,467	96,681	1.5%	6,830,810	336,343	5.2%	6,839,113	6,841,732
<b>TOTAL CITY CLERK</b>	12,342,467	12,622,803	280,336	2.3%	13,157,673	534,870	4.2%	13,285,974	13,323,473
Office of the Chief Financial Officer and City Treasurer	521,495	530,908	9,413	1.8%	545,723	14,815	2.8%	561,082	563,744
Financial Services	3,445,359	3,624,436	179,077	5.2%	3,702,178	77,742	2.1%	3,777,231	3,801,340
Financial Planning & Development Finance	3,041,273	3,448,071	406,798	13.4%	3,360,250	-87,821	-2.5%	3,366,625	3,386,191
Purchasing Services	2,158,281	2,229,799	71,518	3.3%	2,081,882	-147,917	-6.6%	2,051,371	2,064,021
<b>TOTAL FINANCE</b>	9,166,408	9,833,214	666,806	7.3%	9,690,033	-143,181	-1.5%	9,756,309	9,815,296
Office of Deputy City Manager Legal & Human Resources	218,600	326,023	107,423	49.1%	340,228	14,205	4.4%	346,636	347,987
Office of the City Solicitor	2,596,630	2,793,664	197,034	7.6%	2,857,385	63,721	2.3%	2,932,518	2,944,419
Office of the Chief Human Resources Officer	4,111,613	4,456,764	345,151	8.4%	4,536,386	79,622	1.8%	4,621,210	4,644,800
<b>TOTAL LEGAL</b>	6,926,843	7,576,451	649,608	9.4%	7,733,999	157,548	2.1%	7,900,364	7,937,206
Office of Deputy City Manager Community Services	537,168	587,987	50,819	9.5%	602,299	14,312	0.0%	622,420	626,701
Community Grants & Advisory Committees	80,854	70,333	-10,521	-13.0%	70,910	577	0.8%	71,496	72,091
Access Vaughan	1,206,344	1,254,595	48,251	4.0%	1,280,368	25,773	2.1%	1,297,832	1,303,985
Recreation Services	20,139,496	20,754,173	614,677	3.1%	21,510,007	755,834	3.6%	21,846,805	22,023,921
Community Development & Events	1,562,158	1,620,338	58,180	3.7%	1,658,690	38,352	2.4%	1,689,107	1,693,490
Facility Maintenance Services	21,392,082	21,931,119	539,037	2.5%	22,511,106	579,987	2.6%	23,142,859	23,671,036
Fire and Rescue Services	45,698,644	48,265,316	2,566,672	5.6%	50,634,713	2,369,397	4.9%	51,509,274	52,226,896
Emergency Planning	206,152	209,492	3,340	1.6%	212,621	3,129	1.5%	216,003	216,716
By-Law & Compliance, Licensing and Permits	6,705,464	7,289,744	584,280	8.7%	7,431,436	141,692	1.9%	7,578,559	7,468,745
<b>TOTAL COMMUNITY SERVICES PORTFOLIO</b>	97,528,362	101,983,097	4,454,735	4.6%	105,912,150	3,929,053	3.9%	107,974,355	109,303,581
Office of Deputy City Manager Planning & Growth Mgmt	417,709	565,315	147,606	35.3%	587,089	21,774	3.9%	609,632	612,231
Development Planning	4,166,242	4,478,286	312,044	7.5%	4,581,649	103,363	2.3%	4,686,226	4,722,200
Development Eng & Infrastructure Planning	5,561,992	6,579,076	1,017,084	18.3%	6,751,425	172,349	2.6%	6,680,545	6,565,767
Economic Development & Culture Services	1,993,170	2,183,839	190,669	9.6%	2,137,961	-45,878	-2.1%	2,174,274	2,183,484
Policy Planning & Environmental Sustainability	2,164,578	2,495,426	330,848	15.3%	2,310,392	-185,034	-7.4%	2,136,635	1,991,770
Parks Development	1,669,979	1,753,620	83,641	5.0%	1,801,032	47,412	2.7%	1,851,157	1,864,713
Building Standards	7,864,126	8,778,672	914,546	11.6%	8,912,855	134,183	1.5%	8,892,618	8,672,141
<b>TOTAL PLANNING &amp; GROWTH MGMT PORTFOLIO</b>	23,837,796	26,834,234	2,996,438	12.6%	27,082,403	248,169	0.9%	27,031,087	26,612,306
Commissioner of Strategic & Corporate Services	5,700	0	-5,700	-100.0%	0	0	0.0%	0	0
Innovation & Continuous Improvement	0	0	0	0.0%	0	0	0.0%	0	0
<b>TOTAL COMMISSIONER OF STRATEGIC &amp; CORPORATE SERVICES</b>	5,700	0	-5,700	-100.0%	0	0	0.0%	0	0
Office of Deputy City Manager Public Works	451,674	474,137	22,463	5.0%	485,219	11,082	2.3%	499,937	502,048
Corporate Asset Management	416,625	442,305	25,680	6.2%	463,328	21,023	4.8%	473,316	475,421
Fleet Management	2,667,233	2,785,044	117,811	4.4%	2,825,315	40,271	1.4%	2,852,188	2,859,940
Infrastructure Delivery	2,985,359	3,302,924	317,565	10.6%	3,414,880	111,956	3.4%	3,282,445	3,262,816
Environmental Services	10,637,964	11,126,931	488,967	4.6%	11,726,715	599,784	5.4%	12,288,796	12,855,282
Transportation Serv, Parks & Forestry	36,332,900	36,945,304	612,404	1.7%	37,951,425	1,006,121	2.7%	39,016,548	39,132,949
<b>TOTAL PUBLIC WORKS PORTFOLIO</b>	53,491,755	55,076,645	1,584,890	3.0%	56,866,882	1,790,237	3.3%	58,413,230	59,088,456
<b>VAUGHAN PUBLIC LIBRARIES</b>	17,572,233	17,876,542	304,309	1.7%	18,123,984	247,442	1.4%	18,373,785	18,531,267
<b>TOTAL DEPARTMENTAL EXPENDITURES</b>	236,189,067	248,950,295	12,761,228	5.4%	256,294,232	7,343,937	2.9%	260,827,498	262,879,343
<b>RESERVE CONTRIBUTION &amp; CORP. EXPENDITURES</b>	7,068,730	10,513,234	3,444,504	48.7%	8,696,482	-1,816,752	-17.3%	6,680,023	5,408,340
<b>LONG TERM DEBT</b>	13,144,068	10,050,751	-3,093,317	-23.5%	11,787,579	1,736,828	17.3%	13,450,311	16,382,756
<b>CONTINGENCY</b>	1,997,058	1,472,100	-524,958	-26.3%	1,858,355	386,255	26.2%	5,092,641	8,581,376
<b>CAPITAL FROM TAXATION</b>	6,780,349	7,370,501	590,152	8.7%	7,035,282	-335,219	-4.5%	7,176,381	7,317,480
<b>TOTAL EXPENDITURES</b>	265,179,272	278,356,881	13,177,609	5.0%	285,671,930	7,315,049	2.6%	293,226,854	300,569,295

## Approved 2017 Budget 2018 Plan

### 11.5 Additional Resource Requests

Following are the detailed Additional Resource Requests that have been included in the APPROVED 2017 Budget and 2018 Plan.

Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
<b>Community Services</b>						
By-Law & Compliance, Licensing and Permit Services	Special Enforcement Officers	040-01-2017	2.00	217,064	217,064	0
Community Development & Events	Graphic Artist (Part time)	210-01-2017	0.69	40,631	40,631	0
Fire and Rescue Services	Assistant Deputy Fire Chief	100-01-2017	1.00	181,143	0	181,143
	STN 74 - 4 Captains (2nd Contingent)	100-06-2017	4.00	140,117	0	140,117
	STN 74 - 6 Firefighters (2nd Contingent)	100-05-2017	6.00	136,170	0	136,170
	Plan Review Building Technologist	100-02-2017	1.00	97,561	97,561	0
	<b>Total</b>		<b>14.69</b>	<b>812,686</b>	<b>355,256</b>	<b>457,430</b>
<b>Office of Corporate Initiatives &amp; Intergovernmental Relations</b>						
Office of Corporate Initiatives & Intergovernmental Relations	Intergovernmental Specialist	022-02-2017	1.00	130,172	0	130,172
			<b>1.00</b>	<b>130,172</b>	<b>0</b>	<b>130,172</b>
<b>Office of the Chief Financial Officer/City Treasurer</b>						
Financial Planning & Development Finance	Development Finance Coordinator	078-01-2017	1.00	100,933	100,933	0
	<b>Total</b>		<b>1.00</b>	<b>100,933</b>	<b>100,933</b>	<b>0</b>
<b>Legal &amp; Human Resources</b>						
Office of the Chief Human Resources Officer	Business Analyst HR Talent Management Systems and Licensing Costs	090-04-2017	1.00	128,502	0	128,502
	Human Resources Administrative Coordinator	090-01-2017	1.00	96,931	0	96,931
Office of the City Solicitor	Real Estate Appraiser/Negotiator	080-01-2017	1.00	128,704	115,704	13,000
	VMC Project Manager Positions	080-01-2017A	1.00	203,187	203,187	0
		080-01-2017B	1.00	102,531	102,531	0
	<b>Total</b>		<b>5.00</b>	<b>659,855</b>	<b>421,422</b>	<b>238,433</b>
<b>Office of the Chief Information Officer</b>						
Information Technology	OCIO Service Contracts - Growth	050-03-2017	0.00	361,767	0	361,767
	OCIO Service Contracts - New	050-04-2017	0.00	581,628	0	581,628
	Mobile Operating Fund - Asset Management	050-08-2017	0.00	53,400	0	53,400
	<b>Total</b>		<b>0.00</b>	<b>996,795</b>	<b>0</b>	<b>996,795</b>
<b>Planning and Growth Management</b>						
Building Standards	Supervisor of Plans Review (2)	110-02-2017	2.00	276,556	276,556	0
	Zoning Plans Examiner	110-01-2017	1.00	105,855	105,855	0
Development Engineering & Infrastructure Planning	Development Engineer - Intensification/Greenfield	130-06-2017	1.00	134,251	134,251	0



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Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
	Municipal Inspector Service Connections	130-04-2017	1.00	118,805	118,805	0
	Project Manager - Infrastructure Planning (2 Yr Contract)	130-05-2017	1.00	115,227	115,227	0
	Project Manager - Rapid Transit (2 Yr Contract)	130-02-2017	1.00	131,027	131,027	0
	Project Manager - Regional Express Rail (3 Yr Contract)	130-03-2017	1.00	131,027	131,027	0
	Project Manager - Transportation Development	130-01-2017	1.00	149,151	149,151	0
Development Planning	Clerk Typist (Part Time)	181-01-2017	0.69	33,575	33,575	0
	Heritage Architect	181-02-2017	1.00	138,287	138,287	0
Economic Development & Culture Services	Event Coordinator (Part Time, 1 yr contract)	125-02-2017	0.69	49,965	49,965	0
	International Business	125-01-2017	0.00	35,000	0	35,000
Policy Planning & Environmental Sustainability	Project Manager, New Community Areas Block 27 (1 yr contract)	185-01-2017	1.00	164,343	164,343	0
	Sustainability Coordinator - Energy Manager (4 yr contract)	122-01-2017	1.00	113,695	113,695	0
	GIS Manager, Municipal Comprehensive Review (2 yr contract)	185-02-2017	1.00	169,072	169,072	0
	<b>Total</b>		<b>14.38</b>	<b>1,865,836</b>	<b>1,830,836</b>	<b>35,000</b>
<b>Public Works</b>						
Environmental Services	Waste Management Coordinator (1 yr contract)	155-01-2017	1.00	98,739	0	98,739
Infrastructure Delivery	Project Manager	135-02-2017	1.00	103,669	0	103,669
	Project Manager - VMC Edgeley Pond (2 Year Contract)	135-01-2017	1.00	104,069	104,069	0
Transportation Services, Parks & Forestry Operations	Afternoon Supervisor	205-01-2017	1.00	132,277	0	132,277
	<b>Total</b>		<b>4.00</b>	<b>438,754</b>	<b>104,069</b>	<b>334,685</b>
<b>Transformation &amp; Strategy</b>						
Transformation & Strategy	Manager of Community Engagement	024-01-2017	1.00	179,778	0	179,778
	<b>Total</b>		<b>1.00</b>	<b>179,778</b>	<b>0</b>	<b>179,778</b>
<b>Water, Wastewater and Storm Water</b>						
	Project Manager – Stormwater Management		1.00	135,830	0	135,830
	Backflow Prevention Coordinator		1.00	97,328	0	97,328
	Manager – Program Planning		1.00	144,877	0	144,877
	Program Manager – Stormwater and Waste Water		1.00	144,877	0	144,877
	<b>Total</b>		<b>4.00</b>	<b>522,912</b>	<b>0</b>	<b>522,912</b>
<b>2017 Total ARRs</b>			<b>44.07</b>	<b>5,707,721</b>	<b>2,812,516</b>	<b>2,895,205</b>
<b>Community Services</b>						
Facility Maintenance Services	Increase General Maintenance For Vellore Village Library South	160-02-2018	0.00	22,800	22,800	0
	Increase Maintenance to reflect New Stn 7-4	160-01-2018	0.00	38,471	17,740	20,731

## Approved 2017 Budget 2018 Plan

Department	Description	Index #	Net FTE	Total Cost	Total Offset	Net \$
Fire and Rescue Services	STN 76 - 10 Firefighters (1st Contingent)	100-09-2018	10.00	390,325	0	390,325
<b>Total</b>			<b>10.00</b>	<b>451,596</b>	<b>40,540</b>	<b>411,056</b>
<b>Vaughan Public Libraries</b>						
Vaughan Public Libraries	VVSL Library - Operations	220-04-2018	0.00	153,600	24,000	129,600
	VVSL Library - Staffing	220-05-2018	4.00	362,443	0	362,443
	VVSL Library - Staffing	220-06-2018	2.75	161,348	0	161,348
	VVSL Library - Staffing	220-07-2018	3.26	111,794	0	111,794
<b>Total</b>			<b>10.01</b>	<b>789,185</b>	<b>24,000</b>	<b>765,185</b>
<b>2018 Total ARRs</b>			<b>20.01</b>	<b>1,240,781</b>	<b>64,540</b>	<b>1,176,241</b>

# Approved 2017 Budget 2018 Plan

040.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Special Enforcement Officers (limit 70 characters)						
Business Unit #	080142						
Department	By-Law & Compliance, Licensing & Permit Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	No	Project					Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	2.00	-	-	-	2.00	-	2.00
Net FTE's	2.00	-	-	-	2.00	-	2.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	189,994	-	-	-	189,994	-	189,994
Other continuous costs	11,600	-	-	-	11,600	-	11,600
One-time expenses	15,470	(15,470)	-	-	-	-	-
Offsets/reductions	(217,064)	-	-	-	(217,064)	-	(217,064)
<b>Net Operating Budget</b>	\$ -	\$ (15,470)	\$ -	\$ -	\$ (15,470)	\$ -	\$ (15,470)
<b>Associated Capital Costs</b>	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>With ongoing development, growth in the number of businesses (of 50% since SEU was created in 2005) and an increase in City parks (of 35% since 2005) and major recreation facilities (of 25% since 2005), there has emerged a growing pressure to adequately enforce City regulations that protect health and safety and address public nuisances. This need will be more acute with the development of the VMC and the Hospital, the opening of the TTC subway in late 2017, the emerging business trends of the sharing economy, such as the proliferation of ride-sharing services like Uber, the roll-out of the City's secondary suite policy, and the increasing need to license and regulate new categories of businesses, such as pavers, landscapers, and renovators. Staff propose to hire two full-time Special Enforcement Officers. These new positions will be used in a broad enforcement role, but will primarily be responsible for providing park and facility patrols, licensing enforcement, parking enforcement, and Council security, as required. Additional parking tag revenue generated will largely offset the cost. Better licensing and renewal rates, resulting in higher revenue, will also help to offset some of the cost.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>This request has a direct impact on ensuring the safety and well-being of citizens (by providing patrolling and enforcement services to parks and City facilities, and by providing business licensing enforcement). The Special Enforcement Unit is instrumental in providing the breadth and scope of enforcement expertise required to deal with emerging issues such as secondary suites, the sharing economy, and special initiatives.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>The Department is intending to introduce new categories of licences in 2017. SE Officers will be a key component of any successful roll-out, as awareness and notification efforts can only be successful if there is a credible compliance strategy in place. The Department is also intending to be more proactive in obtaining business licence renewals and Officer follow-up will be key in raising renewal rates. Increasing intensification and related parking challenges will also be more effectively addressed through the additional enforcement. As by-laws continue to be reviewed, through the City's By-law Strategy, and amended, adequate enforcement will be key in ensuring that new regulations are effective.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal		Type of consultation: (limit 200 characters)				
Information Technology	Other:						
X Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>If not approved, the Department's capacity to respond to issues will continue to be compromised as more parks and community facilities are brought on line and more businesses become licensed.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

Request Title	Special Enforcement Officers			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Special Enforcement Officer			
Estimated start date				
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (00000001 different than 00000000)	000112			
Grade level	I			
Est. starting step	Start			
Desktop (HR) Review Performed?	N/A			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Cell Phone			



# Approved 2017 Budget 2018 Plan

210.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Part-time Graphic Artist					(limit 70 characters)	
Business Unit #	210001	Cultural Services - Admin					
Department	210 - Community Development & Events						
Term of Council Service Excellence Strategy Map	Support and promote arts, culture, heritage and sports in the community						
Tied to a Capital Project	<input type="checkbox"/>	Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/>	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/>		Labour/Non-Labour		<input type="checkbox"/>		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	-	0.69	-	0.69
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	40,631	-	-	-	40,631	-	40,631
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(40,631)	-	-	-	(40,631)	-	(40,631)
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
<p>Due to the volume of work, the Marketing Services Division in Recreation Services is in need of an additional part-time Graphic Artists to meet the marketing and promotional demands of the various services within recreation including 10 community centres, 6 indoor pools, 6 fitness centres, an outdoor pool and a theatre. This also includes marketing and promotional materials for departmental service divisions, primarily the Events Division and producing the creative for the Vaughan Celebrates program (eg. Canada Day, Concert Series, Winterfest, park and facility openings etc). The 2015 realignment of staff saw a reduction of staff resources (2 full time and 2 part time) in this area.</p> <p>The Marketing Service Division produces over 1000 promotional tactics per year and is an integral component of ensuring our services are promoted in order to general revenue and ensure service excellence to our citizens/customers. The area also manages the Recreation Services website that is front facing to our clients in communicating community information and recreation programs and services.</p>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
<p>The request will assist in the delivery of service excellence by impacting citizens' experience, ensuring consistent effective service, and in effect, demonstrating to our citizens value for their money (tax dollars). Recreation Services is a front facing and first line of contact for our citizens and customers and therefore ensuring our marketing and promotions are professional and effective is important in delivery Service Excellence to our community.</p>							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)							
<p>The demands for creative, promotional and marketing material by our staff/department cannot be met. This will impact in a negative way our ability to be effective in our operations and in generating revenue for the City.</p>							
<b>Financial Planning &amp; Development Finance Only</b> Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

# Approved 2017 Budget 2018 Plan

Request Title	Part-time Graphic Artist (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Graphic Artist			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0000001 different than 0000000)	210001			
Grade level	5			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

100.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Assistant Deputy Fire Chief (limit 70 characters)							
Business Unit #	100001	Fire & Rescue Services-Admin.						
Department	100 - Fire and Rescue Services							
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens							
Tied to a Capital Project	No	Project						Approved/Recognized
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation Bill 181						
ARR Type	Growth		Labour/Non-Labour		Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
<b>Staffing</b>								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
<b>Operating Revenue</b>	-	-	-	-	-	-	-	
<b>Operating Costs</b>								
Staffing & Benefits	166,573	-	-	-	166,573	-	166,573	
Other continuous costs	11,970	-	-	-	11,970	-	11,970	
One-time expenses	2,600	(2,600)	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
<b>Net Operating Budget</b>	\$ 181,143	\$ (2,600)	\$ -	\$ -	\$ 178,543	\$ -	\$ 178,543	
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Request Description: Please provide a brief description of the request. (limit 1,325 characters)								
<p>A management position, with a direct report to the Fire Chief. Responsibilities include evaluating ongoing department programs and supervision of staff. Assists in recruiting and establishing policy, regulations and procedures along with preparing confidential administrative and operational reports, records and correspondence. Recommends programs and implements approved major projects. Prepares budgets for all divisions; prepares tender documents for purchases, establishes new procedures and policies, and is responsible for research, planning, scheduling, organizing and exercises considerable independence of judgement and action in carrying out assignments in accordance with departmental policies, plans and objectives. Liaison with Federal, Municipal and Provincial authorities and other external agents on matters related to the department. Establishes and promotes effective public relations for the department - primary liaison for all internal departments with a focus on Human Resource confidential personnel matters. Ability to establish and maintain effective working relationships with staff, business officials and the general public. Facilitates innovation and results orientated. Collects, analyze and reports statistics through the Performance Measurement Dashboard and submits data to the OFMEM as legislatively required.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
This will help meet the term of council priorities; to ensure the safety and well-being of citizens as well as to continue to advance a culture of excellence in governance.								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
This position would assist the Fire Chief with overall administration of a multitude of projects and programs and budget coordination, linked to the Fire Master Plan initiative. Collection and analyzing statistics would allow for more accessible data and the development of strategic enablers of quality NFPA compliant municipal fire service delivery. This position develops, proposes, and maintains department wide policy, procedures and standards, and evaluates compliance. Fire Administration has only four people outside of the bargaining unit managing over 300 staff members, however the FPPA indicates 5 management staffs appropriate for this size. This role will assist with confidential projects which is essential for the successful operation of the office.								
Indicate any impacts this request will have on other departments.								
	Facility Maintenance Services	Yes	Legal	Type of consultation: (limit 200 characters)				
	Information Technology		Other:					
Yes	Human Resources		Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
The impact and consequence of not establishing this position would increase the burden and stress level of the Fire Chief and Deputy Fire Chiefs. There is a significant need for a strong management team outside of the bargaining unit in order to properly administer policies and procedures to all staff. An effective hierarchy is vital to the efficient operation of the VFRS. Currently there are only 4 management members outside of the bargaining unit managing 300+ personnel within VFRS, however the FPPA advocates 5 management positions for a staff this size.								
Financial Planning & Development Finance Only								
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:		
Implications/Consequences (if request not approved)								

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Assistant Deputy Fire Chief <small>(limit 70 characters)</small>			
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes, Type: <input type="checkbox"/> Legislation <input type="checkbox"/> Regulation <input type="checkbox"/> By-Law				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. <small>(limit 650 characters)</small>				
The position is directly related to Bill 81 - Workplace Safety and Insurance Amendment Act. Data must be extrapolated for legislative reporting requirements and ensuring performance standards are met, imposed by a number of agencies; NFPA, OFMEM, City of Vaughan Response Standard, and the MOL(OHSA).				
Is this the first year of implementation? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) <small>(limit 650 characters)</small>				
Essential to follow legislation, rules and regulations, policies and procedures, guidelines Fire Protection and Prevention Act, National Fire Protection Association and updates, Occupational Health and Safety, Ministry of Labour, Provincial Offences Act, Ontario Fire Service Standards, Ontario Fire Marshal's Curriculum and Bill 81 - Workplace Safety and Insurance Amendment Act and the Vaughan Professional Firefighters Collective Agreement. This position will also be managing the procurement policies as they pertain to the department. The inability to provide documentation annually (OFMEM), or during an audit (MOL, OH&S) puts significant liability on the corporation.				
<b>Risk Management</b> <small>(Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</small>				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> <small>(limit 150 characters)</small>	
Liability	High	\$100,000	Failure to meet legislative requirements OHSA and MOL - provide estimated supervisor presently - three non unionized managers for 350 staff	
<b>Complement Details</b>				
<small>Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions &amp; eco. adj. will be calculated corporately by the Budget Dept.</small>				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Assistant Deputy Fire Chief			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # <small>(for units) (rounded than # shown)</small>	10000			
Grade level	10			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

100.05.2017 / 100.06.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 74 - 6 FIREFIGHTERS & 4 CAPTAINS (2nd Contingent)					(limit 70 characters)	
Business Unit #	100179	Fire Operations					
Department	100 - Fire and Rescue Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	Yes	Project FR-3582-16 - Reposition Stn 74 Building and Design				Approved/Recognized	A
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	10.00	-	-	-	10.00	-	10.00
Net FTE's	10.00	-	-	-	10.00	-	10.00
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	396,515	-	-	-	396,515	-	396,515
Other continuous costs	21,630	-	-	-	21,630	-	21,630
One-time expenses	56,400	(56,400)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 474,545</b>	<b>\$ (56,400)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 418,145</b>	<b>\$ -</b>	<b>\$ 418,145</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ 5,767,083</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,767,083</b>	<b>\$ -</b>	<b>\$ 5,767,083</b>
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
<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 &amp; 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>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
This request for additional staffing and equipment specifically supports the City's goals of continuing to ensure the safety and well-being of citizens							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
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.							
<b>Indicate any impacts this request will have on other departments.</b>							
	Facility Maintenance Services	Yes	Legal	Type of consultation: (limit 200 characters)			
	Information Technology		Other:				
Yes	Human Resources		Other:				
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)							
Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in North West portion of the city - PFSG 04-08-10, VFRS Response Standard, and VFRS Critical Task Analysis benchmark							
<b>Financial Planning &amp; Development Finance Only</b> Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>		STN 74 - 6 FIREFIGHTERS & 4 CAPTAINS (2nd Contingent)		(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
Is this the first year of implementation? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
<b>What is the consequence of non-compliance? (fine, other penalty, amount)</b> (limit 650 characters)				
The external stakeholders include the citizens and business of Vaughan's west growing development. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement, VFRS Response Standard, VFRS Critical Task Analysis benchmark and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation of increased insurance claims due to not mitigate this situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Health and Safety	High	>\$1,000,000	Delays in primary response directly impacts health & safety of emergency responders & those requiring emergency service	
Insurance	High	>\$1,000,000	Occupational Health and Safety Act. Insurance Grading from Underwriter's will decrease resulting in higher insurance rates for business and commercial.	
Litigation	Medium	>\$1,000,000	Litigation for inadequate response is likely, financial & professional consequences can be severe.	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017	2017		
Position title	Firefighters	Captains		
Estimated start date	September 1, 2017	September 1, 2017		
# of positions requested	6.00	4.00		10.00
Full-time equivalents (FTEs)	6.00	4.00		10.00
Position type	Full-time	Full-time		
Position agreement classification	VPFFA-Fire	VPFFA-Fire		
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (Overwrite if different from the default)	100179	100179		
Grade level	Firefighter	Captain		
Est. starting step	1	Year 1		
Desktop (HR) Review Performed?	Yes	Yes		
B&F Accommodations Available?	Yes	Yes		
Desktop Computer or Laptop required?	Desktop	Desktop		
Fleet Vehicle Required?	No	No		
Blackberry/Cell Phone Required?	No	Blackberry		



# Approved 2017 Budget 2018 Plan

100.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	<input type="text" value="Plan Review Building Technologist"/>						(limit 70 characters)
Business Unit #	<input type="text" value="100178"/>	<input type="text" value="Fire Prevention"/>					
Department	<input type="text" value="100 - Fire and Rescue Services"/>						
Term of Council Service Excellence Strategy Map	<input type="text" value="Continue to ensure the safety and well-being of citizens"/>						
Tied to a Capital Project	<input type="text" value="No"/>	Project	<input type="text"/>				Approved/Recognized
Legal/Regulatory Requirement	<input type="text" value="Yes"/>	Indicate the Statute or Regulation		<input type="text" value="O.Reg 332/12 Division C, Article 1.3.1.3"/>			
ARR Type	<input type="text" value="New"/>		<input type="text" value="Labour/Non-Labour"/>		<input type="text" value="Labour"/>		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	90,741	-	-	-	90,741	-	90,741
Other continuous costs	4,220	-	-	-	4,220	-	4,220
One-time expenses	2,600	(2,600)	-	-	-	-	-
Offsets/reductions	(97,561)	-	-	-	(97,561)	-	(97,561)
<b>Net Operating Budget</b>	\$ -	\$ (2,600)	\$ -	\$ -	\$ (2,600)	\$ -	\$ (2,600)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
<p>Workload volumes have exceeded the Division's current capacity to process building permit applications within acceptable time frames. The City of Vaughan has been experiencing a sustained high level of development activity with over \$1.4 billion in building construction permits were issued in 2015. Vaughan's businesses increased to more than 11,200, up from 10,900 in 2015, and industrial construction represented 48.9 per cent of building permits issued and included a total of five new industrial buildings that are more than 100,000 square feet in size in the Vaughan Enterprise Zone. With only one dedicated plans technologist currently on staff, this ARR considers this in the context of other initiatives between the VFRS and Building Standards to improve plan review performance. A key indicator of performance in reviewing permit applications is the time it takes staff to review complete and incomplete streams of building permit applications within the legislated time frames. An FTE for a plans technologist will address the current challenges associated with maintaining service levels for permit issuance with current volumes.</p>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
<p>A key indicator of performance in reviewing permit applications is the time it takes staff to review complete and incomplete streams of building permit applications within the legislated time frames. Turn around times that fall within the legislated times frames will ensure service excellence for our customers.</p>							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
<p>With regards to the Master Fire Plan, and an enhanced Fire Prevention program, an additional FTE will assist in achieving initiatives which will ultimately lead to positive enhancements in the way VFRS delivers crucial services to the public. The request for an additional FTE is in line with our Master Fire Plan, as well as in consultation with other City divisions, which ensures proposed development and intensification within the City is appropriately addressed.</p>							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services	<input type="text" value="Yes"/>	Legal	<input type="text" value="Type of consultation: (limit 200 characters)"/>				
Information Technology		Other:					
Human Resources	<input type="text" value="Yes"/>	Other:					
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)							
<p>Under the FPPA we have a legislative responsibility to investigate complaints. Under the Building Code and the CBO responsibilities, there is a legislative responsibility for a specified turn-around time for plans review. When work processes are not overseen, and timelines/obligations are not met, there is potential for formal complaints, contractual obligations not being met, increase in FUS standing (impacting insurance rates of our stakeholders) and potential for corporate liability.</p>							
<b>Financial Planning &amp; Development Finance Only</b>							
<b>Questica Budget Change Request:</b>				<b>Included in Draft Budget:</b>		<b>Approval Received:</b>	
<b>Implications/Consequences (if request not approved)</b>							

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>		Plan Review Building Technologist		(limit 70 characters)	
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>					
Are there any Legislative or Regulatory Requirements that this ARR is addressing?		Yes		If yes, Type: Legislative	
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)					
<p>Times and conditions for a permit or written reasons for the refusal of the permit are detailed in the Ontario Building Code O.Reg 352/12 Division C, Article 1.3.1.3. Ontario Building Code O.Reg 352/12 Division C Sentence 1.3.4.1. states if the council of a municipality assigns responsibility for the enforcement of any portion of this Code respecting fire safety matters to an inspector within the fire department, the chief building official shall not issue a permit to construct a building unless the inspector approves the drawings submitted with the application for the permit as complying with that portion of this Code.</p>					
Is this the first year of implementation?		No			
What is the consequence of non-compliance? (fine, other penalty, amount)		(limit 650 characters)			
<p>Workload volumes have exceeded the Division's current capacity (with the current one FTE for plan's technologist on staff) to process building permit applications within acceptable time frames. An FTE for a plans technologist will help address the current challenges associated with maintaining service levels for permit issuance with current volumes resulting in improvement in meeting legislated time frames and overall plan review service levels. Failure to meet legislated time frames could result in litigation from builders/contractors.</p>					
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)					
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk		
Regulatory/Compliance	High	>\$1,000,000	If plan review delays stall compliance with the OFC, OBC or FPPA for which inspection orders have been issued, the risk associated with private/public property fire damage will increase.		
Litigation	High	>\$1,000,000	In the event builders are held up due to plan review delays, the City could face litigation. There are legislated turn-around times for the release of a permit, a rationale for it being withheld.		
Health and Safety	High	>\$1,000,000	If plan review delays stall compliance with the OFC, OBC or FPPA for which inspection orders have been issued, the risk associated with the safety and well-being of citizens will increase.		
<b>Complement Details</b>					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year	2017				
Position title	Plan Review Building Technologist				
Estimated start date	January 1, 2017				
# of positions requested	1.00			1.00	
Full-time equivalents (FTEs)	1.00			1.00	
Position type	Full-time				
Position agreement classification	VPFFA-Fire				
If contract, specify length (months or yrs.)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (override if different than # below)	100173				
Grade level	Fire Prevention Inspector				
Est. starting step	1				
Desktop (HR) Review Performed?	No				
B&F Accommodations Available?	Yes				
Desktop Computer or Laptop required?	Desktop				
Fleet Vehicle Required?	No				
Blackberry/Cell Phone Required?	No				



# Approved 2017 Budget 2018 Plan

022.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Intergovernmental Specialist					(limit 70 characters)	
Business Unit #	020035	Chief Initiatives & Intergov. Relations					
Department	022 - Office of Chief Initiatives & Intergov. Relations						
Term of Council Service Excellence Strategy Map	Continue to advance a culture of excellence in governance						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	124,254	-	-	-	124,254	-	124,254
Other continuous costs	1,850	-	-	-	1,850	-	1,850
One-time expenses	4,068	(4,068)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 130,172	\$ (4,068)	\$ -	\$ -	\$ 126,104	\$ -	\$ 126,104
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
Vaughan continues to grow and transition into an urban centre within York Region. There are many issues at all levels of government that Members of Council should be aware of and how this issues impact the City. This position would assist in providing information to Members of Council and all senior members of staff so to assist them with understanding the impacts these items may have on the City.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
There are many factors that could impact the delivery of the Term of Council Priorities. This position should assist in informing Members of Council and senior members of staff of these issues so that they can be addressed in the decision making process							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
	Information Technology	Other:					
Y	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title	Intergovernmental Specialist (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Manager of Community Engagement			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0=corporate/other than 1=school)	To Be Determined			
Grade level	9			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

078.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Development Finance Coordinator (limit 70 characters)							
Business Unit #	070115	Financial Planning & Development Finance						
Department								
Term of Council Service Excellence Strategy Map	Facilitate the development of the VMC							
Tied to a Capital Project	<input type="checkbox"/> No	Project						Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation						
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
<b>Staffing</b>								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
<b>Operating Revenue</b>	-	-	-	-	-	-	-	
<b>Operating Costs</b>								
Staffing & Benefits	88,733	-	-	-	88,733	-	88,733	
Other continuous costs	1,700	-	-	-	1,700	-	1,700	
One-time expenses	12,500	(12,500)	-	-	-	-	-	
Offsets/reductions	(100,933)	-	-	-	(100,933)	-	(100,933)	
<b>Net Operating Budget</b>	\$ -	\$ (12,500)	\$ -	\$ -	\$ (12,500)	\$ -	\$ (12,500)	
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)								
Reporting to the Development Finance Manager, the Development Finance Coordinator will act as the primary point of contact both internally and externally for a portfolio of development finance files (by geography and inclusive of the Vaughan Metropolitan Centre). The Development Finance Coordinator will be responsible for all City, Regional and Schoolboard Development Charge (DC) assessments for their assigned portfolio. They will also be responsible for setting-up, monitoring and analyzing all subdivision, site plan, development, spine, condominium and other agreements related to their development portfolio ensuring that all financial obligations are tracked and met. Responsible for recommending subdivision registration and eventual assumptions and performing all necessary financial checks and research related to this duty. Set-up, monitor, assist with and/or administer all development finance aspects of Woodlot by-law, Community Improvement Plan by-law, Cash-in-Lieu of Parkland by-law, Special Area Charge By-laws, DC reserve reconciliations, Part-lot control by-laws and other development related activities as assigned. Participate in cross-functional development related teams with Development Planning and Development Engineering. Monitor performance metrics for Development Finance function.								
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)								
This position will be responsible for administering all aspects of Development Finance for the Vaughan Metropolitan Centre. This will include complex DC assessments on residential, non-residential and mixed use development. It will also include the administration of the proposed Community Improvement Plan to promote office development as well as administration of a proposed Special Area Charge for the Black Creek Stormwater Management project. Additionally, this position will be assigned the new Hospital file with responsibility for all development finance related aspects. This position will also be the primary contributor of performance metrics for the Development Finance section providing data on DC collections/assessment, agreement analysis and other development finance related measures.								
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)								
While it is difficult to draw a correlation between development finance performance metrics and the need for the position (e.g. DCs and number of agreements are driven by the economy and the development industry not by adding staff capacity), the requirement for this position in light of the volume and complexity of current development is great. This position will assist with the following departmental business plan initiatives: Investigate, recommend and implement a SAC DC for the VMC, support on full implementation of the proposed CIP and updating of DC by-laws.								
<b>Indicate any impacts this request will have on other departments.</b>								
	Facility Maintenance Services	<input type="checkbox"/> Yes	Legal	Type of consultation: (limit 200 characters)				
	Information Technology	<input type="checkbox"/>	Other: _____					
<input type="checkbox"/> Yes	Human Resources	<input type="checkbox"/>	Other: _____					
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)								
Without a dedicated development finance personnel to administer the transactions, agreements and special area charge by-laws in the VMC, there is a high degree of risk of litigation should mistakes be made in collections, assessments, development securities or other development finance obligations under the relevant agreements. While the likelihood of going in to litigation is low, the financial impact of even one element of one file, could number in the millions of dollars.								
Financial Planning & Development Finance Only								
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:		

# Approved 2017 Budget 2018 Plan

Request Title	Development Finance Coordinator (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
The capacity to process increasingly complex development files within the Development Finance & Investment Department is diminishing. With the onset of the VMC development area it is becoming increasingly apparent that in order to ensure a high degree of customer service to the developers, new business and new tenants of this area, while at the same time mitigating the financial risk exposure to the City, that a new resource is required to provide dedicated focus to this area as well as other intensification areas. By splitting the duties of the existing Development Coordinator with the new Development Finance Coordinator the City will be better positioned to address development finance administrative issues being dealt with both internally				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for mitigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	Medium	>\$1,000,000	Without a dedicated development finance personnel to administer the transactions, agreements and special area charge by-laws in the VMC, there is a high degree of risk of litigation should mistakes be made in collections, assessments, development securities or other development finance obligations under the relevant agreements. While the likelihood of going to litigation is low, the financial impact of even one element of one file, could number in the millions of dollars	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Development Finance Coordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than Workown)				
Grade level	H			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

090.04.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
<b>Request Title</b>		Business Analyst HR Talent Management Systems and Licensing Costs <small>(limit 70 characters)</small>					
<b>Business Unit #</b>	090150	Learning & Development					
<b>Department</b>	090 - Office of the Chief Human Resources						
<b>Term of Council Service Excellence Strategy Map</b>	Invest in Our People - Establish a People Plan to support employees through change						
<b>Tied to a Capital Project</b>	Yes	Project HR-9537-13 and HR-9536-14 and HR-9539-16					Approved/Recognized
<b>Legal/Regulatory Requirement</b>	No	Indicate the Statute or Regulation					
<b>ARR Type</b>	New		Labour/Non-Labour		Both		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	124,953	-	-	-	124,953	-	124,953
Other continuous costs	2,200	55,000	165,000	200,000	422,200	-	422,200
One-time expenses	1,350	(1,350)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 128,503</b>	<b>\$ 53,650</b>	<b>\$ 165,000</b>	<b>\$ 200,000</b>	<b>\$ 547,153</b>	<b>\$ -</b>	<b>\$ 547,153</b>
<b>Associated Capital Costs</b>	<b>\$ 132,336</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 132,336</b>	<b>\$ -</b>	<b>\$ 132,336</b>
<b>Request Description: Please provide a brief description of the request.</b> <small>(limit 1,325 characters)</small>							
<p>In 2016, Human Resources is implementing a Talent Management System including automated modules for Job Descriptions, Performance, Learning, Multi-rater, Competencies, Succession Planning. This is an integrated system procured under RFPs # 15-062 and 15-062 awarded to Halogen Software corporation. HR also procured an Applicant Tracking System under RFP #15-061 awarded to CGI corporation. Initial set-up, configuration, training, implementation and piloting are funded via capital HR-9536-14, HR-9539-16 and HR-9537-13. Once fully implemented end of 2017, the systems will be operationalized and move to regular corporate-wide licensing costs (under OCIO) where all employees have a Talent Management profile in the system and we are able to effectively manage performance, learning, coaching, feedback, succession planning, tracking of credentials/certifications. The systems will provide much needed corporate metrics and information regarding our human capital and allow for business analysis to support recruitment and retention strategies, learning, performance, leadership development, etc. An HR Business Analyst is required to fulfill this function. The BA will be responsible for implementing the system enterprise-wide provide training and support to all users, perform analysis and trending; inform future program planning and delivery requirements.</p>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> <small>(limit 1,000 characters)</small>							
<p>Staff Engagement is a key SE strategic initiative. This includes supporting staff through employee engagement initiatives, learning and development, career pathing, leadership development, performance management, succession planning, rewards &amp; recognition. With the City's continuing growth and growing complexity we need to ensure we are attracting and retaining top talent to meet our SE objectives. The talent management systems provide us with the tools and technologies required to effectively and efficiently manage critical employee information and provide the information and data required for program planning and delivery. An integrated system allows HR and departments to understand the workforce, link job descriptions and job functionality to strategic priorities, establish and monitor performance goals, learning activities and track credentials, certifications and requirements such as OHS recertifications. These systems and the resources must be leveraged to fulfill the objectives of the SE Map and move CoV to becoming an Employer of Choice and a Learning Organization.</p>							
<b>Describe how this request relates to Departmental Business Plan.</b> <small>(limit 720 characters)</small>							
<p>HR is responsible for the People Plan and to support the corporation in attracting, retaining and promoting the right staff in the right jobs for the achievement of our Service Excellence goals. HR needs to be supported by appropriate tools and technologies and staff to provide the necessary services to assist our internal clients to manage the human capital asset of this organization. HR's business plan is focused on the development and delivery of staff learning and development, organizational design, leadership development, recruitment of the best candidates and ensuring career development, and succession plan to position the organization with the resources it needs to meet SE goals.</p>							
<b>Indicate any impacts this request will have on other departments.</b>							
	Facility Maintenance Services	Legal	Type of consultation: <small>(limit 200 characters)</small>				
Yes	Information Technology	Other: _____					
	Human Resources	Other: _____					
<b>Are there any implications if this ARR is not approved? Please describe.</b> <small>(limit 600 characters)</small>							
<p>Work undertaken under capital budgets (\$132,336 in total) will be waived; not realize return on investment in these systems. The systems raise significant expectations with management and staff for long awaited recruitment and talent management supports/tools. Not annualizing corporate-wide licensing of the systems into ongoing operating means the corporation will not have the required tools and supports to fulfill the Service Excellence Staff Engagement Initiative. Without a Business Analyst to work with staff throughout the corporation and to mine the systems data provided we will not realize the benefits of the technology for planning and decision making.</p>							
<b>Financial Planning &amp; Development Finance Only</b>							
<b>Questica Budget Change Request:</b>				<b>Included in Draft Budget:</b>		<b>Approval Received:</b>	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Business Analyst HR Talent Management Systems and Licensing Costs (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	HR Business Analyst			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (leave blank if different than screen)	20150			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

090.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Human Resources Administrative Coordinator (limit 70 characters)						
Business Unit #	090156	Employee Services					
Department	090 - Office of the Chief Human Resources						
Term of Council Service Excellence Strategy Map	Invest in Our People - Establish a People Plan to support employees through change						
Tied to a Capital Project	No	Project					Approved/Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	93,881	-	-	-	93,881	-	93,881
Other continuous costs	1,700	-	-	-	1,700	-	1,700
One-time expenses	1,350	(1,350)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 96,931	\$ (1,350)	\$ -	\$ -	\$ 95,581	\$ -	\$ 95,581
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The position will assist with a number of pressures within HR. HR is directly contributing to four of the ten SE Projects including Rewards and Recognition, JD/JE project, SE LEADS, and Workforce Management System. This position will support the project teams in administrative functions, research, data collection and developing reports and analysis. In addition this position will support ongoing pressures in payroll and HRIS administration, implementation of the new Recruitment Policy and procedures and various HR administrative responsibilities. As the City grows and number of FTEs increases, there is increased pressure on HR supports and processes related to the volume and complexity of administrative work. Recruitments average almost 200 per year with over 13,000 applicants; current payroll and HRIS systems are extremely manual and labour intensive to ensure accuracy controls. Significant increases in the number of recruitments across the City, resulting in increased administrative load related to the recruitment, tracking and information management. The position will support the high volume of administrative and analytical tasks related to employee information management, reporting and processing. They will also support the HR Partners with the administrative workload related to the high volume of recruitments. This will enable the HR Partners and Managers to focus on more strategic activities. The HR depart. provides HR Efficiency statistics as well as key performance</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>HR is directly contributing to four of the ten SE Projects including Rewards and Recognition, JD/JE project, Service Excellence LEADS project, and Workforce Management System project. This position will support the project teams in administrative functions, research, data collection and developing reports and analysis.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>The HR Business Plan includes a number of initiatives that flow directly from the Service Excellence Strategy and key initiatives including the People Plan, Workforce Management System project, Talent Management system project (performance management, learning, development, competencies, succession planning) Service Excellence LEADS program, and rewards &amp; recognition program. In addition, the HR Business plan sets goals with respect to compensation benchmarking, supporting collective agreement/bargaining negotiations, implementing a new Recruitment Policy and procedures, and optimizing our HRIS and payroll systems. This position will provide essential supports across these program areas in order for HR to meet its Business Plan objectives.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal				Type of consultation:	(limit 200 characters)	
Information Technology	Other:						
Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>The work of this position has been historically funded by a contract position. The employee has been on contract for over 3 years and there are equity issues as a result given the full time and permanent nature of the job requirements. In addition, given budget constraints the department will not be able to continue funding this position on a contract basis given limited funds. If the ARR is not realized a number of service and program impacts including delayed processing of recruitments, front-counter customer services gaps, and administrative inefficiencies will be incurred.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

Request Title	Human Resources Administrative Coordinator			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	HR Admin Coordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (leave blank if different than screen)	20160			
Grade level	4			
Est. starting step	3			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

080.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Real Estate Appraiser/Negotiator <small>(limit 70 characters)</small>						
Business Unit #	080141	Real Estate					
Department	080 - City Solicitor						
Term of Council Service Excellence Strategy Map	Continue to advance a culture of excellence in governance						
Tied to a Capital Project	No	Project					Approved/Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	112,954	-	-	-	112,954	-	112,954
Other continuous costs	50	-	-	-	50	-	50
One-time expenses	15,700	(15,700)	-	-	-	-	-
Offsets/reductions	(115,704)	-	-	-	(115,704)	-	(115,704)
<b>Net Operating Budget</b>	\$ 13,000	\$ (15,700)	\$ -	\$ -	\$ (2,700)	\$ -	\$ (2,700)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>The Real Estate Department has only 2 positions and 1 support staff and is responsible for acquiring all land needed for all City requirements to maintain service levels, in addition to other realty functions (eg. disposal of land, leases etc). The increase in workload is expected to continue in the foreseeable future due to growth in the City. The DC Background Study 2013, the Fire Master Plan and the Active Together Master Plan, identified timing of acquisition of various parcels of land for City requirements, including parks, sportsfields, firehalls, libraries, community centres, works/parks operations yards, and land for capital projects and infrastructure. Growth in the municipality has advanced the timing for acquisition of parcels to meet legislative requirements and service levels particularly in the areas supporting capital projects. In addition, development pressures in the Vaughan Metropolitan Centre have introduced complex development issues requiring real estate expertise, such as Section 37 valuations and leasing and strata title interests. Other municipalities in Ontario with the same growth pressures have between 7 and 28 staff. The Senior Manager of Real Estate is completely involved with development related cash-in-lieu and general acquisitions and sales. An increase in required acquisitions and new development related capital projects in the Vaughan Metropolitan Centre, are both complex and valued at millions of dollars.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
<p>The Real Estate Department provides timely and strategic real estate services under the following initiatives; Improve Municipal Road Network (acquisition of land for road widenings); Facilitate Development of the VMC (Section 37 valuations, parkland acquisitions); Invest, renew and manage infrastructure and assets (land acquisition for capital projects); Support and promote arts, culture, heritage and sports in the community.</p>							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
<p>The following are a list of key growth related projects identified in the 2017 Real Estate Department Business Plan: T06.20 Public Works Yard; T07.3 Fire Station 7-11; T02.1 Off Road Trail Development Don River Bartley Smith Greenway; T03.9 Parks Development Plan and Implementation Strategy; T03.12 Mobility Hub Transit Square and TTC Plaza Development; T13.1 Active Together Master Plan Update; T13.7 North Maple Regional Park Development; T01 Hunbington Road Widening; T02 Portage Parkway Extension/Widening; T03 Black Creek Improvements Implementation</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal		Type of consultation: <small>(limit 200 characters)</small>				
Information Technology	Other:						
Human Resources	Other:						
Are there any Implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
Capital Projects may be delayed if land requirements are not in place.							
Financial Planning & Development Finance Only							
Question: Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title	Real Estate Appraiser/Negotiator				(max 100 characters)
Implications/Consequences (if request not approved)					
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>					
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> Yes. Type: _____					
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 600 characters)					
<div></div>					
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No					
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 250 characters)					
<div></div>					
<b>Risk Management</b> (Select from below three rows in the table below: What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased customer claims, and can mitigate the situation with this ARR?)					
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)		
	Medium	> \$1,000,000	Delay in capital projects, reduced service levels (parkland, library, fire stations, community centre, joint operations yards).		
Complement Details					
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
Complement Information	Position #1	Position #2	Position #3	Sub-total	
Budget Year	2017				
Position title	Real Estate Appraiser/Negotiator				
Estimated start date	January 1, 2017				
# of positions requested	1.00			1.00	
Full-time equivalents (FTEs)	1.00			1.00	
Position type	Full-time				
Position agreement classification	Mgmt/Non-union				
If contract, specify length (months or yrs.)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (provide if different from # shown)	80141				
Grade level	7				
Est. starting step	1				
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
Desktop Computer or Laptop required?	Laptop				
Fleet Vehicle Required?	No				
Blackberry/Cell Phone Required?	No				



# Approved 2017 Budget 2018 Plan

080.01.2017 A&B

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	VMC Project Manager Positions <small>(limit 70 characters)</small>						
Business Unit #	715000	Office of the City Solicitor					
Department	City Solicitor						
Term of Council Service Excellence Strategy Map	Facilitate the development of the VMC						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/Recognized <input type="checkbox"/> R
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Both		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	2.00	-	-	-	2.00	-	2.00
Net FTE's	2.00	-	-	-	2.00	-	2.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	302,718	-	-	-	302,718	-	302,718
Other continuous costs	3,000	-	-	-	3,000	-	3,000
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(305,718)	-	-	-	(305,718)	-	(305,718)
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>There are currently two contract position within the City to facilitate the development of the Vaughan Metropolitan Centre: Lawyer-Development and Law Clerk. These positions work within a dedicated multi-disciplinary team to manage and coordinate the design and delivery of this complex development and urban intensification projects in Vaughan's new downtown. To maintain consistency, and to keep the caliber of talent required to see a project of this magnitude come to fruition, these positions are requested to be converted to full-time positions. The planning for this initiative is expected to go well into the future. The lessons learned regarding the development of this intensified area will be leveraged to assist with the planning and development other intensification projects throughout the City.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
<p>To facilitate the development of the VMC is a Term of Council Priority. This team of individuals are an integral component of the strategy that will see a new, vibrant and modern urban centre the City.</p>							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
<p>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 &amp; 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.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal			Type of consultation: <small>(limit 200 characters)</small>		
Information Technology	<input type="checkbox"/>	Other:					
Human Resources	<input type="checkbox"/>	Other:					
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
<p>As the positions are contract, upon expiry the individuals currently in the positions would leave employment with the City. Their knowledge of this complex project will be lost. There is the very likely potential that the timeline for bringing the VMC to light will be delayed. Existing City resources would be strained to deliver the caliber of urban centre envisioned.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title		VMC Project Manager Positions		(limit 70 characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated separately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017	2017		
Position title	Lawyer - Development (VMC)	Law Clerk (VMC)		
Estimated start date	February 1, 2018	May 1, 2019		
# of positions requested	1.00	1.00		2.00
Full-time equivalents (FTEs)	1.00	1.00		2.00
Position type	Full-time	Full-time		
Position agreement classification	Mgmt/Non-union	Mgmt/Non-union		
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (coverage of different than previous)	7 (500)	7 (500)		
Grade level	11	4		
Est. starting step	5	5		
Desktop (HR) Review Performed?	No	No		
B&F Accommodations Available?	Yes	Yes		
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				



# Approved 2017 Budget 2018 Plan

050.03.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	OCIO Service Contracts - Growth <small>(limit 70 characters)</small>						
Business Unit #	050050	ITM - Infrastructure Architecture & Operations					
Department	050 - Office of the Chief Information Officer						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	<input type="checkbox"/>	Project					Approved/Recognized <input type="checkbox"/>
Legal/Regulatory Requirement	<input type="checkbox"/>	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/>		Labour/Non-Labour		<input type="checkbox"/>		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	361,767	-	-	-	361,767	-	361,767
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 361,767	\$ -	\$ -	\$ -	\$ 361,767	\$ -	\$ 361,767
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Request Description: Please provide a brief description of the request.</b> <small>(limit 1,325 characters)</small>							
Part of the activities required by the OCIO restructuring was to review all of the financials. During this time, it was noted that there was a significant gap within service contracts. There were inaccurate and incomplete budgetary numbers. The city as a whole has seen substantial growth. This can be seen throughout the city with the addition of new facilities such as libraries, fire stations, and community centres. Residents and staff have been demanding additional core services to be provided at all of these locations which impacts licensing, support, and maintenance costs. Without sufficient funding we'll be impacting the Term of Council Service Excellence Strategy, and the corporation's daily activities. These funds are used to upkeep existing infrastructure that provides support to Fire, Vaughan Public Libraries, Community Centres, Parks and City Hall.							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> <small>(limit 1,000 characters)</small>							
The infrastructure that is funded by service contracts directly maps to T06, T07, T13, and T14. Vaughan.ca is used as our primary communication tool to our residents. Without adequate funding within service contracts sites such as Vaughan.ca, VOL, and Email will be greatly impacted. The city's community centres and libraries require OCIO services to run their business units either by providing additional services or core business functionality to the residents and city staff. Example: Point of Sale terminals.							
<b>Describe how this request relates to Departmental Business Plan.</b> <small>(limit 720 characters)</small>							
OCIO Infrastructure is the key foundation to all of our services. Without proper funding none of the business plans will be able to move forward. This means internal projects and capital projects that utilize the city's infrastructure will not be able to proceed forward. Key services such network (Aruba Hardware, FS, GTM, Firewall), storage (HPE), telephony, cloud (Microsoft Azure) and virtualization (HPE) are some of the areas that service contracts supports.							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: <small>(limit 200 characters)</small>				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
<b>Are there any implications if this ARR is not approved? Please describe.</b> <small>(limit 600 characters)</small>							
The implications of not approving this ARR would be devastating to our corporation and our reputation. All capital projects requiring OCIO support will be impacted. As the infrastructure is the fundamental part of all new and existing solutions. Residents health and safety could be at risk if the EOC isn't able to send out notifications through Vaughan.ca. Vaughan.ca is a part of the emergency plan and a crucial part of the communication strategy.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:		Approval Received:			

# Approved 2017 Budget 2018 Plan

Request Title	OCIO Service Contracts - Growth			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Regulatory/Compliance	High	\$100,000	License and contract obligations aren't negotiable and if they aren't fulfilled we risk being audited and fined. (Financial impact could exceed \$100,000)	
Health and Safety	High	>\$1,000,000	Emergency notifications for residents are sent out through Vaughan.ca	
Health and Safety	High	>\$1,000,000	Emergency lighting is provided by the OCIO UPS units	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (coverage if different than unknown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				



# Approved 2017 Budget 2018 Plan

050-04-2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	OCIO Service Contracts - New <small>(limit 70 characters)</small>						
Business Unit #	050050	ITM - Infrastructure Architecture & Operations					
Department	050 - Office of the Chief Information Officer						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	<input type="checkbox"/>	Project					Approved/Recognized <input type="checkbox"/>
Legal/Regulatory Requirement	<input type="checkbox"/>	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input checked="" type="checkbox"/> Labour/Non-Labour				
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	581,628	-	-	-	581,628	-	581,628
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 581,628	\$ -	\$ -	\$ -	\$ 581,628	\$ -	\$ 581,628
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Request Description: Please provide a brief description of the request.</b> <small>(limit 1,325 characters)</small>							
Part of the activities required by the OCIO restructuring was to review all of the financials. During this time, it was noted that there was a significant gap within service contracts due to FX exchange rates and growth within the corporation. There were inaccurate and incomplete budgetary numbers. Without sufficient funding we'll be impacting the Term of Council Service Excellence Strategy, and the corporation's daily activities. These funds are used to upkeep existing infrastructure that provides support to Fire, Vaughan Public Libraries, Community Centres, Parks and City Hall.							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> <small>(limit 1,000 characters)</small>							
The infrastructure that is funded by service contracts directly maps to T06, T07, T13, and T14. Vaughan.ca is used as our primary communication tool to our residents. Without adequate funding within service contracts sites such as Vaughan.ca, VOL, and Email will be greatly impacted. The city's community centres and libraries require OCIO services to run their business units either by providing additional services or core business functionality to the residents and city staff. Example: Point of Sale terminals.							
<b>Describe how this request relates to Departmental Business Plan.</b> <small>(limit 720 characters)</small>							
OCIO infrastructure is the key foundation to all of our services. Without proper funding none of the business plans will be able to move forward. This means internal projects and capital projects that utilize the city's infrastructure will not be able to proceed forward. Key services such network, storage, telephony, cloud, and virtualization are some of the areas that service contracts supports.							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: <small>(limit 200 characters)</small>				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
<b>Are there any implications if this ARR is not approved? Please describe.</b> <small>(limit 600 characters)</small>							
The implications of not approving this ARR would be devastating to our corporation and our reputation. All capital projects requiring OCIO support will be impacted. As the infrastructure is the fundamental part of all new and existing solutions. Residents health and safety could be at risk if the EOC isn't able to send out notifications through Vaughan.ca. Vaughan.ca is a part of the emergency plan and a crucial part of the communication strategy.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	OCIO Service Contracts - New (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Regulatory/Compliance	High	\$100,000	License and contract obligations aren't negotiable and if they aren't fulfilled we risk being audited and fined. (Financial impact could exceed \$100,000)	
Health and Safety	High	>\$1,000,000	Emergency notifications for residents are sent out through Vaughan.ca	
Health and Safety	High	>\$1,000,000	Emergency lighting is provided by the OCIO UPS units	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (coverage if different than unknown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				



# Approved 2017 Budget 2018 Plan

050.08.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Mobile Operating Fund Request - Asset Management <small>(limit 70 characters)</small>						
Business Unit #	050060	ITM - Client Support & Solution Services					
Department	050 - Office of the Chief Information Officer						
Term of Council Service Excellence Strategy Map	Leadership Alignment - Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence						
Tied to a Capital Project	Yes	Project	Asset Management				Approved/Recognized <span style="background-color: #90EE90; padding: 2px;"> </span>
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	4,900	4,900	4,900	14,700	-	14,700
One-time expenses	53,400	(53,400)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 53,400</b>	<b>\$ (48,500)</b>	<b>\$ 4,900</b>	<b>\$ 4,900</b>	<b>\$ 14,700</b>	<b>\$ -</b>	<b>\$ 14,700</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>In support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff in the following departments through 2017 and 2018. The approximate timing and numbers are as follows 50 Mobile Devices for 2017 and 77 Mobile Devices in 2018. The impact to operations budget for OCIO is as follows; Item A.) PC Setup fees \$53 400 and Renewals fees will be \$4 900 per year ongoing. Items B.) A one time setup fee of \$40 000 for Mobile Device Encryption. See attached spreadsheet for Yearly costs and GL Numbers.</p> <p>Year 2017 - The total request is \$53 400, and ongoing costs of \$4 900 per year for 50 Devices.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
<p>In support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff in the following departments through 2017 and 2018.</p>							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
<p>In support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff in the following departments through 2017 and 2018.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal				Type of consultation: <small>(limit 200 characters)</small>		
Information Technology	Other:						
Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
<p>The support of the Work Order (WO) Improvement initiative for Corporate Asset Management project # EN-1958-13, mobile devices (tablets and/or toughbooks) will be rolled out to staff will be delayed.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Mobile Operating Fund Request - Asset Management				(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>					
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>					
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____					
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)					
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No					
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)					
Mobile Devices that are not encrypted, may result in data loss, loss of reputation, abuse of sensitive and or personal information.					
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)					
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)		
Litigation	Low	\$100,000	Non compliance with Enterprise Licensing may lead to lawsuits.		
<b>Complement Details</b>					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>	
Budget Year					
Position title					
Estimated start date					
# of positions requested					
Full-time equivalents (FTEs)					
Position type					
Position agreement classification					
If contract, specify length (months or yrs.)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (do not use if different than worksheet)					
Grade level					
Est. starting step					
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
Desktop Computer or Laptop required?					
Fleet Vehicle Required?					
Blackberry/Cell Phone Required?					



# Approved 2017 Budget 2018 Plan

110.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	(2) Supervisor of Plans Review <small>(limit 70 characters)</small>						
Business Unit #	110001	Building Standards					
Department	110 - Building Standards						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	No	Project		Approved/Recognized			
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation		Building Code Act & Building Code, as amended			
ARR Type	Growth		Labour/Non-Labour	Labour			
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	2.00	-	-	-	2.00	-	2.00
Net FTE's	2.00	-	-	-	2.00	-	2.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	249,905	-	-	-	249,905	-	249,905
Other continuous costs	6,652	-	-	-	6,652	-	6,652
One-time expenses	20,000	(20,000)	-	-	-	-	-
Offsets/reductions	(276,557)	20,000	-	-	(256,557)	-	(256,557)
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>The 2 full time Supervisors of Plans Review positions are necessary to meet the mandated requirements and to ensure timely and diligent service delivery for plans review of projects, to ensure construction activities take place within code requirements and related standards. Based on the complexity and specialized nature of anticipated projects, in combination with aggressive construction schedules, the Municipality may be at risk of not being able to meet mandated Building Code timelines and industry expectations with service delivery, if these resources are not added to the current department staffing levels. In addition, these 2 positions will bring the ratio of supervisor to staff levels to a manageable ratio of 6-8 per supervisor. These positions will be fully funded from the Building Standards Continuity Reserves as per the Building Code Act, which allows that Building Code related activities and associated expenses are funded through building permit fees. The positions will be responsible for the operational supervision of a multi-disciplinary skilled technical staff and coordination of all plans review services within the Technical Division. The positions will provide effective and efficient supervision and leadership to Plans Examination staff, thereby ensuring that plans review services within the division are carried out in accordance with the requirements of the Building Code Act, Building Code, and other applicable laws.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
<p>As part of the service excellence and continuous improvement initiatives, and intent to improve service delivery to the development and construction industry in growth mode, the organizational structure requires personnel of a supervisory level to address the quantitative and qualitative aspects of service levels. Issue building permits within the legislated timeframe by prioritizing building code related reviews. Where applicable, conduct specialized inspections for complex buildings within legislated time frames. Provide conditional permits when requested to accelerate construction schedules. Hire more staff as needed.</p>							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
<p>Issue building permits within legislated turnaround times by prioritizing building code reviews without compromising due diligence. Conduct specialized inspections within legislated time frames for complex buildings. Provide conditional permits when requested to accelerate construction schedules. Hire new staff that will be assigned duties to the VMC in the first phase and the hospital project as needed to ensure appropriate turnaround for service requests.</p>							
Indicate any impacts this request will have on other departments.							
X	Finance	X	Legal	Type of consultation: <small>(limit 200 characters)</small> New computer/workstation, new job descriptions/postings and recruitment in addition to remuneration package will be required. Reconfigure office layout.			
X	Information Technology	X	Other: Facility Maintenance Services				
X	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
<p>The current organizational structure cannot sustain development growth rate without maintaining mandated service level, ensuring due diligence and alleviating risk and liability to the corporation. The Municipality may be limited in offering services that are directly related to the anticipated increased complexities in building design and construction techniques.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:		Approval Received:			

# Approved 2017 Budget 2018 Plan

Request Title	(2) Supervisor of Plans Review			(limit 100 characters)
<b>Implications/Consequences (If request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No If yes, Type: <input type="checkbox"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
BUILDING CODE ACT, ONTARIO BUILDING CODE and its associated references. All Sections and Parts will be affected.				
Is this the first year of implementation? <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Regulatory compliance requirements (mandated services), Health and Safety of residents and facility users.				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims and/or an mitigated risk situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	Medium	\$150,000		
Health and Safety	High	>\$1,000,000	Residential, Industrial, Commercial and Institutional buildings.	
Regulatory/Compliance	High	>\$1,000,000	Auditing by the Ministry of Municipal Affairs and lawsuit for lack of compliance, Building Code Commission	
<b>Complement Details</b>				
Do not give positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Supervisor of Plans Review			
Estimated start date	March 1, 2017			
# of positions requested	2.00			2.00
Full-time equivalents (FTEs)	2.00			2.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	N/A			
If Casual/Seasonal PT enter Hourly wage	N/A			
Business unit # (override if different than # above)	110001			
Grade level	7			
Est. starting step	3			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Cell Phone			



# Approved 2017 Budget 2018 Plan

110.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title		Zoning Plans Examiner (limit 70 characters)					
Business Unit #		110001 Building Standards					
Department		110 - Building Standards					
Term of Council Service Excellence Strategy Map		Effective Service Delivery - Review service delivery options and shared services to match resources to desired service levels					
Tied to a Capital Project		No <input type="checkbox"/> Project <input type="checkbox"/>				Approved/Recognized <input type="checkbox"/>	
Legal/Regulatory Requirement		Yes <input type="checkbox"/> Indicate the Statute or Regulation <b>BY-LAW I-88, and Building Code*</b>					
ARR Type		Growth <input type="checkbox"/>		Labour/Non-Labour <input type="checkbox"/>		Labour <input type="checkbox"/>	
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>							
Operating Costs							
Staffing & Benefits	98,355	-	-	-	98,355	-	98,355
Other continuous costs	2,300	-	-	-	2,300	-	2,300
One-time expenses	5,200	(5,200)	-	-	-	-	-
Offsets/reductions	(105,855)	5,200	-	-	(100,655)	-	(100,655)
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
As part of Service Excellence, we are requesting a new resource for a Zoning Plans Examiner to improve delivery of zoning review services within the Building Standards Department for the various applications within the development approval processes including site plan, CofA, rezoning and building permits. This new resource will help the Building Standards Department achieve building permit legislated turnaround times with regards to building permit review processing in growth mode. The new resource will also help improve customer service levels at the front counter and phone lines, as per the department business plan.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
In reference to the Term of Council Service Excellence Strategy Map, the zoning examiner position will allow the Building Standards Department to achieve Effective Service Delivery with regards to the processing of permits while in growth mode. This service is tied to the Building Code Act mandated processing times with respect to different permit types. In addition, the City is promoting the development of the Vaughan Metropolitan Centre. The development of the VMC will also result in increased demand on our service levels, and the Building Standards Department will be required to review and approve high-profile complex building permits and site plan approvals related to the VMC, within or exceeding mandated turnaround time.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
Improved customer service to homeowners and industry. Meeting building permit mandated time lines regarding permit applications, and providing easy accessible zoning information to citizens, development and construction industry. Providing improved customer service at the front counter.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services		Legal		Type of consultation: (limit 280 characters)			
<input checked="" type="checkbox"/> Information Technology		Other: _____					
<input checked="" type="checkbox"/> Human Resources		Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The implications of not having an ARR approval would have an adverse effect on service delivery particularly on turn around times. The mandated Building Code timelines would be impacted and would not be met. Citizens and development industry would experience longer zoning review timelines, inconsistent with the corporate service excellence strategy map.							
Financial Planning & Development Finance Only							
Question: Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Zoning Plans Examiner (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 250 characters)				
BY-LAW 1-88, and Building Code				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Regulatory and Compliance				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Regulatory/Compliance	High	>\$1,000,000	Results for noncompliance with regulatory timelines causing financial burden to the applicant	
Health and Safety	High	>\$1,000,000	Industrial Commercial Buildings and Residential Buildings - if permits not issued there could be risk to Health and Safety	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Zoning Plans Examiner			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # above)	110001			
Grade level	J			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

130.06.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Development Engineer - Intensification or Greenfield (limit 70 characters)							
Business Unit #	2004001	Develop. / Transport. Engineer						
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt							
Term of Council Service Excellence Strategy Map	Continuous Improvement - Implement continuous improvement initiatives to improve service and business processes							
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project						Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation						
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
<b>Staffing</b>								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
<b>Operating Revenue</b>	-	-	-	-	-	-	-	
<b>Operating Costs</b>								
Staffing & Benefits	125,500	-	-	-	125,500	-	125,500	
Other continuous costs	3,350	-	-	-	3,350	-	3,350	
One-time expenses	5,400	(5,400)	-	-	-	-	-	
Offsets/reductions	(134,250)	5,400	-	-	(128,850)	-	(128,850)	
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0	
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)								
In 2016 DEIPs completed a departmental functional review which included the evaluation of the current organizational structure. It was determined that one of two Development Engineering management positions would be re-purposed to better support the review and processing of intensification and greenfield developments. This senior-lead position will collaborate with the team on projects and will provide expertise on development engineering work in their area of knowledge (either Intensification or Greenfield developments). In addition, the Development Engineer will directly review and coordinate some of the more complex, high priority files including those called to the OMB. The Development Engineer will seek to provide continuous improvement and greater efficiencies within the processes used on an ongoing basis and will assist the Manager to review subdivision, development and service agreements within established service delivery expectations.								
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)								
This additional position will ensure that we continue to provide timely, detailed and collaborative evaluations of development applications, engineering submissions and subdivision servicing/development agreements.								
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)								
This request supports the business plan by providing excellent customer service. This senior-lead position specializes in the review and evaluation of complex, politically charged and high priority engineering submissions to the City and collaborates with staff and others to ensure a detailed and comprehensive approval is completed.								
<b>Indicate any impacts this request will have on other departments.</b>								
	Facility Maintenance Services	<input type="checkbox"/> Legal	Type of consultation: (limit 200 characters) Information Technology: Provide computer hardware, software and technology support Human Resources: Recruitment for the position					
X	Information Technology	<input type="checkbox"/> Other:						
X	Human Resources	<input type="checkbox"/> Other:						
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)								
This position is needed to ensure delivery of the Department's Service Excellence mandate and Term of Council priorities.								
<b>Financial Planning &amp; Development Finance Only</b>								
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:		

# Approved 2017 Budget 2018 Plan

Request Title	Development Engineer - Intensification or Greenfield			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
The Planning Act prescribes certain processing times for development applications. If these time lines are not met, then the application can be referred to the OMB for non-decision.				
Is this the first year of implementation? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Insufficient resources to adequately review development application in a timely manner may result in more applications being referred to the OMB for non-decision which will have an impact on city financial and human resources.				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or other negative situations with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Development Engineer - Intensification or Green Field			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	N/A			
If Casual/Seasonal PT enter Hourly wage	N/A			
Business unit # (over 100 if different than 1000000)	2004001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

130.04.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Municipal Inspector Service Connections (limit 70 characters)						
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continuous Improvement - Implement continuous improvement initiatives to improve service and business processes						
Tied to a Capital Project	No	Project					Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	104,855	-	-	-	104,855	-	104,855
Other continuous costs	3,100	-	-	-	3,100	-	3,100
One-time expenses	10,850	(10,850)	-	-	-	-	-
Offsets/reductions	(118,805)	10,850	-	-	(107,955)	-	(107,955)
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
<b>Associated Capital Costs</b>	\$ 31,444	\$ -	\$ -	\$ -	\$ 31,444	\$ -	\$ 31,444
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
In 2015, DEIPS took over the administration of the sewer servicing contract which was formerly a function of the Public Works Department. This includes preparing a yearly contract and hiring a contractor that is responsible to install both residential and ICI connections which engineering staff manages. With the diversity, complexity and high workload of this function, the span of control has become un-manageable. Accordingly, there is a need to introduce an additional unionized position to improve span of control and to meet both corporate and development industry service level expectations with respect to the administration of the sewer servicing contract. This position will be funded from fees generated from the administration fees charged on all sewer servicing contract.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
An additional resource will ensure that we continue to cultivate an environmentally sustainable city through the adherence to standards and environmental legislation and stakeholder requirements. It will attract investments and create jobs and continue to ensure the safety and well-being of citizens while managing new infrastructure and assets.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This request will improve service delivery. It will provide a one stop shop for the development community to begin the building process and engage staff from the onset to ensure adherence to City standards. Secondly, this request will also provide additional municipal field inspection and technical support towards the administration of the sewer servicing contract and provide relief to development technologist office staff who currently manage this process to concentrate on their other functions as well as to municipal inspection field staff who have expressed concern over time required to manage the inspection of the servicing contract above their current duties.							
Indicate any impacts this request will have on other departments.							
N/a	Facility Maintenance Services	N/a	Legal	Type of consultation: (limit 200 characters)			
N/a	Information Technology		Other:				
N/a	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Service delivery to the public seeking residential servicing and to developers for ICI projects will be directly impacted.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Municipal Inspector Service Connections (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Municipal Inspector Service connections			
Estimated start date	June 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)	NA			
If Casual/Seasonal PT enter Hourly wage	NA			
Business unit # (outside of memorandum # shown)	2104001			
Grade level	J			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

130.05.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
<b>Request Title</b>		Project Manager - Infrastructure Planning (2 Year Contract)					(limit 70 characters)
<b>Business Unit #</b>	2004001	Develop. / Transport. Engineer					
<b>Department</b>		130 - Develop. Eng & Infra. Planning Serv., DCM Planning & Growth Mgmt					
<b>Term of Council Service Excellence Strategy Map</b>		Update the Official Plan and supporting studies					
<b>Tied to a Capital Project</b>		Yes	Project Transportation Master Plan Update (DE-7141-16)				Approved/Recognized: A
<b>Legal/Regulatory Requirement</b>		Yes	Indicate the Statute or Regulation: Planning Act				
<b>ARR Type</b>		Growth		Labour/Non-Labour		Labour	
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	106,576	-	-	-	106,576	-	106,576
Other continuous costs	3,250	-	-	-	3,250	-	3,250
One-time expenses	5,400	(5,400)	-	-	-	-	-
Offsets/reductions	(115,228)	5,400	-	-	(109,828)	-	(109,828)
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
This position, non-union grade 8 (2 Year Contract), will lead a team of City staff and consulting resources to undertake the Transportation Master Plan (TMP) development, adoption and approval. The Project Manager will manage the consultant procurement process, review and direct the work of staff and the consulting team and administrate the associated contract(s). This resource will assist with other supporting documents/studies including the Water, Wastewater and Storm Drainage/Stormwater Management Master Plan Update Studies and provide input into Development Charges by-law update. Additionally, this position will work closely with the Project Manager-Municipal Comprehensive Review (Official Plan) in preparation for the Official Plan and other supporting studies which will guide the City's growth and development to the year 2041. The funding for this ARR will be fully funded from City-Wide Development Charges.							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
One of the term of Council priorities is to update the Official Plan and supporting documents; the Transportation Master Plan is a key supporting document to monitor and assess the TMP progress, policy changes, and GTA context.							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
This resource will enable the department to deliver the Transportation Master Plan update that ties back to term of Council priority of updating the official plan and supporting documents.							
<b>Indicate any impacts this request will have on other departments.</b>							
N/a	Facility Maintenance Services	N/a	Legal	Type of consultation: (limit 200 characters) HR - recruitment, Policy Planning - Collaboration on Municipal Comprehensive (Official Plan) Review			
N/a	Information Technology	Yes	Other: Policy Planning				
Yes	Human Resources		Other:				
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 500 characters)							
This position is needed to deliver on the Department's Service Excellence mandate and the term of Council priorities.							
<b>Financial Planning &amp; Development Finance Only</b> Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Project Manager - Infrastructure Planning (2 Year Contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
The Planning Act requires municipalities to prepare Official Plan to set out the municipality's general planning goals and policies that will guide future land use. Such plans are required to be updated every five years, to conform with provincial plans and be consistent with provincial policy statements. Master Plans are supporting documents of the Municipal Comprehensive Official Plan review. Other legislative documents are: the Provincial Policy Statement (PPS), the Oak Ridges Moraine Conservation Plan, the Growth Plan for the Greater Golden Horseshoe ("The Growth Plan") and Development Charges Act.				
Is this the first year of implementation? <input type="text"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Regulatory/Compliance				
Litigation	High		Appears in the Ontario Municipal Board	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Project Manager - Infrastructure Planning			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	2 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different from above)	2054001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

130.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Regional Express Rail (3 Year Contract)					(limit 70 characters)	
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continue to develop transit, cycling and pedestrian options to get around the City						
Tied to a Capital Project	Yes	Project	DE-7158-15 (Concord GO Secondary Plan Feasibility Study)				Approved/Recognized: A
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation		Greater Toronto Transportation Authority Act; Environmental Assessment Act			
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	106,576	-	-	-	106,576	-	106,576
Other continuous costs	4,050	-	-	-	4,050	-	4,050
One-time expenses	20,400	(20,400)	-	-	-	-	-
Offsets/reductions	(131,026)	20,400	-	-	(110,626)	-	(110,626)
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The resource, non-union grade B (3 Year Contract), will work closely with Metrolinx's staff in coordinating major transit initiatives Region-wide and in particular projects within the City or projects that will impact the City. These major initiatives include the following:</p> <ul style="list-style-type: none"> <li>Regional Transit Plan (the "RTP") - guide the works being done to transform the transportation network in the Greater Toronto and Hamilton Area (the "GTHA"). The review of the GTHA's first RTP ("The Big Move") is underway to ensure that it continues to reflect the transportation priorities of the region and can do so with a 25 year outlook to 2041.</li> <li>Regional Express Rail (RER) - Metrolinx is embarking on a massive transformation of the GO rail network to provide faster, more frequent and reliable GO train services. Over the next 10 years, the GO rail network will be expanded to enable up to 15-minute, electrified train service in the core areas and an increase of four times the number of train trips on off-peak hours and double current train services during peak hours throughout the network. In order to deliver these RER initiatives, a number of planning and design projects will be required.</li> </ul> <p>In the interim, the position will be funded by City-Wide development charges as the Metrolinx funding approval is yet to be confirmed.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This request directly links to the "Continue to develop transit, cycling and pedestrian options to get around the City." Working closely with Metrolinx, this resource will be focusing on transit projects related to Regional Express Rail to directly improve GO transit as an option for residents in the City, particularly related to faster, more frequent and more reliable GO train service.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This resource will enable the department to deliver on the pedestrian and cycling strategy.							
Indicate any impacts this request will have on other departments.							
X	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters) HR - recruitment; Facility Maintenance Services to provide accommodations for the position				
	Information Technology	Other:					
X	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
City resources are required to facilitate the implementation of the Regional Express Rail projects in Vaughan, as part of the Transit EA process Metrolinx follows - the Transit Project Assessment Process (TPAP) and to support the City's interests.							
Financial Planning & Development Finance Only							
Questions/Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Project Manager - Regional Express Rail (3 Year Contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 850 characters)				
Greater Toronto Transportation Authority Act Environmental Assessment Act				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 850 characters)				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Project Manager - Regional Express Rail			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	3 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than Workday)	20049/01			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

130.03.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Rapid Transit (2 Year Contract)					(limit 70 characters)	
Business Unit #	2004001	Develop. / Transport. Engineer					
Department	130 - Develop. Eng & Infra. Planning Serv. DCM Planning & Growth Mgmt						
Term of Council Service Excellence Strategy Map	Continue to develop transit, cycling and pedestrian options to get around the City						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/ Recognized <input type="checkbox"/>
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	106,576	-	-	-	106,576	-	106,576
Other continuous costs	4,050	-	-	-	4,050	-	4,050
One-time expenses	20,400	(20,400)	-	-	-	-	-
Offsets/reductions	(131,026)	20,400	-	-	(110,626)	-	(110,626)
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
This resource, a non-union 2 Year Contract, is required to manage the City's growth management initiatives and rapid transit initiatives. The resource will work on Review of BRT (Bus Rapid Transit): • VMC to Bowes Road; • West of Jane Street - Jane Street to Helen Street (open in 2018); • Bruce Street, east to Yonge Street (Phase two). The resource will be funded from Metrolinx via York Region to the City. If funding is not received the position will not be filled.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This request directly links to the "Continue to develop transit, cycling and pedestrian options to get around the City." Working closely with the Region and Metrolinx, this resource will be focusing on coordinating rapid transit initiatives Region-wide and in particular projects within the City or projects that will impact the City.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
This resource will manage elements of the City's growth management initiatives and rapid transit initiatives.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)				
Information Technology	<input type="checkbox"/>	Other: _____					
Human Resources	<input type="checkbox"/>	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Yes, this will impact the delivery of the BRT.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Project Manager - Rapid Transit (2 Year Contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Project Manager - Rapid Transit			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	2 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0000001 different than 0000000)	2004001			
Grade level	9			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

# Approved 2017 Budget 2018 Plan

130.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET													
ADDITIONAL RESOURCE REQUEST													
Request Title	Project Manager - Transportation Development					(limit 70 characters)							
Business Unit #	2004001	Develop. / Transport. Engineer											
Department	130 - Develop. Eng & Infra. Planning Serv., DCM Planning & Growth Mgmt												
Term of Council Service Excellence Strategy Map	Continue to develop transit, cycling and pedestrian options to get around the City												
Tied to a Capital Project	No	Project				Approved/Recognized							
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation											
ARR Type	Growth		Labour/Non-Labour		Labour								
Annual Budget Change Summary													
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total						
<b>Staffing</b>													
Complements	1.00	-	-	-	1.00	-	1.00						
Net FTE's	1.00	-	-	-	1.00	-	1.00						
<b>Operating Revenue</b>	-	-	-	-	-	-	-						
<b>Operating Costs</b>													
Staffing & Benefits	125,500	-	-	-	125,500	-	125,500						
Other continuous costs	3,250	-	-	-	3,250	-	3,250						
One-time expenses	20,400	(20,400)	-	-	-	-	-						
Offsets/reductions	(149,150)	20,400	-	-	(128,750)	-	(128,750)						
<b>Net Operating Budget</b>	\$ 0	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ 0						
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Request Description: Please provide a brief description of the request. (limit 1,325 characters)													
<p>The PM, Transportation Development is the senior lead responsible for the review of Development applications. This role collaborates with the team on projects and provides expertise to transportation engineering work related to new developments. In addition, the PM will directly review and coordinate some of the more complex, high priority files. The PM will prepare materials and strategy to attend and provides evidence as required at Ontario Municipal Board hearings and appeals. The position is a non-union full-time permanent role that will be funded from Engineering Reserve.</p>													
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)													
<p>This request directly links to the "Continue to develop transit, cycling and pedestrian options to get around the City", "Improve Municipal Road Network", and "Facilitate the development of the VMC".</p>													
Describe how this request relates to Departmental Business Plan. (limit 720 characters)													
<p>This resource will enable the department to deliver on Engineering review and approval of development applications, manage and facilitate development in the VMC and other intensification corridors, manage elements of the City's growth management initiatives, review and approve traffic impact and parking studies associated with development applications, participate in Ontario Municipal Board mediation sessions/hearings.</p>													
Indicate any impacts this request will have on other departments.													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Facility Maintenance Services</td> <td style="width: 50%;">Legal</td> </tr> <tr> <td>Information Technology</td> <td>Other: Development Planning</td> </tr> <tr> <td>X Human Resources</td> <td>Other:</td> </tr> </table>		Facility Maintenance Services	Legal	Information Technology	Other: Development Planning	X Human Resources	Other:	Type of consultation: (limit 200 characters) HR- recruitment, Development Planning - Development review input					
Facility Maintenance Services	Legal												
Information Technology	Other: Development Planning												
X Human Resources	Other:												
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)													
The department will not be able to review and approve development applications within established service delivery expectations and as per requirements of the Planning Act.													
Financial Planning & Development Finance Only													
Questica Budget Change Request:		Included in Draft Budget:		Approval Received:									



# Approved 2017 Budget 2018 Plan

130.01.2017

Request Title		Project Manager - Transportation Development		(limit 70 characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="text"/> Legislative				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
The Planning Act				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Appeal - Ontario Municipal Board				
Risk Management (Select from the drop menu) in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased economic costs, and can mitigate the situation with this ARR?				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Litigation	High		Ontario Municipal Board mediation/hearing	
Regulatory/Compliance				
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Project Manager - Transportation			
Estimated start date	March 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	12M			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (overrides 10 letters if that # shown)	2004001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

# Approved 2017 Budget 2018 Plan

181.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Clerk Typist (Part-time)						(limit 70 characters)
Business Unit #	180001	Planning - Administration					
Department	181 - Development Planning: Policy Planning						
Term of Council Service Excellence Strategy Map	Continuous Improvement - Implement continuous improvement initiatives to improve service and business processes						
Tied to a Capital Project	<input type="checkbox"/> No	Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	-	0.69	-	0.69
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	32,326	-	-	-	32,326	-	32,326
Other continuous costs	750	-	-	-	750	-	750
One-time expenses	500	(500)	-	-	-	-	-
Offsets/reductions	(33,576)	-	-	-	(33,576)	-	(33,576)
<b>Net Operating Budget</b>	\$ (0)	\$ (500)	\$ -	\$ -	\$ (500)	\$ -	\$ (500)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The request for permanent part-time clerical position with the Development Planning Department will be beneficial to the team to assist in providing front counter coverage, updating the PLANit database on an on-going basis and other administrative duties to alleviate the current pressures on the administrative team. In addition to providing administrative support to the planning staff, this position will assist the Cultural Heritage/Urban Design Section within the department. This position is a first point of contact to the Department, providing customer service by responding to front counter and phone enquiries from the public and staff, accepting planning applications, interpreting information contained in documents related to planning applications. This position will also assist in file maintenance, records, and perform other related duties as assigned to meet strategic initiatives and provide service excellence. The Clerk Typist position will also provide continuous improvement and effective service delivery by updating the new web based PLANit Viewer platform to allow the public to access and view the status of development planning applications. The need for a permanent position has been identified with multiple contract assignments from 2014 to current date in order to perform the above duties and update both the internal and external databases on an ongoing basis.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>This position links to the Term of Council Service Excellence Strategy Map through Continuous Service Delivery by providing staff, internal/external agencies, and the public with effective service delivery by enhancing operational performance for the department and the corporation.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>This position links to the Departmental Business Plan through Continuous Service Delivery by providing staff, internal/external agencies, and the public with effective service delivery by enhancing operational performance for the department and the corporation.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)					
Information Technology	Other:						
Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>The implication of not approving this ARR is that it will place greater workload on administrative staff and resources due to increased volume of applications, development inquiries, and other related planning items. Also, the Planners/Urban Designers and Cultural Heritage Coordinators would continue to carry the administrative workload and the department would incur the associated costs at a higher position rate rather than at a lower administrative rate. It would be more efficient to hire a permanent part-time position to alleviate the pressure from the planning/urban design and cultural heritage staff within the Planning Department.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		



# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Clerk Typist (Part-time)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Clerk Typist			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Part Time Salary			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0000001 different than 0000000)	000001			
Grade level	3			
Est. starting step	Start			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

# Approved 2017 Budget 2018 Plan

125.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	PART-TIME EVENTS CO-ORDINATOR (12 Month Contract)					(limit 70 characters)	
Business Unit #	1900020	Cultural Programming					
Department	125 - Economic and Business Develop.; DCM Planning & Growth Mgmt.						
Term of Council Service Excellence Strategy Map	Support and promote arts, culture, heritage and sports in the community						
Tied to a Capital Project	No	Project					Approved/Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	0.69	-	-	-	0.69	-	0.69
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	47,316	-	-	-	47,316	-	47,316
Other continuous costs	2,650	-	-	-	2,650	-	2,650
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(49,966)	-	-	-	(49,966)	-	(49,966)
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The Ec. Dev. + Culture Services Dept. in cooperation with Recreation Services submitted applications to the Canada 150 Fund for the organization and execution of events in celebration of Canada's 150 Birthday, including an augmented Canada Day program; Arts in Focus exhibition; VMC Gaming Challenge; Ambassador &amp; School Programs. The City has also applied for funding under the Ontario 150 Community Celebration and Ontario 150 Partnership Programs. The application for these funding programs has Council approval. These events are over-and-above the established programming executed by staff on an annual basis; and therefore requires the assistance of an Events Co-ordinator. The role of the Events Co-ordinator is to plan, co-ordinate and execute special events, including creating event workplans, monitoring budgets, developing marketing and communications related to events, seeking partners and sponsors, etc. The role requires an individual who is dynamic, creative and resourceful, capable of liaising with community partners, sponsors, non-profit organizations, and the public at large. The Canada 150 funding application includes a budget of \$50K for professional fees. The part-time Event-Coordinator position is needed for 2017 only and will only be filled if the grant funding is approved.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>This ARR is linked to the following priorities within the Term of Council Service Excellence Strategy Map: 1) Support and promote arts, culture, heritage and sports in the community; and 2) Facilitate the development of the VMC. Both the Canada 150 and Ontario 150 funding programs support communities in the development of celebration programs that promote diversity, celebrate the Canadian identity and achievements, as well as its natural beauty and resources as a legacy for tomorrow. Vaughan's program aligns with the mandate of the funding. It also takes the opportunity to showcase Vaughan's robust economy and promote the new downtown, the Vaughan Metropolitan Centre by hosting events on-site.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>The Economic Development Strategy: Building a Gateway to Tomorrow's Economy speaks to growing a dynamic quality of place and creative economy. The creation of a robust arts and culture sector contributes to placemaking - making Vaughan an attractive location for talent, and hence business investment.</p>							
Indicate any impacts this request will have on other departments.							
Y	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
Y	Information Technology	Other:					
Y	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>If this ARR is not approved, the City will not be able to execute the Canada 150 and Ontario 150 programs that it has applied for.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	PART-TIME EVENTS CO-ORDINATOR (12 Month Contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Events Co-ordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	0.69			0.69
Position type	Part-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	12			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0000001 different from 0000000)	1000001			
Grade level	4			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

125.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	INTERNATIONAL BUSINESS MISSIONS <small>(limit 70 characters)</small>						
Business Unit #	1905008	Foreign Business Development					
Department	125 - Economic and Business Develop.; DCM Planning & Growth Mgmt.						
Term of Council Service Excellence Strategy Map	Attract investment and create jobs						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	35,000	(35,000)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 35,000	\$ (35,000)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
<p>The Economic Development + Culture Services Department's 10-year Strategy places importance on business attraction activities in the following markets: Italy, China, Israel and US. Doing business in international markets requires a continuity of efforts, including making regular visits to those markets to maintain business and government relationships. The ARR is to augment the current budget to accommodate business missions to Italy, Israel and China. The City was last in these markets: Italy (2012), Israel (2013), and China (2015). 2017 is also the 25th Anniversary of Vaughan's twinning with Sora, Italy. Preliminary discussions are taking place for the planning of celebratory events to mark this occasion. The additional funds will provide for travel, professional fees and marketing collateral for missions to Italy and Israel in 2017; and the preparatory work for a China Mission in early 2018.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
<p>This ARR is linked to Priority: attract investment and create jobs. The intent of business missions is to foster trade and investment in markets where Vaughan has economic affinities.</p>							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
<p>Foreign business development has been identified in the EDCS's Business Plan under activities related to attracting investment and creating jobs. The Department has an ongoing foreign business development program, however budget usually only allows for one large mission to be undertaken in a calendar year. The cancellation of an outbound mission in 2016, in favour of hosting an inbound mission has pushed demand for additional business travel in 2017. Therefore the Department has been requested to facilitate missions to Italy and Israel, as well as facilitating the pre-mission planning for China in 2018.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: <small>(limit 200 characters)</small>				
Information Technology	<input type="checkbox"/>	Other:					
Human Resources	<input type="checkbox"/>	Other:					
Are there any implications if this ARR is not approved? Please describe. <small>(limit 600 characters)</small>							
<p>If the ARR is not approved, the City will not be able to implement the business mission to Israel or begin preparatory mission planning for China in early 2018.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	INTERNATIONAL BUSINESS MISSIONS (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year				
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (leave blank if different than previous)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				



# Approved 2017 Budget 2018 Plan

185.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
<b>Request Title</b>		Project Manager, New Community Areas Block 27 (contract extension 1yr) <small>(limit 70 characters)</small>					
<b>Business Unit #</b>	185001	Policy Planning					
<b>Department</b>	185 - Policy Planning; Urban Design						
<b>Term of Council Service Excellence Strategy Map</b>	Attract investment and create jobs						
<b>Tied to a Capital Project</b>	Yes	Project	New Community Areas Secondary Plans - Block 41(PL-9533-13) and Block 27(PL-9535-13)				Approved/Recognized: A
<b>Legal/Regulatory Requirement</b>	No	Indicate the Statute or Regulation					
<b>ARR Type</b>	Growth		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	164,344	-	-	-	164,344	-	164,344
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	(164,344)	-	-	-	(164,344)	-	(164,344)
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Request Description: Please provide a brief description of the request.</b> <small>(limit 1,325 characters)</small>							
Request for the extension of the Project Manager New Community Areas for a one year period. The Project Manager New Community Areas is responsible for the management and coordination of the process which lead to the preparation, adoption and ultimate approval of the Secondary Plans to govern the growth and development of the New Community Areas, as defined in the City of Vaughan Official Plan 2010. As a result in changes in Provincial policies, (the Provincial Plan Coordinated Review), the confirmation of a GO Rail Station site in Block 27 and a number of unresolved issues associated with the environment, servicing and the location of key public facilities, the completion of the secondary plans has been delayed. In order to maintain momentum, it will be necessary to extend the Project Manager Position for an additional year to assist in bringing closure to the remaining issues and proceed with the adoption of the required Secondary Plans.							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> <small>(limit 1,000 characters)</small>							
The subject development areas represent the City's last new development areas that will provide for ground related housing to the year 2031. The City is rapidly depleting its available supply in this market. Failure to secure the development approvals will result in the City being unable to develop on interim servicing capacity and may obstruct measures to advance the servicing of these areas. Failure to secure these approvals will further constrict the supply on an already tight market for ground related housing, thereby exacerbating pricing pressures. Also, this process will be contributing to the case for the early development of the Block 27 Kirby GO Rail station. Ensuring the resolution of the issues surrounding these secondary plans will be critical to supplying the City's mid-term housing supply, securing the Kirby Station and the provision of jobs and investment in infrastructure and servicing and the workforce for the Vaughan 400 Employment Area.							
<b>Describe how this request relates to Departmental Business Plan.</b> <small>(limit 720 characters)</small>							
The development of these blocks is foundational to the City's growth and development to 2031 and its timely delivery forms one of the assumptions underlying the City's Official Plan Review. The Kirby Station relates to the need to develop transit, cycling and pedestrian options to get around the City. It will also contribute to attracting investment and creating jobs and will assist in creating and managing affordable housing options.							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services	Legal				Type of consultation: <small>(limit 200 characters)</small>		
Information Technology	Other:						
Human Resources	Other:						
<b>Are there any implications if this ARR is not approved? Please describe.</b> <small>(limit 600 characters)</small>							
There is a project risk in terms of delay and quality of outcome if sufficient oversight is not provided. Particularly vulnerable will be the Station site. The Block 27 process is one of the components that can advance the early approval of the station. Operationally, if this position is not filled, then resources in Policy Planning will be required to fill in, thereby redirecting resources away from other projects.							
<b>Financial Planning &amp; Development Finance Only</b>							
<b>Questica Budget Change Request:</b>				<b>Included in Draft Budget:</b>		<b>Approval Received:</b>	

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# Approved 2017 Budget 2018 Plan

122.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
<b>Request Title</b>		Sustainability Coordinator - Energy Manager ( 4 year contract) <small>(limit 70 characters)</small>						
<b>Business Unit #</b>	020032	Environmental Sustainability						
<b>Department</b>	122 - Environmental Sustainability; DCM Planning & Growth Mgmt.							
<b>Term of Council Service Excellence Strategy Map</b>	Continue to cultivate an environmentally sustainable city							
<b>Tied to a Capital Project</b>	<input type="checkbox"/> No	<input type="checkbox"/> Project						<input type="checkbox"/> Approved/ <input type="checkbox"/> Recognized
<b>Legal/Regulatory Requirement</b>	<input checked="" type="checkbox"/> Yes	Indicate the Statute or Regulation <b>Ontario Regulation 397/11</b>						
<b>ARR Type</b>	<input type="checkbox"/> Transformational		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
<b>Staffing</b>								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
<b>Operating Revenue</b>	-	-	-	-	-	-	-	
<b>Operating Costs</b>								
Staffing & Benefits	112,245	-	-	-	112,245	-	112,245	
Other continuous costs	1,450	-	-	-	1,450	-	1,450	
One-time expenses	-	-	-	-	-	-	-	
Offsets/reductions	(113,695)	-	-	-	(113,695)	-	(113,695)	
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)	
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Request Description: Please provide a brief description of the request.</b> <small>(limit 1,325 characters)</small>								
<p>The Embedded Energy Manager (EEM) Agreement with PowerStream was originally signed by the Clerk and Mayor on November 1, 2014, as authorized by the CW report of October 20, 2012 (Item 24, Rpt. 39). The January 11, 2016 report (Item 5, Rpt. 1) of the Finance, Admin and Audit Committee identified the renewed EEM program for the 2016 to 2020 period and recommended to proceed with a consulting contract for the EEM position in 2016. The Report also identified the need for an ARR to be "submitted in the 2017 budget cycle to extend the role as a full-time contract position for the remainder of the term of the IESO EEM Program from 2017 to 2020". Ontario's Climate Change Strategy, Climate Change Action Plan and Growth Plan explicitly link building complete communities and reducing greenhouse gas (GHG) emissions. Emphasis is given to the role of public service facilities in the Provincial policy direction. Actions to reduce GHG emissions in buildings include energy efficiency measures, renewable energy and alternative energy generation, and connected energy systems (micro-grid, district energy and other systems). As cap and trade and the Greenhouse Gas Reduction Account are implemented, a dedicated staff person is necessary to navigate the rules to maximize energy savings, GHG emissions reductions, and financial gains to the City.</p>								
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> <small>(limit 1,000 characters)</small>								
<p>Implementation of the Energy Conservation Demand Management Plan, required by Provincial legislation, is identified through several actions in support of the Term of Council Priority to "continue to cultivate an environmentally sustainable City" (T12), including specific actions: energy saving in City facilities (T12.1); and the LED streetlight retrofit project (T12.3). There is alignment with the Term of Council Priority for infrastructure management and renewal (T06), including the following specific actions: Facility renovations for 11 buildings described in T06.4 to T06.15; and informing corporate asset management (T06.2).</p> <p>Implementing the energy conservation measures identified in the audit of 15 facilities has the potential to save the City over \$600,000 annually in energy costs in these facilities alone. The EEM program also allows the City to receive rebates for many of the capital project retrofits.</p>								
<b>Describe how this request relates to Departmental Business Plan.</b> <small>(limit 720 characters)</small>								
<p>The Environmental Sustainability team, together with Facility Maintenance Services, is responsible for the Energy Conservation Demand Management Plan (ECDMP) in accordance with Provincial legislation (O. Reg. 397/11). The ECDMP addresses energy conservation and reduced greenhouse gas (GHG) emissions of City assets (facilities and lighting). Reducing corporate GHG emissions is a component of Green Directions Vaughan, the City's Community Sustainability and Environmental Master Plan. Reducing corporate GHG emissions is tracked to meet obligations under FCM's Partners for Climate Protection. The City recently completed the Municipal Energy Plan to identify actions for GHG emissions reductions for the broader community.</p>								
<b>Indicate any impacts this request will have on other departments.</b>								
<input checked="" type="checkbox"/> Yes	Facility Maintenance Services	<input type="checkbox"/> Legal	Type of consultation: <small>(limit 200 characters)</small>					
<input type="checkbox"/>	Information Technology	<input type="checkbox"/> Other:						
<input type="checkbox"/>	Human Resources	<input type="checkbox"/> Other:						
<b>Are there any implications if this ARR is not approved? Please describe.</b> <small>(limit 600 characters)</small>								
<p>(1) Not approving the ARR would require that the City terminate the Embedded Energy Manager Agreement with PowerStream, which provides \$80,000 annually to support the position. (2) The City risks not meeting energy reporting requirements in accordance with O. Reg. 397/11. (3) The City would not have the staff to coordinate facility retrofits for financial rebates under PowerStream's Embedded Energy Manager program or Enbridge's "Run it Right" program. (4) Limited staff resources will make it difficult to use the ECDMP and the MEP to obtain Federal and Provincial funding under climate change action programs.</p>								
<b>Financial Planning &amp; Development Finance Only</b>								
<b>Questica Budget Change Request:</b>		<b>Included in Draft Budget:</b>			<b>Approval Received:</b>			

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Sustainability Coordinator – Energy Manager ( 4 year contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, Type: <input type="checkbox"/> Regulatory <input type="checkbox"/> Other				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 850 characters)				
Ontario Regulation 397/11 under the Green Energy Act requires that public institutions prepare an energy conservation demand management plan by 2014 to be renewed every 5 years and to report annually on energy consumption of facilities. Other related legislation and/or provincial policy include the Climate Change Action Plan (Climate Change Mitigation and Low-carbon Economy Act 2016) and the Growth Plan for the Greater Golden Horseshoe.				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 850 characters)				
O. Reg. 397/11 under the Green Energy Act does not appear to stipulate a fine for non-compliance. Public institutions are mandated to report energy use of facilities to the Province to the Broader Public Sector portal and to make the energy reporting available to the public. A public listing is made available of municipalities that do not comply.				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Reputation/Compliance	Low	\$0	The risk of non-compliance is more reputational given the importance placed on climate change mitigation by the Federal and Provincial governments.	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Sustainability Coordinator-Energy Manager			
Estimated start date	January 12, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	3 years			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (leave blank if different than 100000)	20032			
Grade level	5			
Est. starting step	5			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?				
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			



# Approved 2017 Budget 2018 Plan

185.02 2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	GIS Project Manager, Municipal Comprehensive (OP) Review (2 yr contract) (limit 70 characters)						
Business Unit #	185001	Policy Planning					
Department	185 - Policy Planning; Urban Design						
Term of Council Service Excellence Strategy Map	Update the Official Plan and supporting studies						
Tied to a Capital Project	Yes	Project	Municipal Comprehensive Review				Approved/Recognized: A
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation: Planning Act and Provincial Growth Plan					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	130,172	131,800	(131,800)	-	130,172	-	130,172
Other continuous costs	2,400	2,400	(2,400)	-	2,400	-	2,400
One-time expenses	36,500	(36,500)	-	-	-	-	-
Offsets/reductions	(189,072)	(134,000)	-	-	(303,072)	-	(303,072)
<b>Net Operating Budget</b>	\$ 0	\$ (36,500)	\$ (134,000)	\$ -	\$ (170,500)	\$ -	\$ (170,500)
<b>Associated Capital Costs</b>	\$ 710,928	\$ 674,815	\$ 169,950	\$ -	\$ 1,555,704	\$ -	\$ 1,555,704
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The position will be responsible for maintaining and enhancing existing spatial databases as well as creating new datasets and performing spatial/statistical analysis using different analytical approaches. This will include building a system that will support Growth Management decision-making and provide the basis for developing a long-term Official Plan performance tracking program based on indicators to be developed through the process. Base information will include sources such as Zoning, Official Plan and Natural Heritage Network GIS mapping and statistical and GIS sources from third parties such as the Province (LIO), the Region of York, and the Census of Canada. Preparing visualizations to support the City's Municipal Comprehensive (OP) Review and to provide responses to corporate, agency and authorized public inquiries will be important. The position will also assist, where appropriate, in identifying appropriate technology or upgrades to existing systems and data sources to advance the preparation of the MCR. This position will report to the Director of Policy Planning and Environmental Sustainability and work closely with the Project Manager - Municipal Comprehensive Review, various City Departments, the public and external agencies as the project lead on all Growth Management GIS/analytics related initiatives.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>This request links to Term of Council Priority - Update the Official Plan and Supporting Studies. This request also links to Service Excellence Strategic Initiatives including, Citizen Experience: Improvement Through Technology &amp; Consistent Service Delivery, and Operational Performance: Effective Service Delivery.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>This project is defined in the Department's Business Plan and the Capital Budget associated with the Municipal Comprehensive (OP) Review. This position will help the City fulfill its obligations under the Planning Act and Provincial Growth Plan to conduct a Municipal Comprehensive Review to implement Growth Plan Amendment No.2 and conduct the City's statutory 5-year Official Plan review as part of the City's Growth Management Strategy Update, to ensure compliance with the Provincial Plans and Policies, the York Region Official Plan (currently under review), and to allow the City to plan for growth to the 2041 horizon. This is a growth related capital project.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	X	Legal	Type of consultation: (limit 200 characters)				
Information Technology	X	Other: Development Planning					
Human Resources	X	Other: Other City Departments					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>The City is required to conduct this review. It will provide compliance of the City's OP with the York Region OP and the Provincial Plans. It will provide for new development potential for the City out to 2041 and address land uses policies regarding intensification and potential boundary expansion. Vaughan Council has requested that the OP review be completed by Q1 2018.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included In Draft Budget:		Approval Received:			

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	GIS Project Manager, Municipal Comprehensive (OP) Review (2 yr contract)				(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>					
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>					
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, Type: <input type="text"/>					
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)					
Ontario Planning Act: Requirement for Provincial Plan Conformity (Growth Plan for the Greater Golden Horseshoe - Amendment No. 2) and requirement for a 5-year of the current Official Plan. The Ministry of Municipal Affairs and Housing has advised that the required Official Plan amendment must be adopted by Council, no later than June 2018 subject to outcome of OP review.					
Is this the first year of implementation? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)					
Little consequence of non-compliance. Probable flexibility in time of adoption as long as the work is proceeding.					
<b>Risk Management</b> (Select from the drop menu in the table below. What is the primary associated risk not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)					
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)		
Litigation	High		The probability of litigation emerging from the process is high. This would be in the form of Ontario Municipal Board Appeals, in response to the adoption of this plan.		
Health and Safety	None		The health and safety issues are no different from normal operations.		
<b>Complement Details</b>					
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>	
Budget Year	2017				
Position title	Project Manager				
Estimated start date	January 1, 2017				
# of positions requested	1.00			1.00	
Full-time equivalents (FTEs)	1.00			1.00	
Position type	Full-time				
Position agreement classification	Mgmt/Non-union				
If contract, specify length (months or yrs.)	24 months				
If Casual/Seasonal PT enter Hourly wage					
Business unit # (leave blank if different than 100000)	100001				
Grade level	9				
Est. starting step	2				
Desktop (HR) Review Performed?	N/A				
B&F Accommodations Available?	No				
Desktop Computer or Laptop required?	Desktop				
Fleet Vehicle Required?	No				
Blackberry/Cell Phone Required?	No				



# Approved 2017 Budget 2018 Plan

155.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Waste Management Coordinator (12 Month Contract)						(limit 70 characters)
Business Unit #	2330001	Waste Management - Administ.					
Department	155 - Environmental Services; Waste Mgmt.						
Term of Council Service Excellence Strategy Map	Continue to cultivate an environmentally sustainable city						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project					Approved/Recognized
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Growth		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	94,289	-	-	-	94,289	-	94,289
Other continuous costs	-	-	-	-	-	-	-
One-time expenses	4,450	(4,450)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 98,739	\$ (4,450)	\$ -	\$ -	\$ 94,289	\$ -	\$ 94,289
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
Waste Management Coordinator needed for 12 months to implement the program approved by Council through the Condo Task Force to start providing city waste collection programs to the multi-residential units. There is an intensive set up period where multi-residential buildings need to be assessed for eligibility to the program. The initial work is being performed by consultants.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This position will approach multi-residential buildings where solid waste is currently collected privately and engage them in becoming part of the city program. The city solid waste program promotes diversion and the multi-residential buildings will have to comply with the City of Vaughan diversion programs. This will increase diversion and promotes an environmentally sustainable city.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
Council directed staff to include in the 2018 solid waste contract the collection of solid waste from all multi-residential buildings. As such, this direction is part of the business plan for Environmental Services							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/> Facility Maintenance Services	<input type="checkbox"/> Legal					Type of consultation: (limit 200 characters) Hire the contract person. Locate a space for this person to sit, may require configuration. Computers will need to be purchased and other IT needs required by the individual	
<input checked="" type="checkbox"/> Information Technology	<input type="checkbox"/> Other:						
<input checked="" type="checkbox"/> Human Resources	<input type="checkbox"/> Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The multi-residential collection program may not be available to all multi-residential units, contrary to the direction of Council.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Waste Management Coordinator (12 Month Contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or other mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b>	(limit 150 characters)
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Waste Management Coordinator			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	1 year			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0000001 different than 0000000)	2850001			
Grade level	5			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

# Approved 2017 Budget 2018 Plan

135.02.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Facility Planning (18 Months Contract)					(limit 70 characters)	
Business Unit #	2054001	Infrastructure Delivery					
Department	135 - Infrastructure Delivery; DCM Public Works						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	Yes	Project BF 8480-15				Approved/Recognized	A
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Transformational		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	95,620	-	-	-	95,620	-	95,620
Other continuous costs	1,850	-	-	-	1,850	-	1,850
One-time expenses	6,200	(6,200)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ 103,670	\$ (6,200)	\$ -	\$ -	\$ 97,470	\$ -	\$ 97,470
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
This request will facilitate the overall administration office space planning at city facilities, including City Hall and the JOC. This resource, 18 month contract position, will manage a master plan study to review to potentially enhance space utilization of the existing administration buildings. The funding for this study has been previously approved by council, BF-8480-15. The funding for the ARR will be fully funded through budget savings found within the Public Works Portfolio.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
One of the service excellence strategic initiatives is staff engagement operational performance. Optimal workplace locations and consistent workplace sizes is an important element to increasing staff engagement and operational effectiveness. This request will aid in developing a short-term and long-term facility plan in order to accommodate the City's existing and future staff complement.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The Infrastructure Delivery department will be the lead on this corporate initiative that will impact the office space within these administration buildings.							
Indicate any impacts this request will have on other departments.							
X	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters) The Space utilization/facility planning will be done in conjunction with FMS as any recommendation will have direct impacts to the operation of city facilities.				
	Information Technology	Other:					
	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	



# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Project Manager - Facility Planning (18 Months Contract)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b>	(limit 150 characters)
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Project Manager - Facility Planning			
Estimated start date	April 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Contract			
If contract, specify length (months or yrs.)	18 months			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (otherwise if different than # shown)	2054001			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Blackberry			

# Approved 2017 Budget 2018 Plan

135.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - VMC Edgeley Pond (2 Year Contract)					(limit 20 characters)	
Business Unit #	2054001	Infrastructure Delivery					
Department	135 - Infrastructure Delivery, DCM Public Works						
Term of Council Service Excellence Strategy Map	Facilitate the development of the VMC						
Tied to a Capital Project	Yes	Project	DT-7121-13 - VMC Edgeley Pond				Approved/Recognized: A
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	95,820	-	-	-	95,820	-	95,820
Other continuous costs	1,850	-	-	-	1,850	-	1,850
One-time expenses	6,600	(6,600)	-	-	-	-	-
Offsets/reductions	(104,070)	6,600	-	-	(97,470)	-	(97,470)
<b>Net Operating Budget</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
This Additional Resource Request (ARR) is for a two year period to facilitate the project management of the detailed design and construction of the Edgeley pond and park project within the Vaughan Metropolitan Centre (VMC) and will be funded through the Black Creek Renewal Fund (City-Wide Development Charges). Edgeley Pond and Park is the largest open space and City-owned piece of land in the VMC. The vision for the redevelopment of Edgeley Pond and Park is to build a signature gateway and sustainable amenity at the centre of the downtown that functions as a hybrid of vital stormwater management and innovative public park and open space.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This project is required to facilitate the development of the VMC. In its current condition, Edgeley Pond is undersized in its operation as an online Storm Water Management facility for the proposed VMC development. Reorganization and re-outfitting of the pond is required to unlock further development potential in the area, provide water quality and flood control and optimize ecological function. As part of the proposed Black Creek corridor renewal running along Jane Street south of Highway 7 in the VMC, Edgeley Pond and Park will form an important public destination. The detailed design of this project will take place in 2017/2018 with construction taking place in 2018/2019. This resource will oversee the project from the detailed design phase to the completion of construction.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
The Infrastructure Delivery department will be the lead on this Strategic Initiative through the detailed design and construction phases. This project has been identified as a priority within the Infrastructure Delivery Departmental Business Plan.							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services			Legal		Type of consultation: (limit 200 characters)		
Information Technology		X	Other: VMC Project Team		The VMC Project Team is leading the conceptual design phase. The project will be transferred to Infrastructure Delivery upon completion of this phase.		
Human Resources			Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 800 characters)							
This resource is required to create the necessary capacity to deliver this project within the required timelines. The other department resources undertaking the delivery of the approved and recognized capital projects that directly support the 2014-2018 Term of Council Service Excellence Strategy Map.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	
Implications/Consequences (if request not approved)							
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)							
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <u>No</u> If yes, Type: _____							

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>		Project Manager - VMC Edgeley Pond (2 Year Contract)		(limit 100 characters)	
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)					
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No					
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)					
<b>Risk Management</b> (Selects from the drop menu in the table below. What is the risk associated with not governing this ASR? Is the City currently at risk? (mitigation recommendations must be at least 250 characters) (limit 100 characters)					
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 100 characters)		
<b>Complement Details</b>					
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>	
Budget Year	2017				
Position title	Project Manager				
Estimated start date	April 1, 2017				
# of positions requested	1.00			1.00	
Full-time equivalents (FTEs)	1.00			1.00	
Position type	Full-time				
Position agreement classification	Contract				
If contract, specify length (months or yrs.)	2 years				
If Casual/Seasonal PT enter Hourly wage					
Business unit # (overrides different than # shown)	0054001				
Grade level	8				
Est. starting step	1				
Desktop (HR) Review Performed?	No				
B&F Accommodations Available?	Yes				
Desktop Computer or Laptop required?	Laptop				
Fleet Vehicle Required?	Yes				
Blackberry/Cell Phone Required?	Blackberry				



# Approved 2017 Budget 2018 Plan

205.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET								
ADDITIONAL RESOURCE REQUEST								
Request Title	Afternoon Supervisor (limit 70 characters)							
Business Unit #	6810001	Parks - Administration						
Department	205 - Trans Serv and Parks & Forestry Ops; Administration							
Term of Council Service Excellence Strategy Map	Communication Strategy - Develop communications to frame the journey of service excellence and transformation							
Tied to a Capital Project	No	Project						Approved/ Recognized
Legal/Regulatory Requirement	Indicate the Statute or Regulation							
ARR Type	Growth		Labour/Non-Labour		Labour			
Annual Budget Change Summary								
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total	
<b>Staffing</b>								
Complements	1.00	-	-	-	1.00	-	1.00	
Net FTE's	1.00	-	-	-	1.00	-	1.00	
<b>Operating Revenue</b>	-	-	-	-	-	-	-	
<b>Operating Costs</b>								
Staffing & Benefits	127,776	-	-	-	127,776	-	127,776	
Other continuous costs	1,500	-	-	-	1,500	-	1,500	
One-time expenses	3,000	(3,000)	-	-	-	-	-	
Offsets/reductions	-	-	-	-	-	-	-	
<b>Net Operating Budget</b>	<b>\$ 132,276</b>	<b>\$ (3,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 129,276</b>	<b>\$ -</b>	<b>\$ 129,276</b>	
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
Request Description: Please provide a brief description of the request. (limit 1,325 characters)								
<p>The Parks and Roads Department is introducing shift schedules which extends regular work hours from 3:30 pm to 11:00 pm. The Afternoon Supervisor position will ensure supervision coverage of activities in the Parks and Roads Departments after regular business hours. Many Parks and Roads activities take place after regular business hours, which include planned and unplanned work. Currently, there is no Supervisor to supervise staff or liaise with contractors or the public after regular business hours. The Afternoon Supervisor position will ensure that the City meets its legal obligations of Supervision of staff, as well as improves the operational performance and citizen experience related to the services provided by the Parks and Roads. The On-Call responsibilities for supervisory staff during the summer season has expanded in the past years from three days to seven days per occurrence, increasing seasonal On-Call days from 13 to 35, while expanding responsibilities from Parks and Forestry concerns to Traffic, Parks, Forestry and Roads matters. The Afternoon Supervisor position will assume the On-Call responsibilities between 3:30 pm and 11:00 pm during week days, reducing the On Call scope and workload of the supervisory team during off-hours.</p>								
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)								
<p>The Afternoon Supervisor position links to the following Term of Council Service Excellence Strategy Map:</p> <ul style="list-style-type: none"> <li>- Citizen Experience: Consistent Service Delivery, End-to-End Citizen Centred Services</li> <li>- Operational Performance: Effective Service Delivery, Continuous Improvement</li> <li>Employee Engagement: Invest in Our People</li> </ul>								
Describe how this request relates to Departmental Business Plan. (limit 720 characters)								
Indicate any impacts this request will have on other departments.								
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)						
Information Technology	Other:							
Human Resources	Other:							
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)								
The lack of direct supervision of staff during regular working hours after 3:30 pm could constitute a risk to the City in relation to its obligations regarding Health and Safety.								
Financial Planning & Development Finance Only								
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:			

# Approved 2017 Budget 2018 Plan

Request Title	Afternoon Supervisor			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters) (Need to confirm with Frank)				
Is this the first year of implementation? _____				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Afternoon Supervisor			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)	ntc			
If Casual/Seasonal PT enter Hourly wage				
Business unit # (0000001 different than 0000000)	9910001			
Grade level	7 (2.080)			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

024.01.2017

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Manager of Community Engagement (limit 70 characters)						
Business Unit #	020030	Transformation & Strategy Office					
Department	024 - Transformation & Strategy Office						
Term of Council Service Excellence Strategy Map	Enhance civic pride through a consistent city-wide approach to citizen engagement						
Tied to a Capital Project	<input type="checkbox"/> No	<input type="checkbox"/> Project	Approved/Recognized				
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> Transformational		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	136,677	-	-	-	136,677	-	136,677
Other continuous costs	37,600	-	-	-	37,600	-	37,600
One-time expenses	5,500	(5,500)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 179,777</b>	<b>\$ (5,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 174,277</b>	<b>\$ -</b>	<b>\$ 174,277</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The City of Vaughan is a diverse, growing municipality with many initiatives and projects underway that impact citizens' quality of life. For this reason, the City requires a structured approach to public engagement that is flexible and can be used, as required, to inform and engage the community in the decision-making process. Over the years, the City of Vaughan has undertaken several community engagements in support of various initiatives managed by departments across the City. The engagements have been helpful in supporting the individual decisions, however there is a need for a more coherent and rigorous approach to engagement. A revised approach would better achieve the City's strategic priorities, as well as provide a higher return on investment, in terms of relationship building with the community. This manager position would facilitate the process of developing an engagement model for the City of Vaughan and supporting departments in carrying out a consistent approach to community engagement.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>The Term of Council Service Excellence Strategy Map identified the priority to "enhance civic pride through a consistent city-wide approach to citizen engagement. Engaging with the public is a priority for the City of Vaughan. City Council and staff believe that active, engaged citizens make for a more vibrant, positive and welcoming City, while also leading to better decisions. For Vaughan, public engagement should include 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.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>This Manager will be responsible for the development of a business plan that demonstrates coordinating community engagement for some major City projects and advising or consulting as required. Including, creating accessible ways for the community to get involved in city-building and decision-making, allowing open, productive dialogue between Council, City staff, and Vaughan's diverse community, ensuring community members' input has a meaningful impact on City projects and strengthening connections among staff, stakeholders and community groups. By working together, the City and community can ensure innovative solutions are reflected in City projects. This Manager will strengthen connections between the City of Vaughan and the citizens and other stakeholders.</p>							
Indicate any impacts this request will have on other departments.							
Facility Maintenance Services	<input type="checkbox"/>	Legal	Type of consultation: (limit 200 characters)				
Information Technology	<input type="checkbox"/>	Other:					
<input checked="" type="checkbox"/> Human Resources	<input type="checkbox"/>	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>CMT has provided input on the development of an engagement strategy / approach for the City of Vaughan. The implementation and training required to facilitate this process is a full-time commitment. There is currently no staff member with the skills / time available to adequately implement the proposed approach.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title	Manager of Community Engagement (limit 70 characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title	Manager of Community Engagement			
Estimated start date	January 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (leave blank if different than previous)	To Be Determined			
Grade level	9			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	No			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Project Manager - Stormwater Management (limit 70 Characters)						
Business Unit #	2360758	CPW- CDAM					
Department	Infrastructure Delivery (1 FTE 100% funded by Stormwater)						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	<input checked="" type="checkbox"/>	Project					Approved/ Recognized
Legal/Regulatory Requirement	<input checked="" type="checkbox"/>	Indicate the Statute or Regulation					
ARR Type	<input type="checkbox"/> New		<input type="checkbox"/> Labour/Non-Labour		<input type="checkbox"/> Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time. Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	125,500	-	-	-	125,500	-	125,500
Other continuous costs	4,030	-	-	-	4,030	-	4,030
One-time expenses	6,300	(6,300)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 135,830</b>	<b>\$ (6,300)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 129,530</b>	<b>\$ -</b>	<b>\$ 129,530</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
<p>This Additional Resource Request (ARR) is to facilitate the delivery of infrastructure to support storm water management. In 2015, Council approved storm water rate study which identified an increase in proposed capital program related to the storm water system. As a result, the associate work load in capital delivery will increase, to ensure that these assets are maintained at an acceptable level of service. This position will be funded fully through the newly implemented storm water rate.</p>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
<p>One of the term of council priorities is to invest, renew and manage infrastructure and assets. This request will aid in delivering the proposed storm water program. Being able to deliver the capital program with greater efficiency will ensure that the Department will achieve its goal of maintaining the City's assets and providing an optimal level of storm water management for the residents of Vaughan.</p>							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
<p>This request will supplement existing resources to ensure the effective delivery of the proposed storm water infrastructure program. This position will oversee the design, tender and construction phases of the storm water infrastructure renewal projects.</p>							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services		Legal		Type of consultation: (limit 200 characters)			
Information Technology		Other: Environmental Services					
Human Resources		Other:					
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)							
<p>Current staff complement is currently working at capacity with regards to delivery of the capital program and it would be unrealistic to assign more work and expect favourable results. As a result of the anticipated growth in the storm water management program, this ARR will aid in managing the forecasted storm water capital program.</p>							
<b>Financial Planning &amp; Development Finance Only</b> <b>QuesticaBudget Change Request:</b> _____ <b>Included in Draft Budget:</b> _____ <b>Approval Received:</b> _____							

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Project Manager - Stormwater Management (limit 70 Characters)			
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Project Manager			
Estimated start date	April 1, 2017			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Mgmt/Non-union			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2360758			
Grade level	8			
Est. starting step	1			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Backflow Prevention Coordinator (limit 70 Characters)						
Business Unit #	2340001	Water Division- Admin					
Department	Water						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	<input checked="" type="checkbox"/> Yes	Project	FL-5532-17- PW-WATER- Backflow Prevention Coordinator Vehicle				Approved/ Recognized <input checked="" type="checkbox"/> R
Legal/Regulatory Requirement	<input checked="" type="checkbox"/> Yes	Indicate the Statute or Regulation	Ontario Building Code Part 7 / Safe Drinking Water Act				
ARR Type	New		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	92,998	-	-	-	92,998	-	92,998
Other continuous costs	4,080	-	-	-	4,080	-	4,080
One-time expenses	250	(250)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 97,328</b>	<b>\$ (250)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 97,078</b>	<b>\$ -</b>	<b>\$ 97,078</b>
<b>Associated Capital Costs</b>	<b>\$ 43,260</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,260</b>	<b>\$ -</b>	<b>\$ 43,260</b>
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<p>The newly created "Backflow Prevention Coordinator" will write the "Backflow Prevention By-Law", then plan, administer and implement the backflow prevention program. The City of Vaughan currently has no program in place protecting public health and our water distribution system from cross contamination from industrial, commercial and institutional (ICI) and residential sources. The implementation will focus on the highest risks to the water distribution system, the ICI sector.</p>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
<p>The Backflow Prevention Coordinator position, Backflow Prevention By-law and Program support the Council Service Excellence Strategy Map by: (1) "Invest, renew and manage infrastructure and assets" by creating and annual inspection program for ICI backflow preventers to protect the water distribution system. (2) "Continue to ensure the safety and well-being of citizens" by managing the installation and certification of backflow preventers to protect the water distribution system from cross contamination and back flow events.</p>							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
<p>Under the Public Works Portfolio and Environmental Service, the Water Services Department has a mandate and is obligated to comply as the owner of a Drinking Water system in Ontario with the Safe Drinking Water Act subsection 20(1), "It is an offence to cause of permit anything to enter a drinking-water system if it could result in, a drinking-water health hazard, a contravention of a prescribed standard or the interference with the normal operation of the system. The Ontario Building Code Part 7 requires potable water systems to be protected from contamination.</p>							
Indicate any impacts this request will have on other departments. (limit 200 characters)							
Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)					
Information Technology	Other: _____						
Human Resources	Other: _____						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
<p>If the backflow prevention program is not implemented, the water distribution system and the residents not be protected from potential contamination from backflow and cross contamination events. The Public Works Portfolio including Environmental and Water Services will not be acting in the best interests of the residents by not adopting the recommendations from the Safe Drinking Water Act and the Ontario Building Code. Most of the larger municipalities across Ontario have implemented backflow prevention programs.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:		Approval Received:			

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Backflow Prevention Coordinator (limit 70 Characters)			
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b> Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> Yes <input type="checkbox"/> If yes, Type: <input type="checkbox"/> Regulatory <input type="checkbox"/> Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters) Safe Drinking Water Act subsection 20(1) and the Ontario Building Code Part 7.  Is this the first year of implementation? <input type="checkbox"/> Yes <input type="checkbox"/> What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters) There is no penalty at this time, however, if a backflow event occurred and resident(s) health and safety were compromised then it is possible that the Ministry of the Environment and Climate Change (MOECC) could charge the City of Vaughan under the Safe Drinking Water Act. An incident could also at a minimum could lead to the MOECC placing a Provincial Officers Order (legally binding) to the City of Vaughan to implement a Backflow Prevention Program so an incident does not occur again. Water Services would be painted in an unfavourable light in the public, industry peers and with the media.				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Health and Safety	Low	>\$1,000,000	A backflow event from ICI facilities could contaminate the water system resulting in mass illness and possible fatalities.	
Litigation	Low	>\$10,000,000	Residents or next of kin may sue the City of Vaughan for personal damages if made ill by drinking contaminated water due to a lack of a program.	
Regulatory/Compliance	Low	\$10,000	We may incur an MOECC Provincial Officers Order to comply. We are not in full compliance with the Ontario Building Code.	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2017			
Position title	Backflow Prevention Coordinator			
Estimated start date	Monday, August 28, 2016			
# of positions requested	1.00			1.00
Full-time equivalents (FTEs)	1.00			1.00
Position type	Full-time			
Position agreement classification	Cupe Cler. & Tech			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (override if different than # shown)	2340001			
Grade level	I			
Est. starting step	Start			
Desktop (HR) Review Performed?	No			
B&F Accommodations Available?	N/A			
Desktop Computer or Laptop required?	Laptop			
Fleet Vehicle Required?	Yes			
Blackberry/Cell Phone Required?	Blackberry			



# Approved 2017 Budget 2018 Plan

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Manager- Program Planning (limit 70 Characters)						
Business Unit #	2340100	Water 33% BU2340100; Waste 33% BU2350100; Storm 33% BU2360100					
Department	Water, Wastewater, Stormwater						
Term of Council Service Excellence Strategy Map	Continue to cultivate an environmentally sustainable city						
Tied to a Capital Project	No	Project					Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	New		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	138,047	-	-	-	138,047	-	138,047
Other continuous costs	4,080	-	-	-	4,080	-	4,080
One-time expenses	2,750	(2,750)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 144,877</b>	<b>\$ (2,750)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 142,127</b>	<b>\$ -</b>	<b>\$ 142,127</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
<p>Program Planning Manager will provide strategic and operational oversight to the Water Compliance and Training Program, Education and Outreach Program, Water Meter Billing and Investigation Program, Budget coordination, capital and operational program planning support, and special projects. The Supervisor of Compliance and Training and the Supervisor of Business Support will report to this person. Currently these two positions report to the Director.</p>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
<p>This request relates to the Term of Council priority to cultivate an environmentally sustainable city by providing programming planning support to the Environmental Services department. The development of comprehensive planning for compliance activities, education and outreach and water meter billing is critical to cultivate a sustainable department. Currently this work is being completed by two Supervisors and the oversight is operational in nature.</p>							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
<p>The department business plan aligns with the Service Excellence Strategy map. Activities related to projects committed to both the bottom and top of the house will be supported by this position.</p>							
<b>Indicate any impacts this request will have on other departments.</b>							
X	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters) need space configures, usual IT devices and help with recruitment				
X	Information Technology	Other:					
X	Human Resources	Other:					
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)							
<p>If the ARR is not approved comprehensive strategic planning for the department will be difficult to achieve. The current managers and supervisors currently support the two Supervisor functions which takes them away from their current work load. This delays and inhibits the ability to do strategic planning.</p>							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title		Manager- Program Planning (limit 70 Characters)						
<b>Capital Funding</b>								
Are there any Capital requests already submitted/approved or to be submitted related to this ARR? (e.g. new car)								
ASSOCIATED CAPITAL FUNDING	Status	Year asset Available for use	Proj #	2017	2018	2019	2020	Total
1								\$ -
2								\$ -
3								\$ -
<b>TOTAL ASSOCIATED CAPITAL FUNDING</b>				\$ -	\$ -	\$ -	\$ -	\$ -
<b>Financial/Resource Detail</b>								
Component		BU Acct. #	2017	2018	2019	2020	2021	
			Budget				Full-Yr. Adj.	
<b>REVENUE - continuous operating detail</b>								
1								
2								
3								
4								
Subtotal			-	-	-	-	-	
<b>REVENUE - one-time operating detail</b>								
1							-	
2							-	
Subtotal			-	-	-	-	-	
<b>EXPENSES - continuous operating detail (For staffing costs please fill out section 7)</b>								
1	* Staffing costs (calculated field)	from complement section	106,190	-	-	-	-	
2	* Benefits	from complement section	31,857	-	-	-	-	
3	* Complement sch. Expenses (calculated field)	from complement section	4,080	-	-	-	-	
4								
5								
6								
7								
Subtotal			142,127	-	-	-	-	
<b>EXPENSES - one-time operating detail (For staffing costs please fill out section 7)</b>								
1	* Complement sch. Expenses (calculated field)	from complement section	2,750	-	-	-	-	
2							-	
3							-	
Subtotal			2,750	-	-	-	-	
<b>OFFSETS - cost savings, reductions, etc.</b>								
1								
2								
3								
Subtotal			-	-	-	-	-	
<b>TOTAL OPERATING BUDGET CHANGE</b>			144,877	-	-	-	-	
<b>COMPLEMENTS &amp; FTE's</b>			2017	2018	2019	2020	Total	
# of positions requested	(From sect. 7)		1.00	-	-	-	1.00	
FTE's	(From sect. 7)		1.00	-	-	-	1.00	
FTE reductions/offsets	(Manual Field)						-	
Net FTE's			1.00	-	-	-	1.00	



# Approved 2017 Budget 2018 Plan

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Program Manager- Stormwater and Wastewater (limit 70 Characters)						
Business Unit #	2360001	Waste 50% BU2350001; Storm 50% BU2360001					
Department	Wastewater, Stormwater						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	No	Project					Approved/ Recognized
Legal/Regulatory Requirement	Yes	Indicate the Statute or Regulation		Ont Reg129/04, Water Resources Act			
ARR Type	New		Labour/Non-Labour	Labour			
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	1.00	-	-	-	1.00	-	1.00
Net FTE's	1.00	-	-	-	1.00	-	1.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	138,047	-	-	-	138,047	-	138,047
Other continuous costs	4,080	-	-	-	4,080	-	4,080
One-time expenses	2,750	(2,750)	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	<b>\$ 144,877</b>	<b>\$ (2,750)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 142,127</b>	<b>\$ -</b>	<b>\$ 142,127</b>
<b>Associated Capital Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Request Description: Please provide a brief description of the request.</b> (limit 1,325 characters)							
<p>As the Stormwater program begins to be implemented in 2017, there will be need to have more resources to lead the implementation of this initiative. This would be structured as a two year contract if need be in order to determine if the position continues as program manager dedicated to stormwater or needs to re-positioned as a Manager position. The successful candidate for Program Manager would support the Manager of Wastewater and Stormwater Services in operational related within wastewater as well manage key stormwater projects.</p>							
<b>Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map.</b> (limit 1,000 characters)							
<p>This request relates to the Term of Council priority to invest , renew and manage infrastructure and assets as well as the priority to continue to cultivate an environmentally sustainable city. Stormwater infrastructure is essential to manage stormwater and is vital to protecting the environment, property and the quality of water. The City is taking steps to lessen the impacts of climate change with a long-term plan for managing the potentially damaging effects of stormwater. The City's stormwater system currently includes more than 1,000 kilometres of pipes, more than 20,000 catch basins and 143 stormwater ponds. With the implementation of the stormwater charge in 2017 the annual budget for stormwater will begin to begin to increase resulting in the requirement for more management oversight.</p>							
<b>Describe how this request relates to Departmental Business Plan.</b> (limit 720 characters)							
<b>Indicate any impacts this request will have on other departments.</b>							
Facility Maintenance Services		Legal	Type of consultation: (limit 200 characters)				
Information Technology		Other: _____					
Human Resources		Other: _____					
<b>Are there any implications if this ARR is not approved? Please describe.</b> (limit 600 characters)							
<p>Oversight of the wastewater and stormwater programs would be limited to one individual. Having the Program Manager, Wastewater and Stormwater would improve the likelihood of developing new programs and initiatives that are scheduled to be developed as the result of the implementation of the new stormwater charge in 2017.</p>							
<b>Financial Planning &amp; Development Finance Only</b> Questica Budget Change Request: _____ Included in Draft Budget: _____ Approval Received: _____							



# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Program Manager- Stormwater and Wastewater (limit 70 Characters)																							
<b>Implications/Consequences (if request not approved)</b>																								
<p><b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b></p> <p>Are there any Legislative or Regulatory Requirements that this ARR is addressing? <u>Yes</u> If yes, Type: <u>Regulatory</u></p> <p>Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation (limit 650 characters)</p> <p>The Ministry of Environment and Climate Change has policies and guidance for maintaining natural hydrology and controlling precipitation as close as possible to where it falls. These principles are outlined in acts, regulations, policies and guidelines, designed to protect water quality. These include the Ontario Water Resources Act Section 53 which requires stormwater facilities to operate under an Environmental Compliance Approval, the Stormwater Management Planning and Design Manual which sets criteria for stormwater works and the Provincial Water Quality Criteria guidelines which set direction on managing the quantity and quality of surface and groundwaters.</p> <p>Is this the first year of implementation? <u>Yes</u></p> <p>What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)</p> <p>Although the MOECC does not regularly target compliance activities toward stormwater issues there are some early indications that may change in the future. Compliance penalties could include fines under the Ontario Water Resources Act. Any resulting media attention has the potential to have a negative impact on our reputation as a City that supports environmental sustainability.</p>																								
<p><b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance claims, and can mitigate the situation with this ARR?)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Type of Risk</th> <th>Severity</th> <th>Financial Impact</th> <th>Describe the Nature of the Risk (limit 150 characters)</th> </tr> </thead> <tbody> <tr> <td>Regulatory/Compliance</td> <td>Medium</td> <td>\$100,000</td> <td>The fines resulting from compliance activities under the Ontario Water resources Act are substantial.</td> </tr> <tr> <td>Litigation</td> <td>Medium</td> <td>&gt;\$1,000,000</td> <td>With Climate change generating more intense storms, there is a greater chance that stormwater infrastructure will be impacted more so than in the past. Therefore, there is greater need to protect infrastructure.</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>					Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	Regulatory/Compliance	Medium	\$100,000	The fines resulting from compliance activities under the Ontario Water resources Act are substantial.	Litigation	Medium	>\$1,000,000	With Climate change generating more intense storms, there is a greater chance that stormwater infrastructure will be impacted more so than in the past. Therefore, there is greater need to protect infrastructure.								
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)																					
Regulatory/Compliance	Medium	\$100,000	The fines resulting from compliance activities under the Ontario Water resources Act are substantial.																					
Litigation	Medium	>\$1,000,000	With Climate change generating more intense storms, there is a greater chance that stormwater infrastructure will be impacted more so than in the past. Therefore, there is greater need to protect infrastructure.																					
<b>Complement Details</b>																								
<p>Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions &amp; eco. adj. will be calculated corporately by the Budget Dept.</p>																								
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>																				
Budget Year	2017																							
Position title	Program Manager -Stormwater and Wastewater																							
Estimated start date	April 1, 2017																							
# of positions requested	1.00	-		1.00																				
Full-time equivalents (FTEs)	1.00			1.00																				
Position type	Full-time																							
Position agreement classification	Contract																							
If contract, specify length (months or yrs.)	24																							
If Casual/Seasonal PT enter Hourly wage																								
Business unit # (override if different than # shown)	2350001: 2360001																							
Grade level	9																							
Est. starting step	1																							
Desktop (HR) Review Performed?	No																							
B&F Accommodations Available?	Yes																							
Desktop Computer or Laptop required?	Desktop																							
Fleet Vehicle Required?	No																							
Blackberry/Cell Phone Required?	Blackberry																							

# Approved 2017 Budget 2018 Plan

160.02.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Increase General Maintenance for Vellore Village South Library (limit 70 characters)						
Business Unit #	160349	Vellore Library South - FMS					
Department	160 - Facility Maintenance Services						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	Yes	Project	Vaughan Library- Vellore Village South Operations				Approved/ Recognized A
Legal/Regulatory Requirement		Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	22,800	-	-	22,800	-	22,800
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	(22,800)	-	-	(22,800)	-	(22,800)
<b>Net Operating Budget</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
The Vellore Village South Library was passed by the VPL Board as a priority library to be built after the Civic Centre Resource Library. 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.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
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							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
VPL's Strategic Plan 2018-2020 looks to the strategic priority of transforming the community by creating welcoming destinations and community hubs, while aligning these new facilities with the City's growth.							
Indicate any impacts this request will have on other departments.							
Yes	Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)				
	Information Technology	Other:					
	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. (limit 500 characters)							
The VVSL is currently going out to tender for construction. The design has been approved. Assuming no delay on the construction then not approving the ARR would mean deferring the opening until at least 2018. The library is currently tentatively scheduled to open in Q4/17. This ARR is also tied to an associated ARR requesting approval for staffing costs for the VVSL.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title		Increase General Maintenance for Vellore Village South Library		(limit 70 characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2017			
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (insert code) (insert name if none shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				



# Approved 2017 Budget 2018 Plan

160.01.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	Increase Maintenance to Reflect New Stn 7-4 <small>(limit 70 characters)</small>						
Business Unit #	160318	Fire Station#74 (Kleinburg)					
Department	160 - Facility Maintenance Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	Yes	Project	FR-3582-16 - Reposition Stn 74 Building and Design				Approved/Recognized: A
Legal/Regulatory Requirement	<input checked="" type="checkbox"/>	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>							
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	38,471	-	-	38,471	-	38,471
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	(17,740)	-	-	(17,740)	-	(17,740)
<b>Net Operating Budget</b>	\$ -	\$ 20,731	\$ -	\$ -	\$ 20,731	\$ -	\$ 20,731
<b>Associated Capital Costs</b>	\$ -	\$ 5,767,083	\$ -	\$ -	\$ 5,767,083	\$ -	\$ 5,767,083
Request Description: Please provide a brief description of the request. <small>(limit 1,325 characters)</small>							
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. 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 a station is most appropriate for this area. With the new station and increased number of firefighters, there is a need to increase maintenance expense for this new building.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. <small>(limit 1,000 characters)</small>							
This will help meet the term of council priorities; to ensure the safety and well-being of citizens as well as to continue to advance a culture of excellence in governance.							
Describe how this request relates to Departmental Business Plan. <small>(limit 720 characters)</small>							
The proposal is to make sure that Stn 74 has appropriate maintenance expenses to support building the new Fire Station 74. This station is necessary to support the City-wide Risk Assessment as well as response time standards.							
Indicate any impacts this request will have on other departments.							
Yes	Facility Maintenance Services	Legal	Type of consultation: <small>(limit 200 characters)</small>				
	Information Technology	Other:					
	Human Resources	Other:					
Are there any implications if this ARR is not approved? Please describe. <small>(limit 500 characters)</small>							
Not enough maintenance expenses for Stn 74 to function properly.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	Increase Maintenance to Reflect New Stn 7-4			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
<div></div>				
Is this the first year of implementation? <input type="checkbox"/>				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
<div></div>				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2018			
Position title				
Estimated start date				
# of positions requested				-
Full-time equivalents (FTEs)				-
Position type				
Position agreement classification				
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (insert code) (insert name if none shown)				
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				



# Approved 2017 Budget 2018 Plan

100.09.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	STN 76 - 10 FIREFIGHTERS (1st Contingent)					(limit 70 characters)	
Business Unit #	100179	Fire Operations					
Department	100 - Fire and Rescue Services						
Term of Council Service Excellence Strategy Map	Continue to ensure the safety and well-being of citizens						
Tied to a Capital Project	Yes	Project FR-3806-18 - Stn 76 Aerial Purchase				Approved/Recognized	R
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	10.00	-	-	10.00	-	10.00
Net FTE's	-	10.00	-	-	10.00	-	10.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	-	317,569	-	-	317,569	-	317,569
Other continuous costs	-	18,750	-	-	18,750	-	18,750
One-time expenses	-	54,000	(54,000)	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ -	\$ 390,319	\$ (54,000)	\$ -	\$ 336,319	\$ -	\$ 336,319
<b>Associated Capital Costs</b>	\$ -	\$ 1,842,760	\$ -	\$ -	\$ 1,842,760	\$ -	\$ 1,842,760
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
<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 &amp; 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) &amp; (NFPA 1710) on a consistent basis as required. The Master Fire Plan recommended 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 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>							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
This request for additional staffing and equipment specifically supports the City's goals and term of council priorities of continuing to ensure the safety and well-being of citizens.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
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 and 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. This is supported by the OFM's "three lines of defence" for the delivery of fire protection services in Ontario - education, inspection and suppression.							
Indicate any impacts this request will have on other departments.							
	Facility Maintenance Services	Yes	Legal		Type of consultation: (limit 200 characters)		
	Information Technology		Other:				
Yes	Human Resources		Other:				
Are there any implications if this ARR is not approved? Please describe. (limit 500 characters)							
Failure to provide timely, effective response may result in serious injuries, escalated fire loss & overall public dissatisfaction. Compliance success requires improvement in North West portion of the city - PFSG 04-08-10, VFRS Response Standard, and VFRS Critical Task Analysis benchmark							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	



# Approved 2017 Budget 2018 Plan

<b>Request Title</b>	STN 76 - 10 FIREFIGHTERS (1st Contingent)			(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>				
<b>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</b>				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
Is this the first year of implementation? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
The external stakeholders include the citizens and business of Vaughan's west growing development. The internal stakeholders include the Fire Service, Firefighters and the Civic Administration. Internal and External stakeholders are impacted by improved response time and resource availability enhancing fire ground safety, meeting Ontario Fire Marshal fire ground staffing requirement, VFRS Response Standard, VFRS Critical Task Analysis benchmark and NFPA 1710 Standard that is generally applied in all provinces identifying response time, staff distribution, and task performance for the firefighting personnel.				
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation of increased insurance claims, and can mitigate the situation with this ARR?)				
<b>Type of Risk</b>	<b>Severity</b>	<b>Financial Impact</b>	<b>Describe the Nature of the Risk</b> (limit 150 characters)	
Health and Safety	High	>\$1,000,000	Deliveries in primary response directly impacts health & safety of emergency responders & those requiring emergency service	
Insurance	High	>\$1,000,000	Occupational Health and Safety Act. Insurance Grading from Underwriter's will decrease resulting in higher insurance rates for business and commercial.	
Litigation	Medium	>\$1,000,000	Litigation for inadequate response is likely, financial & professional consequences can be severe.	
<b>Complement Details</b>				
Do not gap positions - If required, please contact the Budget Dept. for instructions Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
<b>Complement Information</b>	<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>	<b>Sub-total</b>
Budget Year	2018			
Position title	Firefighters			
Estimated start date	September 1, 2018			
# of positions requested	10.00			10.00
Full-time equivalents (FTEs)	10.00			10.00
Position type	Full-time			
Position agreement classification	VPFFA-Fire			
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage				
Business unit # (Overseas/International transfer/transfer)	100170			
Grade level	Firefighter			
Est. starting step	1			
Desktop (HR) Review Performed?	Yes			
B&F Accommodations Available?	Yes			
Desktop Computer or Laptop required?	Desktop			
Fleet Vehicle Required?	No			
Blackberry/Cell Phone Required?	No			

# Approved 2017 Budget 2018 Plan

220.04.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	VVSL Library - Operations					(limit 70 characters)	
Business Unit #	220733	Vellore Village South Library					
Department	220 - Vaughan Libraries						
Term of Council Service Excellence Strategy Map	Invest, renew and manage infrastructure and assets						
Tied to a Capital Project	Yes	Project	Vaughan Library- Vellore Village South Operations				Approved/ Recognized
Legal/Regulatory Requirement	No	Indicate the Statute or Regulation					
ARR Type	Growth		Labour/Non-Labour		Non-Labour		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	-	-	-	-	-	-
Net FTE's	-	-	-	-	-	-	-
<b>Operating Revenue</b>		24,000	-	-	24,000	-	24,000
<b>Operating Costs</b>							
Staffing & Benefits	-	-	-	-	-	-	-
Other continuous costs	-	153,600	-	-	153,600	-	153,600
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ -	\$ 129,600	\$ -	\$ -	\$ 129,600	\$ -	\$ 129,600
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a brief description of the request. (limit 1,325 characters)							
The Vellore Village South Library was passed by the VPL Board as a priority library to be built after the Civic Centre Resource Library. 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.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
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							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
VPL's Strategic Plan 2016-2020 looks to the strategic priority of transforming the community by creating welcoming destinations and community hubs, while aligning these new facilities with the City's growth.							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/> Facility Maintenance Services	Legal	Type of consultation: (limit 200 characters)					
<input checked="" type="checkbox"/> Information Technology	Other:						
Human Resources	Other:						
Are there any implications if this ARR is not approved? Please describe. (limit 600 characters)							
The VVSL is currently going out to tender for construction. The design has been approved. Assuming no delay on the construction then not approving the ARR would mean deferring the opening until at least 2018. The library is currently tentatively scheduled to open in Q4/17. This ARR is also tied to an associated ARR requesting approval for staffing costs for the VVSL.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:		Included in Draft Budget:			Approval Received:		

# Approved 2017 Budget 2018 Plan

Request Title	VVSL Library - Operations				(limit 70 characters)
<b>Implications/Consequences (if request not approved)</b>					
<i>Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)</i>					
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> If yes, Type: _____					
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)					
<div></div>					
Is this the first year of implementation? <input type="checkbox"/>					
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)					
<div></div>					
<b>Risk Management</b> (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation, increased insurance costs, and/or not mitigate the situation with this ARR?)					
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)		
<b>Complement Details</b>					
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.					
<b>Complement Information</b>	Position #1	Position #2	Position #3	Sub-total	
Budget Year					
Position title					
Estimated start date					
# of positions requested				-	
Full-time equivalents (FTEs)				-	
Position type					
Position agreement classification					
If contract, specify length (months or yrs.)					
If Casual/Seasonal PT enter Hourly wage					
Business unit # (leave blank if different than worksheet)					
Grade level					
Est. starting step					
Desktop (HR) Review Performed?					
B&F Accommodations Available?					
Desktop Computer or Laptop required?					
Fleet Vehicle Required?					
Blackberry/Cell Phone Required?					



# Approved 2017 Budget 2018 Plan

220.05.2018/ 200.06.2018/ 220.07.2018

CITY OF VAUGHAN 2017-2020 OPERATING BUDGET							
ADDITIONAL RESOURCE REQUEST							
Request Title	<input type="text" value="VVSL Library - Staffing"/>						(limit 70 characters)
Business Unit #	<input type="text" value="220733"/>	<input type="text" value="Vellore Village South Library"/>					
Department	<input type="text" value="220 Vaughan Libraries"/>						
Term of Council Service Excellence Strategy Map	<input type="text" value="Invest, renew and manage infrastructure and assets"/>						
Tied to a Capital Project	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> Project	<input type="text" value="LI-4539-14 Vellore Village South - Design/Construction"/>				Approved/Recognized <input type="text" value="A"/>
Legal/Regulatory Requirement	<input type="checkbox"/> No	Indicate the Statute or Regulation <input type="text"/>					
ARR Type	<input type="text" value="Growth"/>		<input type="text" value="Labour/Non-Labour"/>		<input type="text" value="Labour"/>		
Annual Budget Change Summary							
Financial Components	2017	2018	2019	2020	2017-2020 Sub-total	2021 (One Time, Adj.)	2017-2021 Sub-total
<b>Staffing</b>							
Complements	-	14.00	-	-	14.00	-	14.00
Net FTE's	-	10.00	-	-	10.00	-	10.00
<b>Operating Revenue</b>	-	-	-	-	-	-	-
<b>Operating Costs</b>							
Staffing & Benefits	-	362,443	-	-	362,443	-	362,443
Other continuous costs	-	273,143	-	-	273,143	-	273,143
One-time expenses	-	-	-	-	-	-	-
Offsets/reductions	-	-	-	-	-	-	-
<b>Net Operating Budget</b>	\$ -	\$ 635,585	\$ -	\$ -	\$ 635,585	\$ -	\$ 635,585
<b>Associated Capital Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Request Description: Please provide a <u>brief</u> description of the request. (limit 1,325 characters)							
The Vellore Village South Library was passed by the VPL Board as a priority library to be built after the Civic Centre Resource Library. 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.							
Describe and clearly demonstrate how the request links to the Term of Council Service Excellence Strategy Map. (limit 1,000 characters)							
As Vaughan continues to grow, investment in new libraries both in underserved or newly opened communities are needed to be able to meet the ongoing needs of citizens for those citizens.							
Describe how this request relates to Departmental Business Plan. (limit 720 characters)							
VPL's Strategic Plan 2016-2020 looks to the strategic priority of transforming the community by creating welcoming destinations and community hubs, while aligning these new facilities with the City's growth.							
Indicate any impacts this request will have on other departments.							
<input checked="" type="checkbox"/> Facility Maintenance Services	<input type="checkbox"/>	Legal		Type of consultation: (limit 200 characters) General: Once the library opens the parking lot will be used for both recreation and library patrons.			
<input checked="" type="checkbox"/> Information Technology	<input checked="" type="checkbox"/>	Other: _____					
<input type="checkbox"/> Human Resources	<input type="checkbox"/>	Other: _____					
Are there any implications if this ARR is not approved? Please describe. (limit 500 characters)							
The VVSL is currently going out to tender for construction. The design has been approved. Assuming no delay on the construction then not approving the ARR would mean deferring the opening until at least 2018. The library is currently tentatively scheduled to open in Q4/17. This ARR is also tied to an associated ARR requesting approval for operating costs for the VVSL.							
Financial Planning & Development Finance Only							
Questica Budget Change Request:				Included in Draft Budget:		Approval Received:	

# Approved 2017 Budget 2018 Plan

Request Title		VWSL Library - Staffing		(limit 70 characters)
Implications/Consequences (if request not approved)				
Legislative/Regulatory Requirement due to Law, Regulation, or Act. (NOTE: A By-Law is not a legal requirement)				
Are there any Legislative or Regulatory Requirements that this ARR is addressing? <input type="checkbox"/> No <input type="checkbox"/> If yes, Type: _____				
Please provide the reference to the statute or regulation, indicating the relevant sections within the statute or regulation. (limit 650 characters)				
Is this the first year of implementation? <input type="checkbox"/> No <input type="checkbox"/> Yes				
What is the consequence of non-compliance? (fine, other penalty, amount) (limit 650 characters)				
Risk Management (Select from the drop menu in the table below. What is the risk associated with not approving this ARR? Is the City currently at risk for litigation or increased insurance costs? Will you mitigate the situation with this ARR?)				
Type of Risk	Severity	Financial Impact	Describe the Nature of the Risk (limit 150 characters)	
Complement Details				
Do not gap positions - If required, please contact the Budget Dept. for instructions. Future year progressions & eco. adj. will be calculated corporately by the Budget Dept.				
Complement Information	Position #1	Position #2	Position #3	Sub-total
Budget Year	2018	2018	2018	
Position title				
Estimated start date				
# of positions requested	4.00	4.00	6.00	14.00
Full-time equivalents (FTEs)	4.00	2.75	3.26	10.00
Position type	Full-time	Part-time	Part-time	
Position agreement classification	Library Mgmt	Library CUPE	Casual/Seasonal PT	
If contract, specify length (months or yrs.)				
If Casual/Seasonal PT enter Hourly wage			Various	
Business unit # (do not use if different than approved)	220733	220733	220733	
Grade level				
Est. starting step				
Desktop (HR) Review Performed?				
B&F Accommodations Available?				
Desktop Computer or Laptop required?				
Fleet Vehicle Required?				
Blackberry/Cell Phone Required?				





### 11.6 Capital Projects

#### 11.6.1 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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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
2017	Building Standards	FL-5519-16	Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017						0.23	0.23
	Building Standards Total - 2017								0.23	0.23
	By-Law & Compliance, Licensing & Permit Services	BY-9542-17	By-Law & Compliance Online Payment Module		0.02					0.02
		BY-9544-17	Animal Services MNR Feasibility Study	0.14	0.02					0.16
		FL-5200-17	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup					0.04		0.04
		FL-5529-17	BYLAW- Two additional 1/2 ton pickups	0.06	0.01					0.07
	By-Law & Compliance, Licensing & Permit Services Total - 2017			0.20	0.04			0.04		0.29
	City Clerk	CL-2531-17	SAMS System Enhancement		0.10					0.10
	City Clerk Total - 2017				0.10					0.10
	Corporate Asset Management	AM-2528-17	GIS Upgrade and Improvements		0.31					0.31
		AM-2529-17	Master Data Management for Assets		0.31					0.31
		AM-2530-17	Laptops for Work Order Management improvements in Fleet Services		0.02					0.02
	Corporate Asset Management Total - 2017				0.64					0.64
	Development Engineering and Infrastructure Planning Services	DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design and Construction	1.80						1.80
		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-7139-16	Storm Drainage and Storm Water Management Master Plan Update	0.11						0.11

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		DE-7141-16	Transportation Master Plan Update	0.11						0.11
		DE-7142-16	Water Master Plan Update	0.11						0.11
		DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	0.73						0.73
		DE-7168-16	Wastewater Master Plan Update	0.11						0.11
		DE-7170-17	2018 Engineering DC Background Study Update	0.18						0.18
		DE-7171-17	Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	0.40						0.40
		DE-7176-17	Black Creek Channel Renewal Design and Construction	5.20	0.03	1.13				6.36
		DE-7177-17	Interim Servicing Strategy, Blocks 27, 34, 35 & 41	0.57						0.57
		DE-7178-17	Kirby Road Intersection Improvements (Blk 55 External Works	0.84						0.84
		DE-7179-17	Kipling Streetlighting & Intersection Illumination, Teston Road to Kirby Road (Block 55 External Wor	0.96						0.96
		DE-7180-17	Traffic Signal Installation - Motion Court & New Huntington Road	0.21						0.21
		DE-7181-17	Implementation of the Transportation Master Plan Update	0.14						0.14
		DE-7182-17	Implementation of the Regional Express Rail	0.14						0.14
		DE-7184-17	Kirby Go Station	0.57						0.57
		DE-7185-17	Concord GO Station Business Case Development	0.12						0.12

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		FL-5530-17	New Vehicle Municipal Inspector Service Connections	0.04	0.00					0.04
		<b>Development Engineering and Infrastructure Planning Services Total - 2017</b>		<b>17.02</b>	<b>0.04</b>	<b>1.13</b>				<b>18.18</b>
	<b>Development Planning</b>	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.16	0.02					0.18
		DP-9553-17	Plan Update - Implications of Growth on Heritage Conservation	0.22	0.02					0.24
		DP-9555-17	VMC - Consultation Services	0.10	0.01					0.10
		<b>Development Planning Total - 2017</b>		<b>0.48</b>	<b>0.05</b>					<b>0.53</b>
	<b>Economic Development &amp; Culture Services</b>	EB-9545-17	Economic Development & Employment Strategy (EDES) Study	0.13	0.01					0.14
		<b>Economic Development &amp; Culture Services Total - 2017</b>		<b>0.13</b>	<b>0.01</b>					<b>0.14</b>
	<b>Emergency Planning</b>	EP-0071-17	Primary and Alternate Emergency Operations Centres		0.13			0.07		0.20
		<b>Emergency Planning Total - 2017</b>			<b>0.13</b>			<b>0.07</b>		<b>0.20</b>
	<b>Environmental Services</b>	DE-7175-17	VMC Edgeley Pond Construction	0.06	0.00	0.00		0.04		0.11
		EV-2063-15	ICI Water Meter Replacement Program					0.41		0.41
		EV-2092-17	Retrofit of Rainbow creek outfall (S of Hwy 7 and W of Rainbow Creek crossing)					0.34		0.34
		EV-2093-17	Retrofit of 97-Ashbridge Pond design & construction					0.04		0.04
		EV-2094-17	Pinegrove Pumping station storage tank					0.13		0.13
		EV-2096-17	SCADA project - Phase 2					0.15		0.15
		EV-2097-17	Additional Storage Yard Building					0.04		0.04
		EV-2099-17	Church Street Stormwater pumping station pump improvements					0.05		0.05

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		EV-2100-17	Retrofit of 66-Lady Nadia Pond - design and work					0.25		0.25
		EV-2101-17	Stormwater Pond cleaning - Pond 11 Sugar Bush Pond					0.08		0.08
		EV-2103-17	City of Vaughan - Smart Meter Implementation Strategy					0.41		0.41
		EV-2104-17	Water Services - Mobile Devices Field Purchase and Implementation					0.10		0.10
		EV-2106-17	Public Works Portable Water Trailer Purchase					0.05		0.05
		EV-2109-17	Maple Community Centre Well Upgrades					0.10		0.10
		EV-2112-17	Stormwater Pond cleaning - Fossil Hill Pond (pond 84)					0.14		0.14
		EV-2113-17	Mobility devices					0.07		0.07
		EV-2114-17	Repair and Rehabilitation of Pump Stations and Booster Station					0.31		0.31
		EV-2115-17	Watermain Condition Assessment					0.23		0.23
		EV-2116-17	New West End Bulk Water Taking Station					0.06		0.06
		EV-2117-17	Methane Station Rehabilitation			0.52				0.52
		<b>Environmental Services Total - 2017</b>		<b>0.06</b>	<b>0.00</b>	<b>0.52</b>		<b>3.00</b>		<b>3.59</b>
	<b>Facility Maintenance Services</b>	BF-8487-15	Building Condition Audits				0.11			0.11
		BF-8571-17	Joint Operating Centre - New Equipment articulated lift					0.07		0.07
		BF-8572-17	Vaughan City Hall - Replacement of existing batteries in IT department UPS					0.15		0.15
		BF-8581-17	Various - Fencing Repairs, Replacement, Upgrades					0.07		0.07

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8583-17	Various - Replacement & Upgrading of the Seasonal Wreaths Lighting for Streetscapes					0.07		0.07
		BF-8584-17	Various - Video Surveillance Equipment & Systems Upgrades					0.10		0.10
		BF-8587-17	Vaughan City Hall - Repairs & Replacement of Irrigation System					0.07		0.07
		BF-8589-17	FMS Admin - Study - Parking Strategy assessment and study		0.04					0.04
		FL-5313-17	B&F- Replace Unit #1070 with ice resurfer					0.11		0.11
		ID-2033-17	Utility Relocations for City Hall Campus Improvements			1.13				1.13
		<b>Facility Maintenance Services Total - 2017</b>			<b>0.04</b>	<b>1.13</b>	<b>0.11</b>	<b>0.63</b>		<b>1.91</b>
	<b>Fire and Rescue Services</b>	BF-8502-16	Fire Station Interior Renovation Program					0.06		0.06
		BF-8591-17	Fire Hall (General) - Annual Capital Improvement					0.06		0.06
		BF-8592-17	Fire Hall 7-1					0.07		0.07
		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-3631-16	Fire Rescue Tool Retrofit					0.10		0.10



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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		FR-3641-17	Stn 72 - Cascade air cylinder fill station					0.08		0.08
		FR-3642-17	Fire - CAD & MDT Replacements					0.04		0.04
		FR-3643-17	Stn 7-1 - Gear Grid					0.02		0.02
		FR-3644-17	Assistant Deputy Fire Chief - Vehicle	0.05						0.05
		<b>Fire and Rescue Services Total - 2017</b>		<b>0.05</b>				<b>3.66</b>		<b>3.71</b>
	<b>Information Technology Management</b>	IT-3016-13	Personal Computer (PC) Assets Renewal					0.45		0.45
		IT-3019-13	Central Computing Infrastructure Renewal					0.78		0.78
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)		0.15					0.15
		IT-9546-17	AV Infrastructure Renewal		0.24					0.24
		<b>Information Technology Management Total - 2017</b>			<b>0.40</b>			<b>1.24</b>		<b>1.63</b>
	<b>Parks Development</b>	PK-6302-17	Off Leash Dog Park Development	0.13	0.01					0.14
		PK-6345-17	Conley Park Park-Tennis Court Reconstruction					0.40		0.40
		PK-6349-17	Vaughan Grove Sports Park-Soccer Field Lighting				0.58			0.58
		PK-6365-17	Block 40 Chatfield District Park Construction (UV1-D4)	2.70	0.30					3.00
		PK-6370-17	Uplands Golf & Ski Centre - Irrigation/Snow Making Water System					0.66		0.66
		PK-6405-17	Trail Signage				0.11			0.11
		PK-6418-17	Vaughan Mills Park-Playground Replacement and Safety Surfacing					0.21		0.21
		PK-6420-17	Fossil Hill Park-Playground Replacement and Safety Surfacing					0.14		0.14
		PK-6424-17	Block 61W Neighbourhood Park and Greenway Development (N3 and G8)	1.08	0.12					1.20

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		PK-6438-17	Marco Park-Tennis Court Redevelopment					0.23		0.23
		PK-6461-17	Marco Park-Playground Replacement and Safety Surfacing					0.14		0.14
		PK-6498-17	Block 59 District Park Development (WVEA59-D1)-Phase 1	0.50	0.06					0.55
		PK-6499-17	Block 11 Carrville District Centre Neighbourhood Park Development (CC11-N11)	1.08	0.12					1.20
		PK-6533-17	West Don Valley-Pedestrian Bridge Replacement				0.12			0.12
		PK-6543-17	Playground Surfacing Replacement-Various Locations					0.30	0.06	0.36
		PK-6557-17	Alexander Elisa Park-Playground Replacement and Safety Surfacing					0.21		0.21
		PK-6558-17	Father Ermanno Bulfon Park-Playground Replacement and Safety Surfacing					0.45		0.45
		PK-6562-17	Basketball Court Improvements-Various Locations					0.17		0.17
		PK-6564-17	Sportsfield Improvements-Various Locations					0.12		0.12
		PK-6569-17	Block 8 Chateau Ridge Park- Playground Development (TN40)	0.18					0.02	0.20
		PK-6571-17	Block 44 Maxey Park Playground Development (WN4)	0.18	0.02					0.21
		PK-6574-17	Don River Valley Restoration				0.07			0.07
		<b>Parks Development Total - 2017</b>		<b>5.85</b>	<b>0.63</b>		<b>0.88</b>	<b>3.01</b>	<b>0.08</b>	<b>10.44</b>
	<b>Policy Planning &amp; Environmental Sustainability</b>	PL-9533-13	New Community Areas Secondary Plan - Block 41	0.09	0.01					0.10

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		PL-9535-13	New Community Areas Secondary Plan - Block 27	0.09	0.01					0.10
		PL-9550-16	Municipal Comprehensive (Official Plan) Review	0.15	0.02					0.17
		<b>Policy Planning &amp; Environmental Sustainability Total - 2017</b>		<b>0.33</b>	<b>0.04</b>					<b>0.37</b>
	<b>Real Estate</b>	RL-0005-13	Land Acquisition Fees						0.27	0.27
		<b>Real Estate Total - 2017</b>							<b>0.27</b>	<b>0.27</b>
	<b>Recreation Services</b>	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		BF-8405-17	Garnet Williams - Renovate Pool Changerooms					0.16		0.16
		BF-8423-17	Al Palladini Community Centre New Score Clock for East Arena Centre Ice					0.08		0.08
		BF-8476-15	Building upgrades to meet AODA Requirements					0.31		0.31
		BF-8479-15	Kleinburg United Church Renovation					0.90		0.90
		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
		BF-8521-17	Al Palladini - Replacement of an Existing HVAC unit					0.12		0.12

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8522-17	Maple Community Centre - Painting					0.07		0.07
		BF-8523-17	Garnet Williams - Replacement of Concrete Walkways					0.06		0.06
		BF-8524-17	North Thornhill CC - Existing light maintenance and replacement					0.03		0.03
		BF-8525-17	Maple Community Centre - Renovation for a Teaching Kitchen					0.08		0.08
		BF-8526-17	Thornhill Outdoor Pool					0.03		0.03
		BF-8527-17	Rosemount - Replacement of Fire Alarm System					0.15		0.15
		BF-8528-17	Rosemount - replace flooring in arena dressing rooms					0.08		0.08
		BF-8529-17	Father Emanno Bulfon CC - Replacement of Boiler					0.15		0.15
		BF-8530-17	Kline House - Exterior Renovations					0.03		0.03
		BF-8531-17	Dufferin Clark CC - Roof Replacement					0.07		0.07
		BF-8532-17	Maple Community Centre - Lobby Tile Replacement					0.05		0.05
		BF-8533-17	Vellore Hall/Cranney House - Replacement of Heritage Windows					0.11		0.11
		BF-8534-17	Chancellor CC - Replacement of Rubber Flooring					0.04		0.04
		BF-8535-17	Rainbow Creek Field House - Renovations					0.03		0.03
		BF-8536-17	Glen Shields Activity Centre - Roof Replacement					0.03		0.03
		BF-8573-17	Uplands - Buildings General Capital					0.07		0.07

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		BF-8574-17	Various Community Centres - Installation of CO2 sensors in the arenas					0.15		0.15
		BF-8575-17	Various Community Centres - Pool Capital Improvements					0.21		0.21
		BF-8576-17	Various Community Centres - Renovations of Public Washroom					0.52		0.52
		BF-8577-17	Various Community Centres - Replacement of the existing arena dehumidifiers					0.39		0.39
		BF-8578-17	Various Community Centres - Replacement of the Ice Resurfacer					0.11		0.11
		BF-8579-17	Various Community Centres - Retrofit Pool Circulations Plants to Ultra Violet Systems					0.31		0.31
		BF-8580-17	Parks - Washroom Renovations & Upgrades					0.08		0.08
		BF-8582-17	Various - Kantech Access Control in Community Centres					0.05		0.05
		BF-8588-17	Various Community Centres - Roof Repairs & Replacement					0.12		0.12
		BF-8593-17	Various - Replacement of HVAC units and Rooftop Unit					0.69		0.69
		BF-8614-17	Community Centre Common Space Renewal					0.15		0.15
		ID-2043-17	Vellore Village CC - Main Entrance Improvements					0.18		0.18
		ID-2044-17	Chancellor CC - Innovative Path System					0.08		0.08
		ID-2045-17	Garnet A. Williams Consultant Design					0.31		0.31
		RE-9503-13	Fitness Centre Equipment Replacement					0.23		0.23
		RE-9533-16	CLASS System Upgrade		0.16					0.16

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		RE-9534-17	Community Centre Program Equipment Replacement					0.21		0.21
		RE-9535-17	City Playhouse Theatre Flooring Replacement for Vestibule Entrance					0.03		0.03
		RE-9536-17	CLASS System Upgrade - Peripheral Equipment		0.08					0.08
		RE-9537-17	VMC Library, Recreation and YMCA Centre of Community	1.68	0.19					1.87
		<b>Recreation Services Total - 2017</b>		<b>1.68</b>	<b>0.42</b>			<b>7.22</b>		<b>9.32</b>
	<b>Transformation &amp; Strategy</b>	CM-2526-16	Service Excellence Strategic Initiatives		0.05					0.05
		DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.19	0.02					0.21
		FI-0087-17	Service Vaughan - Point of Sale		0.39					0.39
		SE-0076-16	Job Description & Evaluation Process		0.05					0.05
		SE-0079-16	Workforce Management System Business Case		0.18					0.18
		SE-0080-16	Service Excellence Leads Program		0.23					0.23
		SE-0081-16	Recognition Program for Service Excellence		0.02					0.02
		SE-0082-16	Leadership Alignment		0.03					0.03
		SE-0083-16	Service Excellence Communication Plan		0.03					0.03
		SE-0088-16	Service Vaughan Phase I		0.45					0.45
		SP-0016-17	Strategy Update		0.21					0.21
		<b>Transformation &amp; Strategy Total - 2017</b>		<b>0.19</b>	<b>1.64</b>					<b>1.83</b>
	<b>Transportation Services Parks &amp; Forestry Operations</b>	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	0.32						0.32



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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		CD-1996-17	Municipal Structure Inspection and Reporting in 2017					0.10		0.10
		CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive				0.06			0.06
		CD-2018-15	2017 Road Rehabilitation/ Reconstruction			4.86	2.82			7.68
		CD-2026-17	2019 Road Rehabilitation/ Reconstruction			0.34				0.34
		EN-1961-13	Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.16						0.16
		FL-5192-17	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup					0.05		0.05
		FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup					0.05		0.05
		FL-5522-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader					0.07		0.07
		FL-5523-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader					0.07		0.07
		FL-5527-17	Pickup Truck 4x4 - 1/2 Ton Crew Cab - Wastewater/Stormwater					0.04		0.04
		ID-2031-17	Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.11						0.11
		ID-2032-17	Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.06						0.06
		ID-2034-17	Geodetic Control Survey Monumentation						0.17	0.17
		ID-2035-17	Sidewalk & Street Lighting on Jane St - Hwy 7 to Langstaff Rd	1.70						1.70

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		ID-2037-17	Sidewalk on Rivermede Road - Keele St to Rayette Rd				0.03			0.03
		ID-2038-17	Intersection Improvements at Jane St & Avro Rd			0.88				0.88
		ID-2041-17	Active Transportation Facility & Street Lighting on Dufferin St	0.31						0.31
		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			14.95	1.50			16.45
		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-6753-19	CTS Mobile Handheld Program		0.16					0.16
		RP-6754-15	Parks Concrete Walkway Repairs/Replacements					0.22		0.22
		RP-6757-15	Tree Planting - Regular - Additional Costs		0.41					0.41
		RP-6762-16	Supplementary Tree Planting Program		1.15					1.15
		RP-6763-17	Baseball Diamond Redevelopment/Reconstruction					0.14		0.14
		RP-6764-17	Beautification strategy - Enhanced garden displays		0.25					0.25
		RP-6766-17	Speed Compliance Program - Radar Message Boards		0.08					0.08
		<b>Transportation Services Parks &amp; Forestry Operations Total - 2017</b>		<b>12.86</b>	<b>2.98</b>	<b>27.11</b>	<b>6.30</b>	<b>1.22</b>	<b>0.17</b>	<b>50.64</b>

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
	Vaughan Libraries	BF-8510-17	Ansley Grove Library RTU Replacement					0.05		0.05
		ID-2042-17	Bathurst Clark Resource Library - Main Entrance Improvements					0.20		0.20
		LI-4504-13	Library Technology Upgrade		0.14					0.14
		LI-4537-13	Capital Resource Purchases					1.73		1.73
		LI-4553-17	Library Operating System Replacement		0.08					0.08
	Vaughan Libraries Total - 2017				0.22			1.98		2.20
	Water/Wastewater / Stormwater	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community					1.13		1.13
		CD-2019-15	2017 Watermain Replacement					2.61		2.61
		CD-2027-17	2019 Watermain Replacement					0.57		0.57
		EN-1971-13	Sanitary Sewer Rehabilitation/ Replacement - Rivermede Rd & Rayette Rd					0.16		0.16
		EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community					1.81		1.81
		EV-2118-17	Water and Wastewater – Rate Study						0.15	0.15
		FL-5466-17	PW-WATER--Replace Unit #1665 with 3/4 ton cargo van					0.06		0.06
		FL-5525-17	Sewer Use By-Law Sampling Van					0.05		0.05
		FL-5528-17	Supervisor - Water and Wastewater/Stormwater Vehicles					0.11		0.11
		FL-5531-17	PW-Water – New – 2 pickup trucks and 2 SUVs						0.16	0.16
		FL-5532-17	PW-Water – Backflow Prevention Coordinator Vehicle						0.04	0.16

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total	
		ID-2036-17	Storm Water Improvements on Islington Ave					0.57		0.57	
		ID-2039-17	Sanitary Sewer Installation for 10 & 11 Sonya Place					0.28		0.28	
		ID-2040-17	Watermain Installation for 10 & 11 Sonya Place					0.49		0.49	
		Water/Wastewater/Stormwater Total - 2017							7.83	0.35	8.18
2017 Total				38.86	7.37	29.89	7.29	29.89	1.10	114.40	
2018	Building Standards	BS-1006-15	Zoning Bylaw Review	0.38	0.73				0.29	1.40	
	Building Standards Total - 2018			0.38	0.73				0.29	1.40	
	City Clerk	CL-2520-18	City Archives Outreach Equipment		0.02					0.02	
	City Clerk Total - 2018				0.02					0.02	
	Development Engineering and Infrastructure Planning Services	1489-0-03	Teston Rd. - Cityview to Weston PD7 W/M	0.24							0.24
		DE-7113-18	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.25							0.25
		DE-7114-16	Portage Parkway - Applewood to Jane/ Detailed Design and Construction	3.40							3.40
		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	5.43							5.43
		DE-7171-17	Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	1.34							1.34
		DE-7174-17	Applemill Road Extension, Millway To Jane Street - Collective Roads Oversizing	0.49							0.49
		DE-7176-17	Black Creek Channel Renewal Design and Construction	35.57	0.22	7.73					43.52

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		DE-7181-17	Implementation of the Transportation Master Plan Update	0.15						0.15
		DE-7182-17	Implementation of the Regional Express Rail	0.15						0.15
	<b>Development Engineering and Infrastructure Planning Services Total - 2018</b>			<b>49.62</b>	<b>0.22</b>	<b>7.73</b>				<b>57.58</b>
	<b>Development Planning</b>	DP-9552-18	VMC Signage And Wayfinding Strategy	0.25						0.25
		DP-9555-17	VMC - Consultation Services	0.10	0.01					0.10
	<b>Development Planning Total - 2018</b>			<b>0.35</b>	<b>0.01</b>					<b>0.35</b>
	<b>Environmental Services</b>	DE-7175-17	VMC Edgeley Pond Construction	12.28	0.56	0.59		7.55		20.98
		EV-2092-17	Retrofit of Rainbow creek outfall (S of Hwy 7 and W of Rainbow Creek crossing)					1.92		1.92
		EV-2093-17	Retrofit of 97-Ashbridge Pond design & construction					0.09		0.09
		EV-2100-17	Retrofit of 66-Lady Nadia Pond - design and work					1.43		1.43
		EV-2110-18	Maplewood Booster Station Controls Upgrades					0.15		0.15
	<b>Environmental Services Total - 2018</b>			<b>12.28</b>	<b>0.56</b>	<b>0.59</b>		<b>11.15</b>		<b>24.58</b>
	<b>Facility Maintenance Services</b>	BF-8487-15	Building Condition Audits				0.11			0.11
		BF-8546-18	Arnold House, Scout House					0.08		0.08
		BF-8547-18	Vaughan City Hall - Replace and upgrade department security gates					0.10		0.10
		BF-8599-18	Fire Halls / Joint Operations Centre					0.10		0.10
		BF-8603-18	Various Facilities - Mobile Devices					0.10		0.10
		BF-8605-18	Various - Video Surveillance Equipment & Systems Upgrades					0.10		0.10
	<b>Facility Maintenance Services Total - 2018</b>						<b>0.11</b>	<b>0.49</b>		<b>0.60</b>
	<b>Financial Services</b>	FI-0073-18	New Property Tax System		0.36					0.36

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
<b>Financial Services Total - 2018</b>					<b>0.36</b>					<b>0.36</b>
<b>Fire and Rescue Services</b>		BF-8502-16	Fire Station Interior Renovation Program					0.06		0.06
		BF-8595-18	Fire Halls (General)					0.07		0.07
		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	1.84						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-3618-18	Station #74 Equipment for Firefighter Purchase	0.13						0.13
		FR-3619-18	Engine #74 Equipment Purchase	0.12						0.12
		FR-3626-18	Station #74 Furniture and Equipment	0.17						0.17
		FR-3631-16	Fire Rescue Tool Retrofit					0.04		0.04
		FR-3637-18	Replace Aerial 17M - 7967					1.31		1.31
		FR-3642-17	Fire - CAD & MDT Replacements					0.04		0.04
	<b>Fire and Rescue Services Total - 2018</b>			<b>3.73</b>				<b>1.60</b>		<b>5.33</b>
	<b>Fleet Management Services</b>	FL-5526-18	CCTV Truck					0.31		0.31
	<b>Fleet Management Services Total - 2018</b>							<b>0.31</b>		<b>0.31</b>
	<b>Human Resources</b>	HR-9543-17	AODA Website Documents Compliance		0.10					0.10
	<b>Human Resources Total - 2018</b>				<b>0.10</b>					<b>0.10</b>
	<b>Information Technology Management</b>	IT-3016-13	Personal Computer (PC) Assets Renewal					0.58		0.58
		IT-3019-13	Central Computing Infrastructure Renewal					0.78		0.78
		IT-3020-14	Continuous Improvement - City Website (Vaughan Online)		0.15					0.15



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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		IT-9546-17	AV Infrastructure Renewal		0.54					0.54
		<b>Information Technology Management Total - 2018</b>			<b>0.69</b>			<b>1.36</b>		<b>2.05</b>
	<b>Parks Development</b>	PK-6287-18	Block 18 District Park Development (UV2-D1)	0.51	0.06					0.57
		PK-6360-18	Vellore Village Community Centre - Soccer Field Redevelopment					0.39		0.39
		PK-6365-17	Block 40 Chatfield District Park Construction (UV1-D4)	1.44	0.16					1.60
		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-6456-18	Block 61 Neighbourhood Park Development (61W-N4)	0.73	0.08					0.81
		PK-6459-18	Maple Lions Park - Playground Replacement and Safety Surfacing					0.15		0.15
		PK-6462-18	Vellore Heritage Square - Playground Replacement and Safety Surfacing					0.13		0.13
		PK-6472-18	Rosedale Park North - Tennis Court Reconstruction					0.25		0.25
		PK-6498-17	Block 59 District Park Development (WVEA59-D1)-Phase 1	4.46	0.50					4.95
		PK-6502-18	Promenade Green Park-Tennis Court Reconstruction					0.48		0.48
		PK-6503-18	Napa Valley Park-Tennis Court Reconstruction					0.21		0.21
		PK-6505-18	Ramsey Armitage Park-Playground Replacement and Safety Surfacing					0.17		0.17
		PK-6528-18	MacMillan Farm-Master Plan	0.05	0.01					0.06

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		PK-6547-18	Block 61 Greenway Park Development (61W-G8B Southern Portion)	0.33	0.04					0.37
		PK-6556-18	Block 22 Liberty Maplecrete Public Square Development (VMC22-11)	0.22	0.02					0.25
		PK-6559-18	Parwest Park-Playground Replacement and Safety Surfacing					0.20		0.20
		PK-6561-18	Basketball Court Improvements-Variou Locations					0.16		0.16
		PK-6566-18	Playground Rubber Surfacing Replacement-Variou Locations					0.71		0.71
		PK-6582-18	Tinsmith Park-Playground Replacement and Safety Surfacing					0.16		0.16
		PK-6592-18	Rosedale North Park-Playground Replacement and Safety Surfacing					0.17		0.17
	<b>Parks Development Total - 2018</b>			<b>7.74</b>	<b>0.93</b>			<b>3.29</b>		<b>11.96</b>
	<b>Policy Planning &amp; Environmental Sustainability</b>	PL-9550-16	Municipal Comprehensive (Official Plan) Review	0.12	0.01					0.13
	<b>Policy Planning &amp; Environmental Sustainability Total - 2018</b>			<b>0.12</b>	<b>0.01</b>					<b>0.13</b>
	<b>Real Estate</b>	RL-0005-13	Land Acquisition Fees						0.27	0.27
	<b>Real Estate Total - 2018</b>								<b>0.27</b>	<b>0.27</b>
	<b>Recreation Services</b>	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital					0.07		0.07
		BF-8476-15	Building upgrades to meet AODA Requirements					0.31		0.31
		BF-8537-18	Maple Community Centre - Concrete removal and replacement					0.06		0.06
		BF-8538-18	Chancellor CC - Concrete Removal					0.06		0.06

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8539-18	Dufferin Clark CC - Concrete Removal					0.06		0.06
		BF-8540-18	Chancellor CC - Parking Lot & Driveway Asphalt Repairs and Replacement					0.37		0.37
		BF-8541-18	Maple Community Centre - Pool & Fitness Change Room Renovation					0.31		0.31
		BF-8542-18	Dufferin Clark CC - Regrouting of Pool Deck					0.03		0.03
		BF-8543-18	Woodbridge Pool and Arena - Replacement of Sprinkler System					0.10		0.10
		BF-8544-18	Al Palladini - Rubber Floor Replacement in east arena					0.07		0.07
		BF-8545-18	Al Palladini - West Entrance Accessibility Improvements					0.19		0.19
		BF-8548-18	Riviera Park - Replacing of existing lighting					0.08		0.08
		BF-8549-18	Maple Community Centre - Replacement of Sprinkler System					0.10		0.10
		BF-8594-18	Various Community Centres - Accessibility Initiatives					0.52		0.52
		BF-8597-18	Uplands - Buildings General Capital					0.07		0.07
		BF-8598-18	Various Facilities - Energy Initiatives					0.21		0.21
		BF-8600-18	Various Facilities - Ice Resurfacer Replacement					0.24		0.24
		BF-8601-18	Various - Kantech Access Control in Community Centres					0.05		0.05
		BF-8602-18	Various - Keywatcher key cabinets in Community Centres					0.13		0.13
		BF-8604-18	Various Community Centres - Pool Capital Improvements					0.21		0.21

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		BF-8606-18	Parks - Washroom Renovations & Upgrades					0.08		0.08
		BF-8607-18	Various Community Centres - Roof Repairs & Replacement					0.12		0.12
		BF-8613-18	Chancellor CC - Roof Replacement					0.77		0.77
		RE-9503-13	Fitness Centre Equipment Replacement					0.23		0.23
		RE-9537-17	VMC Library, Recreation and YMCA Centre of Community	1.68	0.19					1.87
		<b>Recreation Services Total - 2018</b>		<b>1.68</b>	<b>0.19</b>			<b>4.42</b>		<b>6.29</b>
	<b>Transformation &amp; Strategy</b>	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.19						0.19
		FI-0087-17	Service Vaughan - Point of Sale		0.13					0.13
		SP-0017-18	Citizen Engagement Study		0.05					0.05
		<b>Transformation &amp; Strategy Total - 2018</b>		<b>0.19</b>	<b>0.18</b>					<b>0.37</b>
	<b>Transportation Services Parks &amp; Forestry Operations</b>	CD-1853-19	Lay-by Parking on Vellore Woods Boulevard		0.15					0.15
		CD-1957-18	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.06						0.06
		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/ Reconstruction			8.24	3.00			11.24
		CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	0.19						0.19

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
		CD-2007-18	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	1.47						1.47
		CD-2008-18	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
		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

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck					0.23		0.23
		FL-5421-18	PW-RDS-Replace Unit #1344 with Regenerative street sweeper					0.29		0.29
		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
		ID-2031-17	Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.52						0.52
		ID-2032-17	Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.26						0.26
		ID-2037-17	Sidewalk on Rivermede Road - Keele St to Rayette Rd				0.06			0.06
		ID-2047-18	2020 Road Rehabilitation/ Reconstruction			0.34				0.34
		ID-2048-18	Street Lighting on Nashville Road - Hwy 27 to Huntington Rd	0.11						0.11
		RP-2013-15	Street Light Pole Replacement Program					0.31		0.31
		RP-2035-15	Curb and Sidewalk Repair & Replacement				2.00			2.00
		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-6753-19	CTS Mobile Handheld Program		0.27					0.27



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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debtenture	Gas Tax	Infrastructure	Other	Grand Total
		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-6759-18	Pedestrian Crossing Enhancement Program – Pavement Marking		0.21					0.21
		RP-6761-18	Melville Avenue Operational Review		0.03					0.03
		RP-6762-16	Supplementary Tree Planting Program		1.15					1.15
		RP-6763-17	Baseball Diamond Redevelopment/Reconstruction					0.15		0.15
		RP-6766-17	Speed Compliance Program - Radar Message Boards		0.08					0.08
	<b>Transportation Services Parks &amp; Forestry Operations Total - 2018</b>			<b>3.55</b>	<b>3.54</b>	<b>8.58</b>	<b>5.22</b>	<b>2.52</b>		<b>23.41</b>
	<b>Vaughan Libraries</b>	LI-4504-13	Library Technology Upgrade		0.14					0.14
		LI-4537-13	Capital Resource Purchases					1.77		1.77
		LI-4554-17	VMC Library - Resource Material, F&E, Comm/Hrdwr	0.34	0.04					0.38
	<b>Vaughan Libraries Total - 2018</b>			<b>0.34</b>	<b>0.18</b>			<b>1.77</b>		<b>2.28</b>
	<b>Water/Wastewater/Stormwater</b>	CD-200 2-16	2018 Watermain Replacement					6.80		6.80
		CD-201 4-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction					0.23		0.23
		CD-202 0-16	Culvert Replacement/Rehabilitation at Kirby Road and Kipling Avenue					0.57		0.57
		ID-204 6-18	2020 Watermain Replacement					0.57		0.57
		ID-204 9-18	SWM Improvements at Napa Valley Pond					0.06		0.06
	<b>Water/Wastewater/Stormwater Total - 2018</b>							<b>8.21</b>		<b>8.21</b>

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Year	Service Department	Project #	Project Title	CWDC	Taxation	Debenture	Gas Tax	Infrastructure	Other	Grand Total
2018 Total				79.97	7.72	16.91	5.33	35.11	0.56	145.60
Grand Total				118.83	15.09	46.80	12.62	65.00	1.31	259.65

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### 11.6.2 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	Project #	Project Title	Open	2017	2018
<b>Improve municipal road network</b>					
<b>Development Engineering and Infrastructure Planning Services</b>					
	DE-7161-15	Street "A" - Highway 427 Crossing (Block 59)	7.00	0.00	0.00
	DE-7151-15	Huntington Road Reconstruction, Highway 7 to Langstaff Road	1.70	0.73	0.00
	DT-7046-10	Highway 400 Widening Works	1.52	0.00	0.00
	DT-7112-14	Kirby Road Municipal Class EA	0.89	0.00	0.00
	DE-7178-17	Kirby Road Intersection Improvements (Blk 55 External Works	0.00	0.84	0.00
	DE-7184-17	Kirby Go Station	0.00	0.57	0.00
	DE-7171-17	Huntington Road Construction, Major Mackenzie Drive to Nashville Road Detailed Design	0.00	0.40	1.34
	DE-7180-17	Traffic Signal Installation - Motion Court & New Huntington Road	0.00	0.21	0.00
	DE-7174-17	Applemill Road Extension, Millway To Jane Street - Collective Roads Oversizing	0.00	0.00	0.49
	DE-7113-18	Municipal Class EA OPA 637 - Highway 400 Interchange Connections	0.00	0.00	0.25
<b>Development Engineering and Infrastructure Planning Services Total</b>			<b>11.11</b>	<b>2.74</b>	<b>2.08</b>
<b>Development Planning</b>					
	DP-9553-17	Plan Update - Implications of Growth on Heritage Conservation	0.00	0.24	0.00
	DP-9552-18	VMC Signage And Wayfinding Strategy	0.00	0.00	0.25
<b>Development Planning Total</b>			<b>0.00</b>	<b>0.24</b>	<b>0.25</b>
<b>Infrastructure Delivery</b>					
	EN-1963-13	North Maple Bridge-north of Ma	1.34	0.00	0.00
	EN-1851-14	Traffic Data CollectionInvento	0.33	0.00	0.00
	CD-2005-16	Street Lighting on Teston Road - Hwy 400 to Weston Road	0.06	0.00	0.19
	EN-1823-10	Traffic/Ped Signals-Various	0.06	0.00	0.00
	EN-1796-10	Traffic Calming 2010	0.05	0.00	0.00
	CD-1991-17	Traffic Signal Installation - Interchange Way and Interchange Way	0.00	0.32	0.00
	ID-2031-17	Traffic Signal Installations - Ilan Ramon Ave/ Lebovic Campus Dr & Ilan Ramon Ave/ Marc Santi Blvd	0.00	0.11	0.52
	ID-2032-17	Traffic Signal Installation - Midblock pedestrian Ilan Ramon Ave south of Lebovic Campus Dr	0.00	0.06	0.26
	CD-1853-19	Lay-by Parking on Vellore Woods Boulevard	0.00	0.00	0.15
<b>Infrastructure Delivery Total</b>			<b>1.83</b>	<b>0.49</b>	<b>1.12</b>

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Term of Council Priority	Project #	Project Title	Open	2017	2018
<b>Transportation Services Parks &amp; Forestry Operations</b>					
	CD-2011-15	Traffic Signal Improvements on	0.22	0.00	0.00
	EN-1843-11	Traffic Signal Improvements	0.32	0.00	0.00
	EN-1848-11	Traffic Sign Assessment	0.01	0.00	0.00
	EN-1842-11	Traffic Data Collecting Equipm	0.00	0.00	0.00
	RP-6766-17	Speed Compliance Program - Radar Message Boards	0.00	0.08	0.08
	RP-6761-18	Melville Avenue Operational Review	0.00	0.00	0.03
	RP-6759-18	Pedestrian Crossing Enhancement Program – Pavement Marking	0.00	0.00	0.21
<b>Transportation Services Parks &amp; Forestry Operations Total</b>			<b>0.55</b>	<b>0.08</b>	<b>0.32</b>
<b>Improve municipal road network Total</b>			<b>13.49</b>	<b>3.55</b>	<b>3.77</b>
<b>Continue to develop transit, cycling and pedestrian options to get around the City</b>					
<b>Development Engineering and Infrastructure Planning Services</b>					
	DT-7066-11	Steeles West Station Infrastru	3.09	0.00	0.00
	DE-7098-15	Pedestrian and Bicycle Network	0.74	0.00	0.00
	DE-7124-16	Block 61 CP Railway Pedestrian Crossing	0.59	0.59	0.59
	DT-7097-14	Pedestrian and Cycle Strategy	0.41	0.00	0.00
	DE-7156-15	New Community Areas Transporta	0.36	0.00	0.00
	DE-7169-16	Concord GO Comprehensive Trans	0.36	0.00	0.00
	DT-7131-14	Clark Ave West Cycle Facility	0.33	0.00	0.00
	DT-7068-11	Highway 7 Bus Rapid Transit Re	0.31	0.00	0.00
	DT-7056-11	Pedestrian & Bicycle Network I	0.20	0.00	0.00
	DE-7104-15	TMP Education, Promotion, Outr	0.17	0.00	0.00
	DT-7101-13	Vaughan TDM Policy	0.15	0.00	0.00
	DE-7108-15	School Travel Planning Measure	0.12	0.00	0.00
	DE-7158-15	Concord GO Secondary Plan Feas	0.10	0.00	0.00
	DT-7086-12	Blk61 Pedestrian Crossing Stud	0.08	0.00	0.00
	DT-7040-10	Ped.& Bike Master Plan Impleme	0.07	0.00	0.00
	DT-7102-13	TMP Communications	0.03	0.00	0.00
	DT-7082-12	Pedestrian & Bicycle Ntwk Impl	0.01	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	DE-7179-17	Kipling Streetlighting & Intersection Illumination, Teston Road to Kirby Road (Block 55 External Wor	0.00	0.96	0.00
	DE-7185-17	Concord GO Station Business Case Development	0.00	0.12	0.00
<b>Development Engineering and Infrastructure Planning Services Total</b>			<b>7.10</b>	<b>1.67</b>	<b>0.59</b>
<b>Infrastructure Delivery</b>					
	EN-1859-11	Sidewalk & Streetlight Rutherford	1.93	0.00	0.00
	EN-1886-12	Bridge Rehab-Humber Bridge Tra	1.60	0.00	0.00
	EN-1865-11	Hwy 407 Station Jane Swalk & I	0.82	0.00	0.00
	EN-1960-13	Sidewalk on Weston Road-Steele	0.39	0.00	0.00
	CD-2012-15	Active Transport Facility	0.25	0.00	0.00
	EN-1970-13	Sidewalk& Street/ Walkway Lig	0.24	0.00	0.00
	CD-1986-16	Sidewalk on Basaltic Road and	0.23	0.00	0.00
	EN-1972-13	Multi-use Path & Streetlight	0.14	0.00	0.00
	EN-1662-07	City-Wide Sidewalk Infill	0.08	0.00	0.00
	EN-1969-13	Sidewalk on Steeles Avenue W.	0.06	0.00	0.00
	EN-1780-09	Sidewalk and Streetlight Infil	0.04	0.00	0.00
	ID-2035-17	Sidewalk & Street Lighting on Jane St - Hwy 7 to Langstaff Rd	0.00	1.70	0.00
	ID-2041-17	Active Transportation Facility & Street Lighting on Dufferin St	0.00	0.31	0.00
	EN-1961-13	Sidewalk on Islington Avenue - Major Mackenzie Dr to Westridge Dr	0.00	0.16	0.00
	CD-1984-17	Sidewalk and Street Lighting on Keele Street - Langstaff Road to Rutherford Road	0.00	0.08	0.59
	ID-2037-17	Sidewalk on Rivermede Road - Keele St to Rayette Rd	0.00	0.03	0.06
	CD-2007-18	Sidewalk and Street Lighting on Major Mackenzie Drive by York Region - Phase 2	0.00	0.00	1.47
	CD-2008-18	Sidewalk on Highway 27 by York Region - Royalpark Way to Martin Grove Road	0.00	0.00	0.24
	ID-2048-18	Street Lighting on Nashville Road - Hwy 27 to Huntington Rd	0.00	0.00	0.11
	CD-1957-18	Cycle Path Works on Islington Avenue - Rutherford Rd to Wycliffe Ave.	0.00	0.00	0.06
	CD-1978-18	Active Transportation Facility on Pine Valley Drive - Steeles Ave W to Langstaff Rd	0.00	0.00	0.06
	CD-1980-18	Sidewalk on Weston Road - Major Mackenzie Drive to Greenbrooke Drive	0.00	0.00	0.05
<b>Infrastructure Delivery Total</b>			<b>5.79</b>	<b>2.28</b>	<b>2.64</b>



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Term of Council Priority	Project #	Project Title	Open	2017	2018
<b>Parks Development</b>					
	PK-6094-08	Don River/Bartley Smith Open S	0.08	0.00	0.00
	PK-6094-13	Don River/Bartley Smith Open	0.16	0.00	0.00
<b>Parks Development Total</b>			<b>0.24</b>	<b>0.00</b>	<b>0.00</b>
<b>Policy Planning &amp; Environmental Sustainability</b>					
	PL-9551-16	Concord GO Centre Secondary PI	0.70	0.00	0.00
<b>Policy Planning &amp; Environmental Sustainability Total</b>			<b>0.70</b>	<b>0.00</b>	<b>0.00</b>
<b>Transportation Services Parks &amp; Forestry Operations</b>					
	RP-2035-15	Curb and Sidewalk Repair & Replacement	1.05	1.90	2.00
<b>Transportation Services Parks &amp; Forestry Operations Total</b>			<b>1.05</b>	<b>1.90</b>	<b>2.00</b>
<b>Continue to develop transit, cycling and pedestrian options to get around the City Total</b>			<b>14.88</b>	<b>5.85</b>	<b>5.23</b>
<b>Facilitate the development of the VMC</b>					
<b>Corporate Initiatives and Intergovernmental Relations</b>					
	CO-0082-15	VMC Development Implementation	0.38	0.00	0.00
<b>Corporate Initiatives and Intergovernmental Relations Total</b>			<b>0.38</b>	<b>0.00</b>	<b>0.00</b>
<b>Development Engineering and Infrastructure Planning Services</b>					
	DT-7065-11	Millway Avenue Widening & Real	6.47	0.00	0.00
	DT-7120-13	Black Creek Renewal	3.94	0.00	0.00
	DT-7121-13	VMC NE SWM Pond	2.68	0.00	0.00
	DE-7114-16	Portage Parkway - Applewood to	0.43	0.00	0.00
	DT-7072-13	Colossus Dr Hwy 400 Flyover-In	0.40	0.00	0.00
	DT-7027-09	Millway Ave. / Apple Mill Rd.	0.37	0.00	0.00
	DE-7162-16	Apple Mill Road - Edgeley Blvd	0.36	0.00	0.00
	DT-7071-11	Portage Parkway Extension Clas	0.11	0.00	0.00
	DT-7085-13	Parking Management Strategy	0.11	0.00	0.00
	DT-7073-11	Portage Parkway Widening Class	0.08	0.00	0.00
	DT-7058-11	Black Creek Regional Storm Imp	0.04	0.00	0.00
	DE-7176-17	Black Creek Channel Renewal Design and Construction	0.00	6.36	43.52
		Portage Parkway - Applewood to Jane/ Detailed Design and Construction	0.00	1.80	3.40
<b>Development Engineering and Infrastructure Planning Services Total</b>			<b>14.97</b>	<b>8.16</b>	<b>46.92</b>
<b>Development Planning</b>					
	DP-9524-13	Highway 7 VMC Streetscape	1.27	0.00	0.00
	DP-9527-13	VMC Black Creek Detailed Dsgn	0.15	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	DP-9028-12	VMC Physical MastPlan Base Mod	0.07	0.00	0.00
<b>Development Planning Total</b>			<b>1.48</b>	<b>0.00</b>	<b>0.00</b>
<b>Infrastructure Delivery</b>					
	DE-7175-17	VMC Edgeley Pond Construction	0.00	0.11	20.98
<b>Infrastructure Delivery Total</b>			<b>0.00</b>	<b>0.11</b>	<b>20.98</b>
<b>Parks Development</b>					
	PK-6536-16	VMC-Parks Development Plan and	0.22	0.00	0.00
	PK-6319-12	VMC-Millway/Applewood Park Des	0.21	0.00	0.00
	PK-6537-16	Block 23 Edgeley Pond and Park Development (VMC23-2)	0.20	0.00	0.00
<b>Parks Development Total</b>			<b>0.62</b>	<b>0.00</b>	<b>0.00</b>
<b>Facilitate the development of the VMC Total</b>			<b>17.46</b>	<b>8.27</b>	<b>67.91</b>
<b>Support the development of the hospital</b>					
<b>Development Planning</b>					
	DP-9545-15	Vaughan Healthcare Centre Prec	0.38	0.00	0.00
<b>Development Planning Total</b>			<b>0.38</b>	<b>0.00</b>	<b>0.00</b>
<b>Infrastructure Delivery</b>					
	CO-0054-09	Vaughan Hospital Precinct Dev.	6.88	0.00	0.00
	CO-0074-14	VHPD Culvert Work Major Macken	1.05	0.00	0.00
<b>Infrastructure Delivery Total</b>			<b>7.93</b>	<b>0.00</b>	<b>0.00</b>
<b>Support the development of the hospital Total</b>			<b>8.31</b>	<b>0.00</b>	<b>0.00</b>
<b>Re-establish the urban tree canopy</b>					
<b>Transportation Services Parks &amp; Forestry Operations</b>					
	RP-6700-15	Tree Planting Program-Regular	0.01	0.61	0.61
	RP-6762-16	Supplementary Tree Planting Program	0.00	1.15	1.15
	RP-6757-15	Tree Planting - Regular - Additional Costs	0.00	0.41	0.41
	RP-6739-15	Tree Replacement Program-EAB	0.00	0.37	0.37
<b>Transportation Services Parks &amp; Forestry Operations Total</b>			<b>0.01</b>	<b>2.54</b>	<b>2.54</b>
<b>Re-establish the urban tree canopy Total</b>			<b>0.01</b>	<b>2.54</b>	<b>2.54</b>
<b>Invest, renew and manage infrastructure and assets</b>					
<b>Building Standards</b>					
	BS-1003-11	Building Depart Computer Syste	0.64	0.00	0.00
<b>Building Standards Total</b>			<b>0.64</b>	<b>0.00</b>	<b>0.00</b>
<b>City Clerk</b>					
	CL-2531-17	SAMS System Enhancement	0.00	0.10	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	CL-2520-18	City Archives Outreach Equipment	0.00	0.00	0.02
<b>City Clerk Total</b>			<b>0.00</b>	<b>0.10</b>	<b>0.02</b>
<b>Corporate Asset Management</b>					
	EN-1958-13	Corporate Asset Management	2.51	0.00	0.00
	EN-1997-13	Impl of Corporate Asset Mangmt	0.15	0.00	0.00
	AM-2528-17	GIS Upgrade and Improvements	0.00	0.31	0.00
	AM-2529-17	Master Data Management for Assets	0.00	0.31	0.00
	AM-2530-17	Laptops for Work Order Management improvements in Fleet Services	0.00	0.02	0.00
<b>Corporate Asset Management Total</b>			<b>2.66</b>	<b>0.64</b>	<b>0.00</b>
<b>Development Engineering and Infrastructure Planning Services</b>					
	DE-7138-15	Block 55 PD-KN Watermain Servicing	4.10	2.10	5.43
	DE-7123-15	Kleinburg - Nashville PD6 Major Mackenzie Watermain	4.04	2.02	2.02
	1489-0-03	Teston Rd. - Cityview to Weston PD7 W/M	0.58	0.00	0.24
	DE-7165-16	Jackson Street Storm Sewer	0.46	0.00	0.00
	DT-7049-10	SW Mgmt Pond Monitoring Pro.	0.15	0.00	0.00
	DE-7167-16	Pine Grove Sanitary Pump Stati	0.12	0.00	0.00
	DT-7050-10	Road Pavement Accept. Protocol	0.06	0.00	0.00
	DE-7144-15	Woodbridge Core Area - Functio	0.06	0.00	0.00
	DE-7163-16	Northdale Sanitary Pumping Sta	0.05	0.00	0.00
	1582-0-06	Engineering Design Criteria St	0.01	0.00	0.00
	DE-7177-17	Interim Servicing Strategy, Blocks 27, 34, 35 & 41	0.00	0.57	0.00
	DT-7039-10	Napa Valley/Avdell SWM Pond Im	0.00	0.00	0.00
<b>Development Engineering and Infrastructure Planning Services Total</b>			<b>9.64</b>	<b>4.69</b>	<b>7.68</b>
<b>Development Planning</b>					
	DP-9543-15	Centre Street Design and Const	0.48	0.00	0.00
<b>Development Planning Total</b>			<b>0.48</b>	<b>0.00</b>	<b>0.00</b>
<b>Emergency Planning</b>					
	EP-0071-17	Primary and Alternate Emergency Operations Centres	0.00	0.20	0.00
<b>Emergency Planning Total</b>			<b>0.00</b>	<b>0.20</b>	<b>0.00</b>
<b>Environmental Services</b>					
	EV-2091-16	Storm Pond Cleaning - Audia Po	0.19	0.00	0.00
	EV-2090-16	Storm Pond Cleaning - Pond 8	0.17	0.00	0.00
	PW-2068-14	Weston/400&Industrial Park Pon	0.17	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	EV-2087-16	Pump/Booster Stations – Condit	0.14	0.00	0.00
	EV-2089-16	Storm Pond Cleaning - Larissa	0.12	0.00	0.00
	EV-2088-16	Force main – Condition Assess	0.04	0.00	0.00
	PW-2070-14	English Daisy Court SWMP#114	0.02	0.00	0.00
	EV-2081-15	Overhaul of Vaughan Landfill M	0.02	0.00	0.00
	EV-2117-17	Methane Station Rehabilitation	0.00	0.52	0.00
	EV-2103-17	City of Vaughan - Smart Meter Implementation Strategy	0.00	0.41	0.00
	EV-2092-17	Retrofit of Rainbow creek outfall (S of Hwy 7 and W of Rainbow Creek crossing)	0.00	0.34	1.92
	EV-2114-17	Repair and Rehabilitation of Pump Stations and Booster Station	0.00	0.31	0.00
	EV-2100-17	Retrofit of 66-Lady Nadia Pond - design and work	0.00	0.25	1.43
	EV-2115-17	Watermain Condition Assessment	0.00	0.23	0.00
	EV-2096-17	SCADA project - Phase 2	0.00	0.15	0.00
	EV-2112-17	Stormwater Pond cleaning - Fossil Hill Pond (pond 84)	0.00	0.14	0.00
	EV-2094-17	Pinegrove Pumping station storage tank	0.00	0.13	0.00
	EV-2109-17	Maple Community Centre Well Upgrades	0.00	0.10	0.00
	EV-2104-17	Water Services - Mobile Devices Field Purchase and Implementation	0.00	0.10	0.00
	EV-2101-17	Stormwater Pond cleaning - Pond 11 Sugar Bush Pond	0.00	0.08	0.00
	EV-2113-17	Mobility devices	0.00	0.07	0.00
	EV-2116-17	New West End Bulk Water Taking Station	0.00	0.06	0.00
	EV-2106-17	Public Works Portable Water Trailer Purchase	0.00	0.05	0.00
	EV-2099-17	Church Street Stormwater pumping station pump improvements	0.00	0.05	0.00
	EV-2093-17	Retrofit of 97-Ashbridge Pond design & construction	0.00	0.04	0.09
	EV-2097-17	Additional Storage Yard Building	0.00	0.04	0.00
	EV-2118-17	Water and Wastewater – Rate Study	0.00	0.15	0.00
	EV-2110-18	Maplewood Booster Station Controls Upgrades	0.00	0.00	0.15
<b>Environmental Services Total</b>			<b>0.87</b>	<b>3.22</b>	<b>3.59</b>
<b>Facility Maintenance Services</b>					
	BF-8520-16	Woodbridge Pool & Arena - Pool	0.41	0.00	0.00
	BF-8463-	Al Palladini CC Refrigeration	0.31	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	15				
	BF-8470-15	All Facilities - Designated Su	0.23	0.00	0.00
	BF-8436-13	Security Camera&Equipment Repl	0.18	0.00	0.00
	BF-8332-11	G Williams CC Exterior Siding	0.14	0.00	0.00
	BF-8462-15	Father Ermano Bulfon CC Outdoo	0.13	0.00	0.00
	BF-8487-15	Building Condition Audits	0.12	0.11	0.11
	BF-8404-16	Woodbridge Arena - Replace Are	0.12	0.00	0.00
	BF-8398-14	GWCC - Whirlpool Replacement	0.11	0.00	0.00
	BF-8367-13	Uplands Golf & Ski Centre, Buildings General Capital	0.10	0.07	0.07
	BF-8399-16	Maple Community Centre - Outdo	0.09	0.00	0.00
	BF-8425-15	Al Palladini Community Centre	0.08	0.00	0.00
	BF-8475-15	Father Ermano Bulfon CC Outdoo	0.06	0.00	0.00
	BF-8439-14	MichaelCranny Hse Water-Proofi	0.06	0.00	0.00
	BF-8237-14	GWCC-Pool Area Wall Cover Remo	0.05	0.00	0.00
	BF-8353-14	Splash Pad Automation	0.05	0.00	0.00
	BF-8416-13	Pool Ramp Entrance Tile Repl.	0.04	0.00	0.00
	BF-8421-14	APCC Building Sound System	0.03	0.00	0.00
	BF-8359-14	Chancellor District Pk-Walkway	0.02	0.00	0.00
	BF-8356-14	Woodbridge College Pk-Elec. Ca	0.01	0.00	0.00
	BF-8593-17	Various - Replacement of HVAC units and Rooftop Unit	0.00	0.69	0.00
	BF-8576-17	Various Community Centres - Renovations of Public Washroom	0.00	0.52	0.00
	BF-8577-17	Various Community Centres - Replacement of the existing arena dehumidifiers	0.00	0.39	0.00
	BF-8579-17	Various Community Centres - Retrofit Pool Circulations Plants to Ultra Violet Systems	0.00	0.31	0.00
	BF-8575-17	Various Community Centres - Pool Capital Improvements	0.00	0.21	0.00
	BF-8405-17	Garnet Williams - Renovate Pool Changerooms	0.00	0.16	0.00
	BF-8527-17	Rosemount - Replacement of Fire Alarm System	0.00	0.15	0.00
	BF-8529-17	Father Emanno Bulfon CC - Replacement of Boiler	0.00	0.15	0.00
	BF-8572-17	Vaughan City Hall - Replacement of existing batteries in IT department UPS	0.00	0.15	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8574-17	Various Community Centres - Installation of CO2 sensors in the arenas	0.00	0.15	0.00
	BF-8614-17	Community Centre Common Space Renewal	0.00	0.15	0.00
	BF-8521-17	Al Palladini - Replacement of an Existing HVAC unit	0.00	0.12	0.00
	BF-8578-17	Various Community Centres - Replacement of the Ice Resurfacers	0.00	0.11	0.00
	BF-8533-17	Vellore Hall/Cranney House - Replacement of Heritage Windows	0.00	0.11	0.00
	BF-8584-17	Various - Video Surveillance Equipment & Systems Upgrades	0.00	0.10	0.00
	BF-8525-17	Maple Community Centre - Renovation for a Teaching Kitchen	0.00	0.08	0.00
	BF-8423-17	Al Palladini Community Centre New Score Clock for East Arena Centre Ice	0.00	0.08	0.00
	BF-8528-17	Rosemount - replace flooring in arena dressing rooms	0.00	0.08	0.00
	BF-8580-17	Parks - Washroom Renovations & Upgrades	0.00	0.08	0.00
	BF-8573-17	Uplands - Buildings General Capital	0.00	0.07	0.00
	BF-8522-17	Maple Community Centre - Painting	0.00	0.07	0.00
	BF-8531-17	Dufferin Clark CC - Roof Replacement	0.00	0.07	0.00
	BF-8571-17	Joint Operating Centre - New Equipment articulated lift	0.00	0.07	0.00
	BF-8581-17	Various - Fencing Repairs, Replacement, Upgrades	0.00	0.07	0.00
	BF-8583-17	Various - Replacement & Upgrading of the Seasonal Wreaths Lighting for Streetscapes	0.00	0.07	0.00
	BF-8587-17	Vaughan City Hall - Repairs & Replacement of Irrigation System	0.00	0.07	0.00
	BF-8592-17	Fire Hall 7-1	0.00	0.07	0.00
	BF-8591-17	Fire Hall (General) - Annual Capital Improvement	0.00	0.06	0.00
	BF-8502-16	Fire Station Interior Renovation Program	0.00	0.06	0.06
	BF-8523-17	Garnet Williams - Replacement of Concrete Walkways	0.00	0.06	0.00
	BF-8582-17	Various - Kantech Access Control in Community Centres	0.00	0.05	0.00
	BF-8510-17	Ansley Grove Library RTU Replacement	0.00	0.05	0.00
	BF-8532-17	Maple Community Centre - Lobby Tile Replacement	0.00	0.05	0.00
	BF-8534-17	Chancellor CC - Replacement of Rubber Flooring	0.00	0.04	0.00



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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8589-17	FMS Admin - Study - Parking Strategy assessment and study	0.00	0.04	0.00
	BF-8524-17	North Thornhill CC - Existing light maintenance and replacement	0.00	0.03	0.00
	BF-8530-17	Kline House - Exterior Renovations	0.00	0.03	0.00
	BF-8535-17	Rainbow Creek Field House - Renovations	0.00	0.03	0.00
	BF-8526-17	Thornhill Outdoor Pool	0.00	0.03	0.00
	BF-8536-17	Glen Shields Activity Centre - Roof Replacement	0.00	0.03	0.00
	BF-8613-18	Chancellor CC - Roof Replacement	0.00	0.00	0.77
	BF-8594-18	Various Community Centres - Accessibility Initiatives	0.00	0.00	0.52
	BF-8540-18	Chancellor CC - Parking Lot & Driveway Asphalt Repairs and Replacement	0.00	0.00	0.37
	BF-8541-18	Maple Community Centre - Pool & Fitness Change Room Renovation	0.00	0.00	0.31
	BF-8600-18	Various Facilities - Ice Resurfacers Replacement	0.00	0.00	0.24
	BF-8598-18	Various Facilities - Energy Initiatives	0.00	0.00	0.21
	BF-8604-18	Various Community Centres - Pool Capital Improvements	0.00	0.00	0.21
	BF-8545-18	Al Palladini - West Entrance Accessibility Improvements	0.00	0.00	0.19
	BF-8602-18	Various - Keywatcher key cabinets in Community Centres	0.00	0.00	0.13
	BF-8543-18	Woodbridge Pool and Arena - Replacement of Sprinkler System	0.00	0.00	0.10
	BF-8547-18	Vaughan City Hall - Replace and upgrade department security gates	0.00	0.00	0.10
	BF-8549-18	Maple Community Centre - Replacement of Sprinkler System	0.00	0.00	0.10
	BF-8599-18	Fire Halls / Joint Operations Centre	0.00	0.00	0.10
	BF-8603-18	Various Facilities - Mobile Devices	0.00	0.00	0.10
	BF-8605-18	Various - Video Surveillance Equipment & Systems Upgrades	0.00	0.00	0.10
	BF-8548-18	Riviera Park - Replacing of existing lighting	0.00	0.00	0.08
	BF-8546-18	Arnold House, Scout House	0.00	0.00	0.08
	BF-8606-18	Parks - Washroom Renovations & Upgrades	0.00	0.00	0.08
	BF-8597-18	Uplands - Buildings General Capital	0.00	0.00	0.07
	BF-8544-18	Al Palladini - Rubber Floor Replacement in east arena	0.00	0.00	0.07
	BF-8595-	Fire Halls (General)	0.00	0.00	0.07

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	18				
	BF-8537-18	Maple Community Centre - Concrete removal and replacement	0.00	0.00	0.06
	BF-8538-18	Chancellor CC - Concrete Removal	0.00	0.00	0.06
	BF-8539-18	Dufferin Clark CC - Concrete Removal	0.00	0.00	0.06
	BF-8601-18	Various - Kantech Access Control in Community Centres	0.00	0.00	0.05
	BF-8542-18	Dufferin Clark CC - Regrouting of Pool Deck	0.00	0.00	0.03
<b>Facility Maintenance Services Total</b>			<b>2.35</b>	<b>5.06</b>	<b>4.48</b>
<b>Financial Planning &amp; Development Finance</b>					
	RI-0056-10	Impl. of Corp. Asset Mgt Sys.	0.06	0.00	0.00
	BU-0002-11	Questica Budget Software licen	0.01	0.00	0.00
<b>Financial Planning &amp; Development Finance Total</b>			<b>0.06</b>	<b>0.00</b>	<b>0.00</b>
<b>Fire and Rescue Services</b>					
	FR-3610-16	Replace Aerial 7968 - Smeal 32	1.38	0.00	0.00
	FR-3593-16	Replace HAZ MAT 7942	0.85	0.00	0.00
	FR-3617-16	Station #74 Engine Purchase	0.85	0.00	0.00
	FR-3592-16	Smeal Aerial 17M(7983) Refurbi	0.26	0.00	0.00
	FR-3501-08	Dispatch System	0.13	0.00	0.00
	FR-3565-13	Station #73 Equipment	0.07	0.00	0.00
	FR-3612-14	Fitness Equipment and Furniture Replacement - All Stations/Divisions	0.04	0.03	0.03
	FR-3579-15	Smeal Pumper(7973) Refurbishme	0.02	0.00	0.00
	FR-3633-16	Stn 7-2 - Gear Grid	0.00	0.00	0.00
	FR-3631-16	Fire Rescue Tool Retrofit	0.00	0.10	0.04
	FR-3587-17	Replace 7955 Aerial 55 FT	0.00	1.31	0.00
	FR-3586-17	Replace 7972 Pumper	0.00	0.85	0.00
	FR-3611-17	Replace 7971 Pumper	0.00	0.85	0.00
	FR-3641-17	Stn 72 - Cascade air cylinder fill station	0.00	0.08	0.00
	FR-3644-17	Assistant Deputy Fire Chief - Vehicle	0.00	0.05	0.00
	FR-3508-13	Breathing Apparatus Replacements	0.00	0.05	0.05
	FR-3615-17	Fire Prevention Vehicle Replacement	0.00	0.05	0.00
	FR-3616-17	Fire Prevention Vehicle Replacement	0.00	0.05	0.00
	FR-3642-17	Fire - CAD & MDT Replacments	0.00	0.04	0.04

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	FR-3589-17	Replace 7981 Training Van	0.00	0.03	0.00
	FR-3643-17	Stn 7-1 - Gear Grid	0.00	0.02	0.00
	FR-3637-18	Replace Aerial 17M -7967	0.00	0.00	1.31
	FR-3609-18	Expand Crew Quarters Station 76	0.00	0.00	0.36
	FR-3626-18	Station #74 Furniture and Equipment	0.00	0.00	0.17
<b>Fire and Rescue Services Total</b>			<b>3.60</b>	<b>3.52</b>	<b>2.00</b>
<b>Fleet Management Services</b>					
	FL-5517-16	PW-WASTEWATER-Additional Hydro	0.57	0.00	0.00
	FL-5422-15	PW-RDS-Replace Unit #1209 with	0.28	0.00	0.00
	FL-5500-16	PW-RDS- Additional tandem roll	0.28	0.00	0.00
	FL-5306-16	B&F- Replace Unit #974 with ic	0.10	0.00	0.00
	FL-5311-16	B&F- Replace Unit #1055 with i	0.10	0.00	0.00
	FL-5353-16	PKS-Replace Unit #1608 with 16	0.09	0.00	0.00
	FL-5361-16	PKS-Replace Unit #1565,1566 wi	0.09	0.00	0.00
	FL-5451-14	PKS- narrow sidewalk tractor	0.08	0.00	0.00
	FL-5499-14	PKS- narrow sidewalk tractor	0.08	0.00	0.00
	FL-5441-14	PKS-8 snow blower attachments	0.08	0.00	0.00
	FL-5226-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5227-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5337-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5338-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5340-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5341-14	PKS-narrow sidewalk tractor	0.06	0.00	0.00
	FL-5504-15	PW-RDS - Additional Material h	0.03	0.00	0.00
	FL-5141-10	Fleet - Equipment Replacement	0.03	0.00	0.00
	FL-5505-15	PW-RDS- Additional Small Equip	0.03	0.00	0.00
	FL-5412-14	PKS-sweeper attachments	0.03	0.00	0.00
	FL-5225-14	PKS-4 sand&salt conveyor load	0.03	0.00	0.00
	FL-5508-15	PW-RDS - Additional Hydraulic	0.02	0.00	0.00
	FL-5460-14	PKS-Additional Small Equipment	0.01	0.00	0.00
	FL-5521-	Building Standards Vehicles	0.01	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	15				
	FL-5418-14	PKS-FORESTRY-Small Equipment	0.01	0.00	0.00
	FL-5487-15	BYLAW-Replace Unit #1509 with	0.00	0.00	0.00
	FL-5519-16	Bldg Stds- Purchase 4 vehicles in 2016 and 8 vehicles in 2017	0.00	0.23	0.00
	FL-5313-17	B&F- Replace Unit #1070 with ice resurfacer	0.00	0.11	0.00
	FL-5528-17	Supervisor - Water and Wastewater/Stormwater Vehicles	0.00	0.11	0.00
	FL-5522-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.00	0.07	0.00
	FL-5523-17	PW - RDS - Replace 3/4 ton crew cab pickup with snow plow & salt spreader	0.00	0.07	0.00
	FL-5529-17	BYLAW- Two additional 1/2 ton pickups	0.00	0.07	0.00
	FL-5466-17	PW-WATER--Replace Unit #1665 with 3/4 ton cargo van	0.00	0.06	0.00
	FL-5323-17	PKS-Replace Unit#1371 with 3/4 ton crew cab pickup	0.00	0.05	0.00
	FL-5525-17	Sewer Use By-Law Sampling Van	0.00	0.05	0.00
	FL-5192-17	PKS-Replace Unit #1434 with 3/4 ton Quad Cab 4x4 pickup	0.00	0.05	0.00
	FL-5527-17	Pickup Truck 4x4 - 1/2 Ton Crew Cab - Wastewater/Stormwater	0.00	0.04	0.00
	FL-5530-17	New Vehicle Municipal Inspector Service Connections	0.00	0.04	0.00
	FL-5200-17	BYLAW- Replace Unit #1448 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.04	0.00
	FL-5531-17	PW-Water – New – 2 pickup trucks and 2 SUVs	0.00	0.16	0.00
	FL-5532-17	PW-Water – Backflow Prevention Coordinator Vehicle	0.00	0.04	0.00
	FL-5427-18	PW-RDS-Replace Unit #1159 with tandem dump truck	0.00	0.00	0.31
	FL-5428-18	PW-RDS-Replace Unit #1289 with tandem dump truck	0.00	0.00	0.31
	FL-5526-18	CCTV Truck	0.00	0.00	0.31
	FL-5421-18	PW-RDS-Replace Unit #1344 with Regenerative street sweeper	0.00	0.00	0.29
	FL-5426-18	PW-RDS-Replace Unit #1373 with Regenerative street sweeper	0.00	0.00	0.29
	FL-5411-18	PKS-FORESTRY-Replace Unit #1519 with Bucket chipper truck	0.00	0.00	0.23
	FL-5250-18	PKS-FORESTRY-Replace Unit #1015 with backhoe loader & attachments	0.00	0.00	0.13
	FL-5295-18	PW-RDS- Additional steamer/generator	0.00	0.00	0.05

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	FL-5409-18	PKS-FORESTRY-Replace Unit #1633 with H.D. wood-chipper	0.00	0.00	0.05
	FL-5290-18	PW-RDS-Additional Small Equipment	0.00	0.00	0.04
	FL-5292-18	PW-RDS- Additional concrete grinder	0.00	0.00	0.04
	FL-5285-18	PKS-FORESTRY- Additional 9" drum chipper	0.00	0.00	0.04
	FL-5317-18	PKS- Replace Unit #1347 with 1/2 ton Quad Cab 4x4 pickup	0.00	0.00	0.03
	FL-5293-18	PW - RDS - 1 New additional Anti-Icing Tank	0.00	0.00	0.03
	FL-5274-18	PKS- Additional loader and fork attachment for Unit #1856	0.00	0.00	0.02
	FL-5275-18	PKS- Additional loader and fork attachment for Unit #1857	0.00	0.00	0.02
	FL-5276-18	PKS- Additional loader and fork attachment for Unit #1858	0.00	0.00	0.02
	FL-5286-18	PKS-FORESTRY- Additional 16 ft. log trailer with crane lift	0.00	0.00	0.02
<b>Fleet Management Services Total</b>			<b>2.35</b>	<b>1.19</b>	<b>2.21</b>
<b>Information Technology Management</b>					
	IT-3011-16	Central Computing Infrastructu	0.26	0.00	0.00
	IT-3012-16	Enterprise Telephone System As	0.54	0.00	0.00
	IT-3019-13	Central Computing Infrastructure Renewal	0.00	0.78	0.78
	IT-3016-13	Personal Computer (PC) Assets Renewal	0.00	0.45	0.58
	IT-9546-17	AV Infrastructure Renewal	0.00	0.24	0.54
<b>Information Technology Management Total</b>			<b>0.80</b>	<b>1.48</b>	<b>1.90</b>
<b>Infrastructure Delivery</b>					
	EN-1999-14	Watermain Replac. on Centre St	3.60	0.00	0.00
	CD-2016-15	2016 Watermain Replacement	2.56	0.00	0.00
	EN-1888-13	Bridge Rehabilitation-Glen Shi	2.15	0.00	0.00
	EN-1993-14	Willis Rd Bridge	1.84	0.00	0.00
	EN-1854-13	StormWaterManagement Facility	1.55	0.00	0.00
	EN-1879-12	GT StmWtrMgmt Fclty-Gallanough	1.36	0.00	0.00
	BF-8501-16	Father Ermanno Community Centr	0.97	0.00	0.00
	CD-2025-16	Retaining Wall Rehabilitation	0.67	0.00	0.00
	CD-2003-15	Culvert Replacement on King-Va	0.61	0.00	0.00
	EN-1995-14	SWM Improvement for Franklin A	0.60	0.00	0.00
	EN-1943-13	2014 Rd Rehab & Watermain Rep.	0.58	0.00	0.00

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	CD-2022-16	Culvert Replacement/ Rehabilit	0.57	0.00	0.00
	EN-1914-14	2015 RRWR - Phase 1	0.56	0.00	0.00
	CD-2002-16	2018 Watermain Replacement	0.55	0.00	6.80
	EN-1950-13	Clarence Street Slope Stab.	0.55	0.00	0.00
	CD-2019-15	2017 Watermain Replacement	0.53	2.61	0.00
	CD-2015-15	2016 Road Rehabilitation	0.50	0.00	0.00
	BF-8451-14	Al Palladini CC-Roof Replaceme	0.49	0.00	0.00
	BF-8482-16	Vellore Village C.C. - Renovat	0.48	0.00	0.00
	EN-1998-14	Watermain and Sanitary Installation in the Millwood Estates Community	0.43	1.81	0.00
	BF-8473-15	Bathurst Clark Library - Parki	0.40	0.00	0.00
	DT-7048-10	Ashbridge Cr SW Mgmt Pond Imp	0.37	0.00	0.00
	BF-8517-16	Al Palladinig CC-Parking & Dri	0.35	0.00	0.00
	BF-8485-16	Dufferin Clark C.C. - Renovati	0.35	0.00	0.00
	CD-2001-16	2018 Road Rehabilitation/ Reconstruction	0.35	0.00	11.24
	LI-4551-16	Bathurst Clark Admin Area Reno	0.30	0.00	0.00
	BF-8480-15	City Hall & JOC - Master Plan	0.28	0.00	0.00
	LI-4503-14	BCRL Renovations-Phase 2	0.25	0.00	0.00
	EN-1731-09	Pre-Engineering Pavmt. Mgmt. P	0.25	0.00	0.00
	PW-2054-14	EnvironmentalAssessment-NewYar	0.18	0.00	0.00
	EN-1854-11	GT Pine Valley Dr. Culvert Hea	0.16	0.00	0.00
	LI-4547-13	BCRL - Main Bathroom Renovatio	0.15	0.00	0.00
	CD-2014-15	Rivermede Rd and Bowes Rd Flood Remediation - Class EA, Design and Construction	0.11	0.00	0.23
	EN-1944-13	2014 Rd Rehab & Watermain Rep.	0.10	0.00	0.00
	BF-8418-13	VVCC Concrete Walkway Repl.	0.09	0.00	0.00
	BF-8469-14	City Hall Dept Reno	0.09	0.00	0.00
	BF-8471-16	Merino Centennial Centre - Par	0.08	0.00	0.00
	CD-2020-16	Culvert Replacement/ Rehabilitation at Kirby Road and Kipling Avenue	0.06	0.00	0.57
	CD-2013-15	Sidewalk (walkway) Replacement between Islington Avenue & Dorengate Drive	0.06	0.06	0.17



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	CD-2004-15	Guide Rail Replacement on Albi	0.05	0.00	0.00
	EN-1750-09	Geodetic Control Survey Monume	0.05	0.00	0.00
	CD-1923-15	Municipal Structure Inspection	0.05	0.00	0.00
	BF-8408-15	Al Palladini Community Centre	0.04	0.00	0.00
	BF-8346-13	JOC-Works Yards Dumping Ramps	0.04	0.00	0.00
	BF-8363-14	East District Park-Dumping Ram	0.04	0.00	0.00
	BF-8364-14	East District Park-Dumping Ram	0.04	0.00	0.00
	BF-8420-14	APCC-Arena DRShowers East/West	0.03	0.00	0.00
	EN-1671-07	Cross Asset Optimization	0.03	0.00	0.00
	BF-8411-13	Chancellor Community Centre-Co	0.02	0.00	0.00
	EN-1971-13	Sanitary Sewer Rehabilitation/ Replacement - Rivermede Rd & Rayette Rd	0.02	0.16	0.00
	BF-8413-13	GAW Concrete Curb/Sidewalk	0.02	0.00	0.00
	EN-1778-10	Water Sewer Mgmt System	0.01	0.00	0.00
	CD-2017-15	Sanitary Installation in the Coldspring Road Putting Green Crescent Community	0.00	1.13	0.00
	EN-1719-08	Class EA-Bowstring Arch	0.00	0.00	0.00
	CD-2018-15	2017 Road Rehabilitation/ Reconstruction	0.00	7.68	0.00
	ID-2033-17	Utility Relocations for City Hall Campus Improvements	0.00	1.13	0.00
	ID-2038-17	Intersection Improvements at Jane St & Avro Rd	0.00	0.88	0.00
	CD-2027-17	2019 Watermain Replacement	0.00	0.57	0.00
	ID-2036-17	Storm Water Improvements on Islington Ave	0.00	0.57	0.00
	ID-2040-17	Watermain Installation for 10 & 11 Sonya Place	0.00	0.49	0.00
	BF-8519-17	Chancellor CC - Parking & Drive Way Retrofit	0.00	0.36	0.00
	CD-2026-17	2019 Road Rehabilitation/ Reconstruction	0.00	0.34	0.00
	ID-2045-17	Garnet A. Williams Consultant Design	0.00	0.31	0.00
	ID-2039-17	Sanitary Sewer Installation for 10 & 11 Sonya Place	0.00	0.28	0.00
	ID-2042-17	Bathurst Clark Resource Library - Main Entrance Improvements	0.00	0.20	0.00
	ID-2043-17	Vellore Village CC - Main Entrance Improvements	0.00	0.18	0.00
	ID-2034-17	Geodetic Control Survey Monumentation	0.00	0.17	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	BF-8514-17	Maple CC - Exterior Concrete Removal & Replacement	0.00	0.09	0.00
	ID-2044-17	Chancellor CC - Innovative Path System	0.00	0.08	0.00
	BF-8513-17	Chancellor CC - Exterior Concrete Removal & Replacement	0.00	0.07	0.00
	BF-8515-17	Dufferin Clark CC - Exterior Concrete Removal & Replacement	0.00	0.07	0.00
	BF-8511-17	Garnet Williams CC - Exterior Concrete Removal & Replacement	0.00	0.06	0.00
	BF-8512-17	Al Palladini CC - Exterior Concrete Removal & Replacement	0.00	0.06	0.00
	ID-2046-18	2020 Watermain Replacement	0.00	0.00	0.57
	ID-2047-18	2020 Road Rehabilitation/ Reconstruction	0.00	0.00	0.34
	ID-2049-18	SWM Improvements at Napa Valley Pond	0.00	0.00	0.06
<b>Infrastructure Delivery Total</b>			<b>25.57</b>	<b>19.33</b>	<b>19.96</b>
<b>Parks Development</b>					
	PK-6540-16	Chancellor District Park-Playg	0.50	0.00	0.00
	PK-6535-16	Basketball Court Improvements-	0.28	0.00	0.00
	PK-6382-14	Torii Pk - Tennis Court	0.25	0.00	0.00
	PK-6489-16	Oak Bank Pond - Boardwalk Reco	0.24	0.00	0.00
	PK-6371-16	North Thornhill Community Dist	0.18	0.00	0.00
	PK-6384-13	Uplands Hiking Trails	0.17	0.00	0.00
	PK-6388-14	Pedestrian Bridge	0.16	0.00	0.00
	PK-6393-16	West Maple Creek Park - Playgr	0.15	0.00	0.00
	PK-6421-16	Princeton Gate Park - Playgrou	0.14	0.00	0.00
	PK-6534-16	King High Park-Pedestrian Brid	0.10	0.00	0.00
	PK-6479-14	Parks Redevelopment Strategy	0.09	0.00	0.00
	PK-6359-14	Maxey Pk - Parking Lot Expansi	0.08	0.00	0.00
	PK-6474-15	Keffer Marsh - Bridge Replacem	0.08	0.00	0.00
	PK-6335-12	Woodbridge Coll-Playground Rep	0.07	0.00	0.00
	PK-6322-14	Rose Mandarino Pk-Basketball C	0.07	0.00	0.00
	PK-6226-11	911 Emergency Signage Program	0.07	0.00	0.00
	PK-6473-14	Sports Village - Bocce Court	0.07	0.00	0.00
	PK-6408-16	Concord Thornhill Regional Par	0.06	0.00	0.00

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	PK-6376-13	GT BridgeID#MS29:Pdstrian Brid	0.06	0.00	0.00
	PK-6381-14	APCC-Landscape&Ped Improvement	0.04	0.00	0.00
	PK-6363-13	Vellore Heritage Square-Parkin	0.04	0.00	0.00
	PK-6330-11	GT Marita Payne Pk-Bridge Repl	0.01	0.00	0.00
	PK-6487-14	Bob O Link Parkette - Walkway	0.00	0.00	0.00
	PK-6285-10	Sports Field Fencing	0.00	0.00	0.00
	PK-6370-17	Uplands Golf & Ski Centre - Irrigation/Snow Making Water System	0.00	0.66	0.00
	PK-6349-17	Vaughan Grove Sports Park-Soccer Field Lighting	0.00	0.58	0.00
	PK-6558-17	Father Ermanno Bulfon Park-Playground Replacement and Safety Surfacing	0.00	0.45	0.00
	PK-6345-17	Conley Park Park-Tennis Court Reconstruction	0.00	0.40	0.00
	PK-6543-17	Playground Surfacing Replacement-Various Locations	0.00	0.36	0.00
	PK-6438-17	Marco Park-Tennis Court Redevelopment	0.00	0.23	0.00
	PK-6418-17	Vaughan Mills Park-Playground Replacement and Safety Surfacing	0.00	0.21	0.00
	PK-6557-17	Alexander Elisa Park-Playground Replacement and Safety Surfacing	0.00	0.21	0.00
	PK-6562-17	Basketball Court Improvements-Various Locations	0.00	0.17	0.00
	PK-6461-17	Marco Park-Playground Replacement and Safety Surfacing	0.00	0.14	0.00
	PK-6420-17	Fossil Hill Park-Playground Replacement and Safety Surfacing	0.00	0.14	0.00
	PK-6564-17	Sportsfield Improvements-Various Locations	0.00	0.12	0.00
	PK-6533-17	West Don Valley-Pedestrian Bridge Replacement	0.00	0.12	0.00
	PK-6574-17	Don River Valley Restoration	0.00	0.07	0.00
	PK-6566-18	Playground Rubber Surfacing Replacement-Various Locations	0.00	0.00	0.71
	PK-6502-18	Promenade Green Park-Tennis Court Reconstruction	0.00	0.00	0.48
	PK-6360-18	Vellore Village Community Centre - Soccer Field Redevelopment	0.00	0.00	0.39
	PK-6472-18	Rosedale Park North - Tennis Court Reconstruction	0.00	0.00	0.25
	PK-6503-18	Napa Valley Park-Tennis Court Reconstruction	0.00	0.00	0.21
	PK-6559-18	Parwest Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.20

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	PK-6505-18	Ramsey Armitage Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.17
	PK-6592-18	Rosedale North Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.17
	PK-6582-18	Tinsmith Park-Playground Replacement and Safety Surfacing	0.00	0.00	0.16
	PK-6561-18	Basketball Court Improvements-Various Locations	0.00	0.00	0.16
	PK-6459-18	Maple Lions Park - Playground Replacement and Safety Surfacing	0.00	0.00	0.15
	PK-6380-18	Sportsfield Improvements-Various Locations	0.00	0.00	0.14
	PK-6462-18	Vellore Heritage Square - Playground Replacement and Safety Surfacing	0.00	0.00	0.13
	PK-6416-18	Memorial Hill - Cultural Landscape Revitalization Study	0.00	0.00	0.07
<b>Parks Development Total</b>			<b>2.91</b>	<b>3.83</b>	<b>3.36</b>
<b>Real Estate</b>					
	RL-0005-12	Land Acquisition Fees	0.76	0.00	0.00
	RL-0005-13	Land Acquisition Fees	0.00	0.27	0.27
	RL-0009-13	Real Estate Acquisition Strate	0.10	0.00	0.00
	RL-0008-13	MNR Tablelands	0.00	0.00	0.00
<b>Real Estate Total</b>			<b>0.87</b>	<b>0.27</b>	<b>0.27</b>
<b>Recreation Services</b>					
	RE-9529-16	City Playhouse Theatre Lobby C	0.05	0.00	0.00
	RE-9534-17	Community Centre Program Equipment Replacement	0.00	0.21	0.00
	RE-9535-17	City Playhouse Theatre Flooring Replacement for Vestibule Entrance	0.00	0.03	0.00
<b>Recreation Services Total</b>			<b>0.05</b>	<b>0.23</b>	<b>0.00</b>
<b>Transportation Services Parks &amp; Forestry Operations</b>					
	RP-6754-15	Parks Concrete Walkway Repairs/Replacements	0.58	0.22	0.30
	RP-6746-15	Fence Repair & Replacement Program	0.32	0.11	0.11
	PO-6717-14	YCDSB-Soccer Field Redevelopme	0.20	0.00	0.00
	RP-2013-15	Street Light Pole Replacement Program	0.19	0.31	0.31
	PO-6709-10	SWM Pond Life Saving Stat Ph2	0.15	0.00	0.00
	PW-2066-14	Yard Weigh Scale	0.13	0.00	0.00
	PO-6712-10	Sugar Bush Woodlot Repairs & M	0.10	0.00	0.00
	RP-6747-15	Relocation of Gazebo (Dr.Mclea	0.06	0.00	0.00
	PW-2034-	Hope Radio Tower Study & Impr.	0.05	0.00	0.00

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	10				
	PO-6750-14	Park and Walkway Fencing	0.04	0.00	0.00
	PO-6753-14	CTS Mobile Handheld Program	0.03	0.00	0.00
	EN-1896-12	Traff Sgn Reflectivity Testing	0.01	0.00	0.00
	RP-1972-17	Public Works and Parks Operations Yard Expansion and Upgrade Strategy	0.00	16.21	0.00
	RP-6753-19	CTS Mobile Handheld Program	0.00	0.16	0.27
	RP-6763-17	Baseball Diamond Redevelopment/Reconstruction	0.00	0.14	0.15
<b>Transportation Services Parks &amp; Forestry Operations Total</b>			<b>1.87</b>	<b>17.15</b>	<b>1.14</b>
<b>Vaughan Libraries</b>					
	LI-4537-13	Capital Resource Purchases	0.18	1.73	1.77
	LI-4552-16	Maple Feasiblity Study	0.07	0.00	0.00
	LI-4504-13	Library Technology Upgrade	0.00	0.14	0.14
	LI-4553-17	Library Operating System Replacement	0.00	0.08	0.00
<b>Vaughan Libraries Total</b>			<b>0.25</b>	<b>1.95</b>	<b>1.91</b>
<b>Invest, renew and manage infrastructure and assets Total</b>			<b>54.96</b>	<b>62.87</b>	<b>48.52</b>
<b>Continue to ensure the safety and well-being of citizens</b>					
<b>Development Planning</b>					
	DP-9536-15	Building Pedestrian Level Wind	0.05	0.00	0.00
<b>Development Planning Total</b>			<b>0.05</b>	<b>0.00</b>	<b>0.00</b>
<b>Facility Maintenance Services</b>					
	BF-8476-15	Building upgrades to meet AODA Requirements	0.54	0.31	0.31
	BF-8588-17	Various Community Centres - Roof Repairs & Replacement	0.00	0.12	0.00
	BF-8477-16	CCTV Connection to City's Network (8 out of approx. 25 locations)	0.00	0.00	0.00
	BF-8607-18	Various Community Centres - Roof Repairs & Replacement	0.00	0.00	0.12
<b>Facility Maintenance Services Total</b>			<b>0.54</b>	<b>0.43</b>	<b>0.43</b>
<b>Fire and Rescue Services</b>					
	FR-3628-15	Fire Training Tower	0.41	0.00	0.00
	FR-3630-16	Fire Master Plan - 2016 Update	0.15	0.00	0.00
	FR-3606-18	Station 76 Aerial Purchase	0.00	0.00	1.84
	FR-3581-18	Purchase Land for New Station 7-11	0.00	0.00	1.11
	FR-3618-18	Station #74 Equipment for Firefighter Purchase	0.00	0.00	0.13
	FR-3619-	Engine #74 Equipment Purchase	0.00	0.00	0.12

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Term of Council Priority	Project #	Project Title	Open	2017	2018
	18				
<b>Fire and Rescue Services Total</b>			<b>0.56</b>	<b>0.00</b>	<b>3.20</b>
<b>Infrastructure Delivery</b>					
	FR-3582-16	Reposition Stn 74 Kleinburg Bu	4.81	0.00	0.00
	FR-3564-13	Station #73 Construction	0.78	0.00	0.00
	FR-3640-15	Municipal Infrastructure Stn73	0.20	0.00	0.00
	BF-8481-16	Fire Station 7-3 - Ex. Fuel Ta	0.04	0.00	0.00
	FR-3583-15	Reposition Stn 74 Kleinburg La	0.01	0.00	0.00
	CD-1996-17	Municipal Structure Inspection and Reporting in 2017	0.00	0.10	0.00
<b>Infrastructure Delivery Total</b>			<b>5.83</b>	<b>0.10</b>	<b>0.00</b>
<b>Transportation Services Parks &amp; Forestry Operations</b>					
	RP-6756-15	Traffic Signs Reflectivity Inspection and Testing	0.11	0.00	0.00
<b>Transportation Services Parks &amp; Forestry Operations Total</b>			<b>0.11</b>	<b>0.00</b>	<b>0.00</b>
<b>Continue to ensure the safety and well-being of citizens Total</b>			<b>7.09</b>	<b>0.53</b>	<b>3.63</b>
<b>Meet Council tax rate targets (no greater than 3%)</b>					
<b>Development Engineering and Infrastructure Planning Services</b>					
	DT-7122-13	Engineering Fee Review Study	0.05	0.00	0.00
<b>Development Engineering and Infrastructure Planning Services Total</b>			<b>0.05</b>	<b>0.00</b>	<b>0.00</b>
<b>Meet Council tax rate targets (no greater than 3%) Total</b>			<b>0.05</b>	<b>0.00</b>	<b>0.00</b>
<b>Update the Official Plan and supporting studies</b>					
<b>Building Standards</b>					
	BS-1006-15	Zoning Bylaw Review	1.94	0.00	1.40
<b>Building Standards Total</b>			<b>1.94</b>	<b>0.00</b>	<b>1.40</b>
<b>Development Engineering and Infrastructure Planning Services</b>					
	DE-7141-16	Transportation Master Plan Update	0.47	0.11	0.00
	DE-7139-16	Storm Drainage and Storm Water Management Master Plan Update	0.30	0.11	0.00
	DE-7142-16	Water Master Plan Update	0.15	0.11	0.00
	DE-7168-16	Wastewater Master Plan Update	0.15	0.11	0.00
	DE-7170-17	2018 Engineering DC Background Study Update	0.00	0.18	0.00
	DE-7182-17	Implementation of the Regional Express Rail	0.00	0.14	0.15
	DE-7181-17	Implementation of the Transportation Master Plan Update	0.00	0.14	0.15
<b>Development Engineering and Infrastructure Planning Services Total</b>			<b>1.07</b>	<b>0.88</b>	<b>0.30</b>
<b>Development Planning</b>					



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Term of Council Priority	Project #	Project Title	Open	2017	2018
	DP-9526-17	Yonge Street / Steeles Corridor Urban Design Streetscape & Open Space Masterplan	0.00	0.18	0.00
<b>Development Planning Total</b>			<b>0.00</b>	<b>0.18</b>	<b>0.00</b>
<b>Policy Planning &amp; Environmental Sustainability</b>					
	PL-9550-16	Municipal Comprehensive (Official Plan) Review	1.55	0.17	0.13
	PL-9023-11	Weston Road and Highway 7 Seco	0.25	0.00	0.00
	PL-9533-13	New Community Areas Secondary Plan - Block 41	0.14	0.10	0.00
	PL-9535-13	New Community Areas Secondary Plan - Block 27	0.12	0.10	0.00
	PL-9026-11	Vaughan Mills Centre Secondary	0.11	0.00	0.00
	PL-9003-07	Vaughan Official Plan Review	0.09	0.00	0.00
	PL-9027-12	Ctr St W Gateway Secondary Pln	0.03	0.00	0.00
	PL-9547-14	Land Use Study-Kipling/HWY7	0.02	0.00	0.00
	PL-9025-11	Natural Heritage Network (NHN)	0.02	0.00	0.00
<b>Policy Planning &amp; Environmental Sustainability Total</b>			<b>2.33</b>	<b>0.37</b>	<b>0.13</b>
<b>Update the Official Plan and supporting studies Total</b>			<b>5.33</b>	<b>1.43</b>	<b>1.83</b>
<b>Attract investment and create jobs</b>					
<b>Development Planning</b>					
	DP-9544-15	Streetscape for Concord West b	0.61	0.00	0.00
	DP-9542-15	Islington Avenue Streetscape P	0.52	0.00	0.00
	DP-9528-14	City-Wide Urban Design Study	0.18	0.00	0.00
	DP-9525-15	Vaughan Mills Urban Design Str	0.13	0.00	0.00
	DP-9004-07	Vellore -Master Plan Study	0.11	0.00	0.00
	EN-1906-12	Islington Ave Strtscape-Gateway	0.08	0.00	0.00
	DP-9029-12	Woodb Heritg Dst. Urban Design	0.05	0.00	0.00
	DP-9537-14	IslingtonAveStrtscape(KARA&KBI	0.03	0.00	0.00
<b>Development Planning Total</b>			<b>1.71</b>	<b>0.00</b>	<b>0.00</b>
<b>Infrastructure Delivery</b>					
	DP-9017-10	Major Mack Streetscape Cons.	0.36	0.00	0.00
	CD-2006-15	Major Mackenzie Drive Streetsc	0.32	0.00	0.00
<b>Infrastructure Delivery Total</b>			<b>0.68</b>	<b>0.00</b>	<b>0.00</b>
<b>Economic Develop. &amp; Culture Services</b>					
	EB-9545-17	Economic Development & Employment Strategy (EDES) Study	0.00	0.14	0.00
<b>Economic Develop. &amp; Culture Services Total</b>			<b>0.00</b>	<b>0.14</b>	<b>0.00</b>

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Term of Council Priority	Project #	Project Title	Open	2017	2018
Attract investment and create jobs Total			2.39	0.14	0.00

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<b>Create and manage affordable housing options (secondary suites)</b>					
Policy Planning & Environmental Sustainability					
PL-9539-13	CW Secondary Suites Study		0.01	0.00	0.00
<b>Policy Planning &amp; Environmental Sustainability Total</b>			<b>0.01</b>	<b>0.00</b>	<b>0.00</b>
<b>Create and manage affordable housing options (secondary suites) Total</b>			<b>0.01</b>	<b>0.00</b>	<b>0.00</b>
<b>Continue to cultivate an environmentally sustainable city</b>					
Environmental Services					
EV-2063-15	ICI Water Meter Replacement Program		0.62	0.41	0.00
EV-2078-15	SCADA System Implementation		0.31	0.00	0.00
DT-7054-11	Water Loss Control System Feas		0.26	0.00	0.00
DT-7079-11	Inflow & Infiltration Reductio		0.24	0.00	0.00
EV-2076-15	Sample Stations		0.15	0.00	0.00
DT-7094-12	Water Loss Control Sys Study		0.13	0.00	0.00
DT-7091-12	Non-Revenue Water Volume Analy		0.07	0.00	0.00
<b>Environmental Services Total</b>			<b>1.79</b>	<b>0.41</b>	<b>0.00</b>
Facility Maintenance Services					
BF-8101-08	Energy Conservations Improveme		0.12	0.00	0.00
<b>Facility Maintenance Services Total</b>			<b>0.12</b>	<b>0.00</b>	<b>0.00</b>
Infrastructure Delivery					
RP-2058-15	LED Streetlight Conversion		3.10	16.45	0.00
BF-8509-16	Roof Replacement for PowerStre		2.78	0.00	0.00
<b>Infrastructure Delivery Total</b>			<b>5.88</b>	<b>16.45</b>	<b>0.00</b>
Policy Planning & Environmental Sustainability					
ES-2521-15	Community Sustainability and E		0.05	0.00	0.00
<b>Policy Planning &amp; Environmental Sustainability Total</b>			<b>0.05</b>	<b>0.00</b>	<b>0.00</b>
Recreation Services					
RE-9521-14	Rtft to Enrg-Effic light-MCC		0.02	0.00	0.00
<b>Recreation Services Total</b>			<b>0.02</b>	<b>0.00</b>	<b>0.00</b>
<b>Continue to cultivate an environmentally sustainable city Total</b>			<b>7.85</b>	<b>16.86</b>	<b>0.00</b>
<b>Support and promote arts, culture, heritage and sports in the community</b>					
Development Planning					
DP-9555-17	VMC - Consultation Services		0.00	0.10	0.10
<b>Development Planning Total</b>			<b>0.00</b>	<b>0.10</b>	<b>0.10</b>
Facility Maintenance Services					
37-2-04	New Civic Centre		0.12	0.00	0.00
<b>Facility Maintenance Services Total</b>			<b>0.12</b>	<b>0.00</b>	<b>0.00</b>

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<b>Infrastructure Delivery</b>					
BF-8378-15	Carrville Community Centre and District Park	3.87	0.00	0.00	
LI-4539-14	VVS39-Consult/Design/Construct	2.57	0.00	0.00	
BF-8479-15	Kleinburg United Church Renovation	0.98	0.90	0.00	
BF-8388-12	CivicCentre-Demo/Parking/Drain	0.61	0.00	0.00	
LI-4522-15	Carrville Block 11 Library	0.35	0.00	0.00	
BF-8472-15	Garnet A. Williams C.C. - Upgr	0.05	0.00	0.00	
<b>Infrastructure Delivery Total</b>		<b>8.44</b>	<b>0.90</b>	<b>0.00</b>	
<b>Parks Development</b>					
PK-6305-15	North Maple Regional Park Phas	5.43	0.00	0.00	
PK-6395-13	UV1-N27 Neighborhood Park Dsgn	1.47	0.00	0.00	
5961-2-03	Maple Valley Plan 2003	1.45	0.00	0.00	
PK-6431-14	61E-N1-Park Design&Constructio	0.84	0.00	0.00	
5987-0-04	Maple Artificial Turf	0.73	0.00	0.00	
PK-6452-14	UV1-LP1-GreenwayDes&Constructi	0.53	0.00	0.00	
PK-6401-16	61W-N2 - Block 61 Neighbourhoo	0.52	0.00	0.00	
PK-6521-15	MS1 Block 19 Neighbourhood Park	0.48	0.00	0.00	
PK-6084-08	19T-01V04 (Humberplex)-Kleinbu	0.42	0.00	0.00	
PK-6538-16	Thornhill Green Park-Section 3	0.30	0.00	0.00	
PK-6497-15	KA-S5 Block 51- Public Square-	0.30	0.00	0.00	
PK-6522-15	MS2 Block 19 Neighbourhood Par	0.26	0.00	0.00	
PK-6386-14	Calvary Church - Soccer Field	0.24	0.00	0.00	
PK-6500-15	WP13 Block 52 Neighbour Park-D	0.21	0.00	0.00	
PK-6365-14	UV1-D4 - Block 40 District Par	0.21	0.00	0.00	
PK-6347-16	LP-N6 Block 12 Linear Park- De	0.15	0.00	0.00	
PK-6432-16	61E-P4 - Block 61 Parkette Des	0.13	0.00	0.00	
PK-6433-16	Active Together Master Plan Up	0.11	0.00	0.00	
PK-6415-14	61W-N1-Park Design&Constructio	0.06	0.00	0.00	
PK-6304-11	Lady Fenytrose Greenway (LP-N10	0.04	0.00	0.00	
PK-6541-16	Sportsfield Improvements-Vario	0.01	0.00	0.00	
PK-6365-17	Block 40 Chatfield District Park Construction (UV1-D4)	0.00	3.00	1.60	
PK-6424-17	Block 61W Neighbourhood Park and Greenway Development (N3 and G8)	0.00	1.20	0.00	

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PK-6499-17	Block 11 Carrville District Centre Neighbourhood Park Development (CC11-N11)	0.00	1.20	0.00
PK-6498-17	Block 59 District Park Development (WVEA59-D1)-Phase 1	0.00	0.55	4.95
PK-6571-17	Block 44 Maxey Park Playground Development (WN4)	0.00	0.21	0.00
PK-6569-17	Block 8 Chateau Ridge Park- Playground Development (TN40)	0.00	0.20	0.00
PK-6302-17	Off Leash Dog Park Development	0.00	0.14	0.00
PK-6405-17	Trail Signage	0.00	0.11	0.00
PK-6456-18	Block 61 Neighbourhood Park Development (61W-N4)	0.00	0.00	0.81
PK-6287-18	Block 18 District Park Development (UV2-D1)	0.00	0.00	0.57
PK-6547-18	Block 61 Greenway Park Development (61W-G8B Southern Portion)	0.00	0.00	0.37
PK-6556-18	Block 22 Liberty Maplecrete Public Square Development (VMC22-11)	0.00	0.00	0.25
PK-6528-18	MacMillan Farm-Master Plan	0.00	0.00	0.06
<b>Parks Development Total</b>		<b>13.91</b>	<b>6.61</b>	<b>8.60</b>
<b>Recreation Services</b>				
RE-9504-08	Pierre Berton Discovery Centre	0.60	0.00	0.00
RE-9531-16	Recreation and Culture Custome	0.03	0.00	0.00
RE-9532-16	City Playhouse Theatre Program	0.01	0.00	0.00
RE-9537-17	VMC Library, Recreation and YMCA Centre of Community	0.00	1.87	1.87
RE-9503-13	Fitness Centre Equipment Replacement	0.00	0.23	0.23
<b>Recreation Services Total</b>		<b>0.64</b>	<b>2.10</b>	<b>2.10</b>
<b>Vaughan Libraries</b>				
LI-4540-15	Vellore Village South BL39 - R	0.38	0.00	0.00
LI-4521-15	Carrville BI 11 Land	0.39	0.00	0.00
LI-4543-13	VVS39 - Land	0.39	0.00	0.00
LI-4541-16	Vellore Village South BL 36 -	0.26	0.00	0.00
LI-4542-16	Vellore Village South BL39 - C	0.16	0.00	0.00
LI-4554-17	VMC Library - Resource Material, F&E, Comm/Hrdwr	0.00	0.00	0.38
<b>Vaughan Libraries Total</b>		<b>1.57</b>	<b>0.00</b>	<b>0.38</b>
<b>Support and promote arts, culture, heritage and sports in the community Total</b>		<b>24.68</b>	<b>9.71</b>	<b>11.18</b>

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<b>Continue to advance a culture of excellence in governance</b>					
<b>By-Law &amp; Compliance, Licensing &amp; Permit Services</b>					
BY-9542-17	By-Law & Compliance Online Payment Module		0.00	0.02	0.00
BY-9544-17	Animal Services MNR Feasibility Study		0.00	0.16	0.00
<b>By-Law &amp; Compliance, Licensing &amp; Permit Services Total</b>			<b>0.00</b>	<b>0.18</b>	<b>0.00</b>
<b>City Clerk</b>					
CL-2517-12	Claims Management System		0.01	0.00	0.00
CL-2525-16	Ward Boundary Review		0.01	0.00	0.00
<b>City Clerk Total</b>			<b>0.02</b>	<b>0.00</b>	<b>0.00</b>
<b>Financial Services</b>					
FI-0073-18	New Property Tax System		0.00	0.00	0.36
<b>Financial Services Total</b>			<b>0.00</b>	<b>0.00</b>	<b>0.36</b>
<b>Transformation &amp; Strategy Office</b>					
CM-2526-16	Service Excellence Strategic Initiatives		0.00	0.05	0.00
SP-0016-17	Strategy Update		0.00	0.21	0.00
<b>Transformation &amp; Strategy Office Total</b>			<b>0.00</b>	<b>0.26</b>	<b>0.00</b>
<b>Continue to advance a culture of excellence in governance Total</b>			<b>0.02</b>	<b>0.44</b>	<b>0.36</b>
<b>Enhance civic pride through a consistent city-wide approach to citizen engagement</b>					
<b>Information Technology Management</b>					
IT-3020-14	Continuous Improvement - City Website (Vaughan Online)		0.00	0.15	0.15
<b>Information Technology Management Total</b>			<b>0.00</b>	<b>0.15</b>	<b>0.15</b>
<b>Office of the Chief Human Resources Officer</b>					
HR-9543-17	AODA Website Documents Compliance		0.00	0.00	0.10
<b>Office of the Chief Human Resources Officer Total</b>			<b>0.00</b>	<b>0.00</b>	<b>0.10</b>
<b>Recreation Services</b>					
RE-9533-16	CLASS System Upgrade		0.00	0.16	0.00
RE-9536-17	CLASS System Upgrade - Peripheral Equipment		0.00	0.08	0.00
<b>Recreation Services Total</b>			<b>0.00</b>	<b>0.23</b>	<b>0.00</b>
<b>Service Excellence Strategic Initiatives</b>					
FI-0087-17	Service Vaughan - Point of Sale		0.00	0.39	0.13
<b>Service Excellence Strategic Initiatives Total</b>			<b>0.00</b>	<b>0.39</b>	<b>0.13</b>
<b>Transformation &amp; Strategy Office</b>					
SP-0017-18	Citizen Engagement Study		0.00	0.00	0.05
<b>Transformation &amp; Strategy Office Total</b>			<b>0.00</b>	<b>0.00</b>	<b>0.05</b>
<b>Transportation Services Parks &amp; Forestry Operations</b>					
RP-6764-17	Beautification strategy - Enhanced garden displays		0.00	0.25	0.00
<b>Transportation Services Parks &amp; Forestry Operations Total</b>			<b>0.00</b>	<b>0.25</b>	<b>0.00</b>



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<b>Vaughan Libraries</b>					
	LI-4548-16	AODA Compliant Circulation Des	0.02	0.00	0.00
<b>Vaughan Libraries Total</b>			<b>0.02</b>	<b>0.00</b>	<b>0.00</b>
<b>Enhance civic pride through a consistent city-wide approach to citizen engagement Total</b>			<b>0.02</b>	<b>1.02</b>	<b>0.44</b>
<b>Operational Performance</b>					
<b>Financial Planning &amp; Development Finance</b>					
	BU-0006-13	Citywide CPA Module	0.01	0.00	0.00
<b>Financial Planning &amp; Development Finance Total</b>			<b>0.01</b>	<b>0.00</b>	<b>0.00</b>
<b>Service Excellence Strategic Initiatives</b>					
	SE-0078-16	Procurement Modernization	0.32	0.00	0.00
	BU-0011-16	Financial Framework - FMP	0.30	0.00	0.00
	DI-0075-15	Development Charges Background Studies - City-Wide Preliminary and New SACs	0.01	0.21	0.19
<b>Service Excellence Strategic Initiatives Total</b>			<b>0.63</b>	<b>0.21</b>	<b>0.19</b>
<b>Operational Performance Total</b>			<b>0.64</b>	<b>0.21</b>	<b>0.19</b>
<b>Staff Engagement</b>					
<b>Human Resources</b>					
	HR-9536-14	Learning Management System	0.03	0.00	0.00
	HR-9537-13	HR Integration Project	0.03	0.00	0.00
	HR-9539-16	E-Performance Application	0.01	0.00	0.00
<b>Human Resources Total</b>			<b>0.06</b>	<b>0.00</b>	<b>0.00</b>
<b>Service Excellence Strategic Initiatives</b>					
	SE-0088-16	Service Vaughan Phase I	0.47	0.45	0.00
	SE-0080-16	Service Excellence Leads Program	0.21	0.23	0.00
	SE-0079-16	Workforce Management System Business Case	0.03	0.18	0.00
	SE-0082-16	Leadership Alignment	0.03	0.03	0.00
	SE-0083-16	Service Excellence Communication Plan	0.02	0.03	0.00
	SP-0010-15	Update to Vaughan Vision Strategy	0.02	0.00	0.00
	SE-0076-16	Job Description & Evaluation Process	0.02	0.05	0.00
	SE-0081-16	Recognition Program for Service Excellence	0.01	0.02	0.00
<b>Service Excellence Strategic Initiatives Total</b>			<b>0.81</b>	<b>0.98</b>	<b>0.00</b>
<b>Staff Engagement Total</b>			<b>0.88</b>	<b>0.98</b>	<b>0.00</b>

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<b>Citizen Experience</b>					
<b>Access Vaughan</b>					
	AV-9532-15	Access Vaughan Phase II - Step	0.03	0.00	0.00
<b>Access Vaughan Total</b>			<b>0.03</b>	<b>0.00</b>	<b>0.00</b>
<b>Information Technology Management</b>					
	IT-3009-09	eMail Journaling and Archiving	0.04	0.00	0.00
<b>Information Technology Management Total</b>			<b>0.04</b>	<b>0.00</b>	<b>0.00</b>
<b>Recreation Services</b>					
	RE-9530-16	Recreation and Culture Service	0.07	0.00	0.00
<b>Recreation Services Total</b>			<b>0.07</b>	<b>0.00</b>	<b>0.00</b>
<b>Service Excellence Strategic Initiatives</b>					
	SE-0077-16	Digital Strategy	0.06	0.00	0.00
<b>Service Excellence Strategic Initiatives Total</b>			<b>0.06</b>	<b>0.00</b>	<b>0.00</b>
<b>Citizen Experience Total</b>			<b>0.18</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>			<b>158.26</b>	<b>114.41</b>	<b>145.60</b>

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## 11.6.3 Reserves Forecasts (\$M)

Reserve	Reserve Name	2016				2017				2018			
		Balance Available after cashflow	Contribution	Capital Spend	Operation Spend	Interest	Year end	Contribution	Capital Spend	Operation Spend	Interest	Year end	
62010	CWDC - Engineering	116.77	24.26	26.26	0.00	0.80	116.58	27.11	27.86	0.00	1.15	115.98	
62020	CWDC - Fire	-1.46	1.22	1.09	0.00	-0.04	-1.37	1.36	5.97	0.00	-0.04	-6.01	
62040	CWDC - Library Buildings	6.12	1.89	3.27	0.00	0.03	4.77	2.11	0.53	0.00	0.06	6.41	
62060	CWDC - Management Studies	-2.27	0.63	2.84	0.00	-0.06	-4.52	0.71	1.53	0.00	-0.05	-5.39	
62080	CWDC - Parks Development	31.42	6.85	12.30	0.00	0.23	26.20	7.66	14.96	0.00	0.23	19.13	
62090	CWDC - Public Works	9.46	1.01	5.83	0.00	0.06	60.69	10.06	2.34	0.00	0.06	69.06	
62100	CWDC - Recreation	63.16	9.00	2.02	0.00	0.55	60.69	10.06	2.34	0.00	0.00	69.06	
63010	D2-Clarence St. Sanitary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
63070	D8-Rainbow Creek Drainage	3.48	0.00	0.00	0.00	0.03	3.52	0.00	0.00	0.00	0.04	3.55	
63160	D16-PD#6 W. Webbridge Waterma	0.13	0.00	0.20	0.00	-0.01	-0.09	0.00	0.20	0.00	0.00	-0.29	
63163	D18-PD#6 W. Major Mac. Water	0.00	0.00	0.41	0.00	0.00	-0.41	0.00	0.30	0.00	-0.01	-0.72	
63164	D19-PD#6 E. Rutherford Water	0.08	0.00	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.07	0.00	
63165	D20-PD#7 Watermain West	1.77	0.00	0.00	0.00	-0.01	1.78	0.00	0.00	0.00	0.02	1.80	
63168	D23-Buffen/Treston Sanitary	0.07	0.00	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.00	0.08	
63169	D24-Ansley Grove Sanitary	0.22	0.00	0.00	0.00	0.00	0.22	0.00	0.00	0.00	0.00	0.22	
63160	D25-Zenway/Fogal Sub-Trunk	0.34	0.00	0.40	0.00	-0.02	-0.08	0.00	0.40	0.00	0.00	-0.49	
63162	D27 Huntingford Road Sewer	0.62	0.00	0.40	0.00	-0.02	0.20	0.00	0.40	0.00	0.00	-0.20	
63163	ASDC - Black Creek - Immediately	0.00	0.00	0.03	0.00	0.00	-0.04	0.00	0.59	0.00	0.00	-0.63	
63164	ASDC - Black Creek - Undeveloped	0.00	0.00	0.01	0.00	0.00	-0.01	0.00	0.14	0.00	0.00	-0.14	
63165	ASDC - Black Creek - VMC Areas D	0.00	0.00	0.01	0.00	0.00	-0.01	0.00	1.40	0.00	-0.01	-1.42	
61025	Gas Tax Reserve	21.72	8.77	14.72	0.00	0.08	15.86	8.77	8.91	0.00	0.16	15.88	
60172	Blgd Standards Continuity	11.17	8.70	0.79	3.10	0.13	16.12	9.69	0.43	3.10	0.19	22.47	
61009	Subdiv. Contrib. Royal Palm	0.12	0.00	0.00	0.00	0.00	0.12	0.00	0.00	0.00	0.00	0.12	
61010	Subdivider Contributions	4.87	0.00	0.05	0.00	0.05	4.87	0.00	0.00	0.00	0.05	4.92	
61011	Geodetic Bench	1.08	0.00	0.17	0.00	0.00	0.91	0.00	0.00	0.00	0.00	0.91	
61012	Tree Replacement Fee	0.45	0.00	0.03	0.00	0.00	0.42	0.00	0.03	0.00	0.00	0.39	
61013	Greenways - WEA	0.53	0.00	0.00	0.00	0.00	0.53	0.00	0.00	0.00	0.00	0.53	
61014	Open Space - WEA	0.02	0.00	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.02	
61015	Sewer Camera Inspection	1.35	0.00	0.00	0.00	0.00	1.35	0.00	0.00	0.00	0.00	1.35	
61016	Catch Basin Repairs	0.08	0.00	0.00	0.00	0.00	0.08	0.00	0.00	0.00	0.00	0.08	
61020	Recreation Land	59.13	0.00	0.29	0.92	0.58	58.49	0.00	0.19	0.96	0.58	57.92	
61021	Section 37 Reserve	1.14	0.00	0.00	0.00	0.01	1.15	0.00	0.00	0.00	0.01	1.17	
63120	D13-Woodlot Acquisition	0.06	0.00	0.05	0.00	0.00	0.02	0.00	0.05	0.00	0.00	-0.03	
61050	Entry Feature 427 / Hwy 7	0.15	0.00	0.00	0.00	0.00	0.15	0.00	0.00	0.00	0.00	0.15	
61051	Municipal Rds & Infra Grant	0.67	0.00	0.35	0.00	0.00	0.32	0.00	0.02	0.00	0.00	0.30	
61052	Investing In Ontario Grant	1.00	0.00	0.26	0.00	0.00	0.75	0.00	0.50	0.00	0.00	0.26	
Total Obligatory Reserves		323.45	62.34	71.76	4.02	2.43	312.44	66.60	66.92	4.06	3.08	313.14	
60020	Vehicle Replacement	3.66	0.39	1.61	0.00	0.02	2.46	0.50	1.78	0.00	0.02	1.20	
60030	Fire Equipment Replacement	4.68	1.34	5.11	0.00	0.01	0.92	1.49	0.98	0.00	0.00	1.49	
60050	Water	43.83	0.00	14.68	0.00	0.30	29.45	0.00	7.97	0.00	0.25	21.74	
60060	Waste Water (Sewer)	46.10	0.00	7.77	0.00	0.39	38.72	0.00	4.79	0.00	0.36	34.30	
60065	Stormwater Reserve	0.00	0.00	0.06	0.00	0.00	-0.06	0.00	4.55	0.00	-0.02	-4.64	
60070	Cemetery	0.01	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.01	
60100	City Playhouse	0.07	0.02	0.00	0.00	0.00	0.08	0.02	0.00	0.00	0.00	0.10	
60160	Heritage Fund	2.84	0.22	0.16	0.00	0.03	2.92	0.23	0.08	0.00	0.03	3.10	
60170	Bld & Fac. Infrastructure	17.92	2.75	9.87	0.00	0.09	10.79	3.43	6.98	0.00	0.09	7.32	
60180	Roads Infrastructure	8.03	0.43	0.00	0.00	0.07	8.54	0.45	0.00	0.00	0.09	9.07	
60185	Streetscapes	2.13	0.48	0.00	0.00	0.02	2.63	0.48	0.00	0.00	0.03	3.14	
60188	Parks Infrastructure	5.11	0.82	3.77	0.00	0.02	2.19	1.11	3.27	0.00	0.01	0.04	
60189	Artificial Soccer Turf Reser	0.88	0.15	0.00	0.00	0.01	1.04	0.18	0.00	0.00	0.01	1.23	
60190	Keele Valley Landfill	1.60	0.00	0.68	0.00	0.01	0.92	0.00	0.61	0.00	0.01	0.32	
60192	City Hall Reserve	0.03	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00	0.03	
60195	Uplands Capital Improv. Res.	-0.26	0.00	0.49	0.00	-0.01	-0.75	0.00	0.32	0.00	-0.01	-1.08	
60211	Informal Tech Asset Replacem	0.79	1.12	1.97	0.00	0.00	-0.05	1.24	1.36	0.00	0.00	-0.18	
60212	Library Materials Reserve	0.21	1.67	1.30	0.00	0.00	0.59	1.73	1.54	0.00	0.01	0.79	
61030	Debtenture Payments	3.49	0.00	0.00	1.50	0.03	2.02	0.60	0.00	1.60	0.02	1.03	
60040	Insurance	3.88	0.00	0.00	0.00	0.00	3.88	0.00	0.00	0.00	0.00	3.88	
60110	Engineering Reserve	2.16	5.60	0.00	7.24	0.01	0.53	7.04	0.00	7.52	0.00	0.04	
60122	Winterization Reserve	0.68	0.00	0.00	0.00	0.01	0.69	0.00	0.00	0.00	0.01	0.70	
60130	Election Reserve	0.55	0.45	1.44	0.16	0.00	-0.59	0.45	0.25	1.20	-0.01	-1.60	
60140	Employer Benefit Contributio	22.03	0.00	0.00	0.02	0.22	22.23	0.00	0.00	0.00	0.22	22.45	
60145	WSIB Claims	0.99	0.00	0.00	0.00	0.01	1.00	0.00	0.00	0.00	0.01	1.01	
60175	Planning Reserve	1.00	0.00	0.00	0.00	0.01	1.01	0.00	0.00	0.00	0.01	1.02	

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Reserve	Reserve Name	2016 Balance Available after cashflow	2017					2018				
			Contribution	Capital Spend	Operation Spend	Interest	Year end	Contribution	Capital Spend	Operation Spend	Interest	Year end
60000	General Working Capital	15.86	0.00	0.00	0.00	2.41	0.15	0.00	0.00	0.00	0.27	0.13
60080	Suggestion Program	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60090	Industrial Development	0.03	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00	0.03
60121	Management By Law Reserve	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10
60210	Innovation Reserve	1.54	0.00	0.00	0.41	0.00	0.01	0.00	0.00	0.00	0.00	0.01
61000	Senior Citizen Requests	0.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.22
60120	Sale of Public Lands	6.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.52
60125	Kleinburg Parking Reserve	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.06
61022	Capital From Taxation	12.10	7.37	19.90	0.00	0.00	-0.43	7.04	10.13	0.00	0.00	-3.55
60010	Tax Rate Stabilization Fund	0.06	0.00	0.00	0.00	0.00	0.00	0.18	0.00	0.00	0.00	0.24
60200	Year End Expend. Reserve	2.64	0.00	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.60
	Total Discretionary Reserves	211.41	22.80	69.26	11.32	1.44	165.07	26.18	44.61	10.59	1.34	127.39
	Total Reserves	534.86	86.14	141.02	15.34	3.87	467.51	94.78	111.54	14.64	4.42	440.53

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## 11.7 Tax Rate Tables

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

#### 2016\* TAX RATES

ASSESSMENT	TAX CODES	TAX RATES					
		Municipal GENERAL	Municipal HOSPITAL	Municipal TOTAL	Regional	Educatio	TOTAL
<b>Residential</b>							
Taxable Full	<b>RT</b>	0.00221706	0.00008992	0.00230698	0.00397157	0.001880	<b>0.00815855</b>
Taxable: Shared Payment-In-Lieu	<b>RH</b>	0.00221706	0.00008992	0.00230698	0.00397157	0.00188000	<b>0.00815855</b>
<b>Multi Residential</b>							
Taxable Full	<b>MT</b>	0.00221706	0.00008992	0.00230698	0.00397157	0.00188000	<b>0.00815855</b>
<b>Commercial</b>							
Commercial Taxable Full	<b>CT,DT,ST</b>	0.00247690	0.00010047	0.00257737	0.00443704	0.010088	<b>0.01710315</b>
Commercial: Taxable Shared	<b>CH</b>	0.00247690	0.00010047	0.00257737	0.00443704	0.010088	<b>0.01710315</b>
Commercial: Taxable Excess Land	<b>CU,DU,SU</b>	0.00173383	0.00007031	0.00180414	0.00310593	0.007062	<b>0.01197219</b>
Commercial: Taxable Vacant Land	<b>CX</b>	0.00173383	0.00007031	0.00180414	0.00310593	0.007062	<b>0.01197219</b>
Commercial: Taxable Farmland I	<b>C1</b>	0.00055427	0.00002248	0.00057675	0.00099289	0.000470	<b>0.00203964</b>
Commercial New Construction:	<b>XT</b>	0.00247690	0.00010047	0.00257737	0.00443704	0.010088	<b>0.01710315</b>
Commercial New Construction:	<b>XU</b>	0.00173383	0.00007031	0.00180414	0.00310593	0.007062	<b>0.01197219</b>
Office Building New Construction:	<b>YT</b>	0.00247690	0.00010047	0.00257737	0.00443704	0.010088	<b>0.01710315</b>
Office Building New Construction:	<b>YU</b>	0.00173383	0.00007031	0.00180414	0.00310593	0.007062	<b>0.01197219</b>
Shopping Centre New Construction:	<b>ZT</b>	0.00247690	0.00010047	0.00257737	0.00443704	0.010088	<b>0.01710315</b>
Shopping Centre New Construction:	<b>ZU</b>	0.00173383	0.00007031	0.00180414	0.00310593	0.007062	<b>0.01197219</b>
Parking Lot: Taxable Full	<b>GT</b>	0.00247690	0.00010047	0.00257737	0.00443704	0.01008874	<b>0.01710315</b>
<b>Industrial</b>							
Industrial: Taxable Full	<b>IT,LT</b>	0.00290967	0.00011801	0.00302768	0.00521229	0.011800	<b>0.02003997</b>
Industrial: Taxable Shared	<b>IH</b>	0.00290967	0.00011801	0.00302768	0.00521229	0.011800	<b>0.02003997</b>
Industrial: Taxable Excess Land	<b>IU,LU</b>	0.00189128	0.00007671	0.00196799	0.00338799	0.007670	<b>0.01302598</b>
Industrial: Taxable Excess Land	<b>IK</b>	0.00189128	0.00007671	0.00196799	0.00338799	0.007670	<b>0.01302598</b>
Industrial: Taxable Vacant Land	<b>IX</b>	0.00189128	0.00007671	0.00196799	0.00338799	0.007670	<b>0.01302598</b>
Industrial: Taxable Farmland I	<b>I1</b>	0.00055427	0.00002248	0.00057675	0.00099289	0.000470	<b>0.00203964</b>
Industrial New Construction: Taxable	<b>JT</b>	0.00290967	0.00011801	0.00302768	0.00521229	0.011800	<b>0.02003997</b>
Industrial New Construction: Taxable	<b>JU</b>	0.00189128	0.00007671	0.00196799	0.00338799	0.007670	<b>0.01302598</b>
Industrial New Construction: Taxable	<b>JX</b>	0.00189128	0.00007671	0.00196799	0.00338799	0.00767000	<b>0.01302598</b>
Large Industrial New Construction: Taxable Full	<b>KT</b>	0.00290967	0.00011801	0.00302768	0.00521229	0.01180000	<b>0.02003997</b>
<b>Pipeline</b> Taxable Full	<b>PT</b>	0.00203748	0.00008263	0.00212011	0.00364987	0.01434072	<b>0.020110700</b>
<b>Farm</b>							
Taxable Full	<b>FT</b>	0.00055426	0.00002248	0.00057674	0.00099289	0.00047000	<b>0.00203963</b>
<b>Managed Forest</b> Taxable Full	<b>TT</b>	0.00055426	0.00002248	0.00057674	0.00099289	0.00047000	<b>0.00203963</b>

\*At the time this budget book was published, the Regional tax rates were not approved. It is anticipated that approval will be received in May 2017. After approval, this table will be updated.



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### 11.8 Glossary

<b>Accrual Basis Accounting</b>	An accounting method that identifies revenues and expenditures as they are earned and incurred
<b>Additional Resource Request (ARR)</b>	Special or unique requirements not accommodated within existing budget guidelines requiring Senior Management Team (SMT) and Council approval
<b>Amortization</b>	Expensing the cost of an asset over a period of time
<b>Appropriation</b>	Assigning of funds by government for a specific project/program
<b>Annualization</b>	Calculating expenses for a full year of operation
<b>Approved Budget</b>	The final budget passed by Council
<b>Assets</b>	All properties, both tangible and intangible, owned by an entity
<b>Balanced Budget</b>	Total expenses equal total revenues in an operating year
<b>Base Budget</b>	Budget including only very specific changes that are permitted in the annual budget guidelines, typically related to predetermined agreements, contracts or Council approvals
<b>Benchmarking</b>	A standard by which something (e.g. one's practices) can be gauged or evaluated
<b>Best Practice</b>	A tactic, strategy or action used by an organization that other organizations identify to be the most effective approach to dealing with a particular matter
<b>Budget</b>	A financial plan including estimates of projected revenues and expenditures for a given period of time
<b>Budget Guidelines</b>	An outline of budgetary requirements that focus on achieving a specific goal
<b>Budget Monitoring</b>	Budget performance that is observed on a periodic basis for specified variances
<b>Business Unit</b>	An organizational unit with a particular focus
<b>Capital Budget (Plan)</b>	A financial plan for capital expenditures
<b>Capital Expenditure</b>	A component of a capital project that includes all costs incurred to get the asset ready for use
<b>Capital Funding Source</b>	A component of a capital project that indicates all funding sources for a capital project
<b>Capital Projects</b>	Projects whereby an expenditure is incurred to acquire or improve land, buildings, engineering services, machinery and equipment used in providing municipal services, or to deliver a study related to the growth of the City. The expenditure has a lasting benefit beyond one year,



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	extends the life of a fixed asset or has a gross cost exceeding \$20,000
<b>Collective Agreement</b>	A legally binding agreement between an employer and a union, detailing the terms and conditions of employment
<b>Conceptual Budget Framework</b>	An analytical tool to organize the budget into three components: Status Quo, Growth, and New
<b>Consumer Price Index (CPI)</b>	An indicator obtained by comparing through time, the cost of goods and services to a typical consumer, but does not include volume
<b>Contingency</b>	Funds available to cover unforeseen or anticipated events
<b>Council</b>	City of Vaughan Council, composed of the Mayor, Regional Councillors and Local Councillors
<b>Debenture</b>	A form of borrowing funds whereby principal and interest payments are made over time
<b>Deficit</b>	Excess of expenditures over revenues at year-end
<b>Development Charges</b>	Fees collected by the municipality from developers to assist in financing capital costs associated with infrastructure and municipal services to support growth.
<b>Discretionary Reserves</b>	Allocations of accumulated net revenue established by Council for a particular purpose
<b>Expenditure</b>	An outflow of funds to acquire goods or services
<b>Finance, Administration and Audit Committee</b>	The committee comprised of the Mayor, three regional Councillors and five local Councillors that reviews budget issues and provide recommendations to Council
<b>Financial Planning</b>	The consolidation of the City's strategic initiatives, master plans, and general operational and capital requirements in a single process to provide clarity on future pressures and funding requirements
<b>Fiscal Policy</b>	Actions adopted to achieve a financial outcome
<b>Full-Time Equivalent (FTE)</b>	The percentage of time an employee is funded in comparison to the maximum number of regular compensable hours in a work year
<b>Fund</b>	Accounts that are interrelated and are used to record revenues and expenditures with a specific purpose
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum requirements intended to define adequate accounting principles
<b>Gapping</b>	The difference between the annual impact and a partial year impact
<b>Grants</b>	A monetary contribution from the government or agency, serving as a means to support a particular program, service or function

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<b>Inflation</b>	A rise in price levels caused by economic activity
<b>Infrastructure</b>	Facilities and installations necessary for the development of the City (e.g. schools, roads, transportation)
<b>Infrastructure Gap</b>	The difference between infrastructure needs and available funding
<b>Investment Income</b>	Interest and dividend income received from investments and cash balances
<b>Labour Costs</b>	Salary and wages in respect to full-time, part-time, permanent part-time, contract, temporary or overtime including other benefits
<b>Levy</b>	An imposed amount of property taxes to support municipal activities
<b>Long-Term Debt</b>	A debt greater than one year where principal and interest is paid
<b>Municipal Price Index (MPI)</b>	The application of relevant indicators to the weighting of major expense categories. The use of the internal MPI provides a more relevant and accurate rate than the use of CPI
<b>Obligatory Reserves</b>	Contributions and expenditures required under provincial statute or legal agreement that are regulated by the particular provincial statute or legal agreement
<b>One-Time Only</b>	An item approved for the current budget year only.
<b>Ontario Municipal Board (OMB)</b>	An independent provincial board that hears applications and appeals on municipal and planning disputes under the <i>Municipal Act</i> , <i>Planning Act</i> , <i>Expropriation Act</i> , <i>Heritage Act</i> and other legislation
<b>Operating Budget</b>	A budget designed to provide financial support to departments for annual operating costs
<b>Operating Costs</b>	The day-to-day costs of maintaining operations
<b>Per Capita</b>	Determined by dividing any figure (e.g. income) by the total current population
<b>Performance Measure</b>	A determination of the degree of effectiveness, efficiency and quality of an action or objective
<b>Property Assessment</b>	Valuation of property as a basis for taxation
<b>Property Tax</b>	A tax levied according to the property's assessed value and tax rate
<b>Reserve/Reserve Funds</b>	Funds collected or set aside from specific Council approved sources for a specific Council approved purpose. Reserve is established by Council and Reserve Fund is restricted to a specific purpose
<b>Service Excellence Strategy Map</b>	Plan that outlines Vaughan's vision, mission and values, term of Council priorities, strategic initiatives related to service excellence and department business plans
<b>Stakeholder</b>	A user with an interest or concern in the topic

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<b>Strategic Initiatives</b>	Initiatives that are large in scale, which represent a shift in the nature and manner in which the city functions
<b>Status Quo</b>	Represents pressures in the budget related to providing existing levels of service to existing residents
<b>Subsidy</b>	Financial assistance to a specific project
<b>Surplus</b>	Quantity or amount in excess of what is required, typically total revenue greater than total expense
<b>Tangible Capital Assets (TCA)</b>	Non financial asset with a gross cost exceeding \$20,000, useful life beyond one year and required for the purpose of constructing, acquiring or improving lands, buildings, engineering services or machinery and equipment
<b>Tax Rate</b>	A percentage rate that is used to determine a property tax
<b>Taxation</b>	The process of which governments collect from businesses and residents to finance public services and activities.
<b>Term of Council Service Excellence Strategy Map (2014-2018)</b>	Vaughan's strategic plan that sets the overall City strategic direction and initiatives for the term of Council
<b>Vaughan Business Enterprise Centre (VBEC)</b>	VBEC encourages entrepreneurship by creating alliances between the public and private sectors to support entrepreneurial programs and services from local, provincial and federal governments, numerous private sector individuals and companies, community groups and academic organizations
<b>User Fees/Service Charges</b>	Payments for the use of specific municipal services and activities
<b>Variance</b>	The difference between actual and budgeted expenses or revenues
<b>Working Capital</b>	Cashflow required to fund operational requirements

### 11.8.1 Acronyms

<b>AMO</b>	Association of Municipalities of Ontario
<b>ARR</b>	Additional Resource Request
<b>AWWA</b>	American Water Works Association
<b>BU</b>	Business Unit
<b>CICA</b>	Canadian Institute of Chartered Accountants
<b>COLA</b>	Cost of Living Adjustment
<b>COA</b>	Committee of Adjustment
<b>CPI</b>	Consumer Price Index

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<b>DTA</b>	Development Tracking Application
<b>EA</b>	Economic Adjustment
<b>EAB</b>	Emerald Ash Borer
<b>EDMS</b>	Electronic Document Management System
<b>EI</b>	Employment Insurance
<b>FTE</b>	Full-Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GFOA</b>	Government Financial Officers Association
<b>GTA</b>	Greater Toronto Area
<b>ISF</b>	Infrastructure Stimulus Fund
<b>IWA</b>	International Water Association
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LHIN</b>	Local Health Integration Network
<b>LTD</b>	Long-Term Debt
<b>MPI</b>	Municipal Price Index
<b>MTO</b>	The Ontario Ministry of Transport
<b>OFM</b>	Ontario Fire Marshall
<b>OMB</b>	Ontario Municipal Board
<b>OMERS</b>	Ontario Municipal Employees Retirement System
<b>POA</b>	Provincial Offences Act
<b>PSAB</b>	Public Sector Accounting Board
<b>RiNC</b>	Recreation Infrastructure Canada
<b>SMT</b>	Senior Management Team
<b>TCA</b>	Tangible Capital Assets
<b>VBEC</b>	Vaughan Business Enterprise Centre
<b>VFRS</b>	Vaughan Fire and Rescue Services
<b>VHCC</b>	Vaughan Health Campus of Care

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<b>VMC</b>	Vaughan Metropolitan Centre
<b>VPL</b>	Vaughan Public Libraries
<b>WSIB</b>	Workplace Safety Insurance Board
<b>YRT</b>	York Region Transit